

To: Members of the Performance  
Scrutiny Committee

Date: 3 June 2022

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e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **11.00 am** on **THURSDAY, 9 JUNE 2022** in **COUNCIL CHAMBER COUNTY HALL AND VIA VIDEO CONFERENCE**.

**A training session on performance and risk management and well-being impact assessments will be held at 9.30am, immediately prior to the above meeting. An invitation is extended to all councillors to attend this session, either in person in County Hall or 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 DECLARATIONS OF INTEREST (Pages 5 - 6)**

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

#### **3 APPOINTMENT OF VICE-CHAIR (Pages 7 - 8)**

To appoint a Vice-Chair for Performance Scrutiny Committee for the municipal year 2022/23 (copy of Role Description for Scrutiny Member, Chair/Vice-Chair enclosed).

11.15am – 11.20am

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

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

#### **5 MINUTES OF THE LAST MEETING (Pages 9 - 16)**

To receive the minutes of the Performance Scrutiny Committee meeting held on 17 March 2022 (copy enclosed).

11.20am – 11.25am

#### **6 COUNCIL PERFORMANCE SELF-ASSESSMENT 2021 TO 2022 (Pages 17 - 150)**

To consider a report by the Strategic Planning and Performance Team Leader (copy enclosed) which seeks the Committee's observations on the Council's self-assessment of its performance during 2021 to 2022.

11.25am – 11.55am

#### **7 CORPORATE RISK REGISTER (FEBRUARY REVIEW) (Pages 151 - 262)**

To consider a joint report by the Strategic Planning & Performance Officer and the Strategic Planning & Performance Team Leader (copy enclosed) which seeks the Committee's views on the amendments made to the Corporate Risk Register as part of the recent review of the Register.

11.55am – 12.30pm

#### **8 SCRUTINY WORK PROGRAMME (Pages 263 - 286)**

To consider a report by the Scrutiny Co-ordinator (copy enclosed) which seeks the Committee to review its forward work programme and updates members on relevant issues.

12.30pm – 12.45pm

## **MEMBERSHIP**

### **Councillors**

Ellie Chard  
Pauline Edwards  
Bobby Feeley  
Jon Harland

Carol Holliday  
Alan Hughes  
Hugh Irving  
Paul Keddie

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## LOCAL GOVERNMENT ACT 2000

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### Code of Conduct for Members

### DISCLOSURE AND REGISTRATION OF INTERESTS

I, ( <i>name</i> )	<input type="text"/>
a *member/co-opted member of <i>(*please delete as appropriate)</i>	<b>Denbighshire County Council</b>
<b>CONFIRM</b> that I have declared a <b>*personal / personal and prejudicial</b> 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:- <i>(*please delete as appropriate)</i>	
Date of Disclosure:	<input type="text"/>
Committee ( <i>please specify</i> ):	<input type="text"/>
Agenda Item No.	<input type="text"/>
Subject Matter:	<input type="text"/>
Nature of Interest: <i>(See the note below)*</i>	<input type="text"/>
Signed	<input type="text"/>
Date	<input type="text"/>

\*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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## Role Description for the **Chair/Vice-Chair of Scrutiny and Scrutiny member** (as detailed in the Council's Constitution)

**Role: Scrutiny Member/Chair**

**Salary: Band 3** (Chair only)

*Please note: items highlighted are specific to the role of Chair (and in their absence the Vice-Chair)*

### 1. PRINCIPAL ACCOUNTABILITIES

- To Full Council

### 2. PURPOSE OF ROLE

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

### 3. VALUES and EXPECTATIONS

- To be committed to the values of Denbighshire County Council and the following values in public office:
  - Pride
  - Integrity
  - Respect
  - Unity
  - Attend all relevant meetings

- Carry out business electronically i.e. meetings and communication, wherever possible
- To attend mandatory training as specified in the code of conduct and the constitution.
- To participate in an annual development review to continually improve the performance of the member and the Council.
- To explain and account for personal performance as a County Councillor on a regular basis, particularly through the publication of an Annual Report on the Council's web site.



## PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held VIRTUALLY VIA ZOOM on Thursday, 17 March 2022 at 10.00 am.

### PRESENT

Councillors Ellie Chard, Martyn Holland, Hugh Irving (Vice-Chair), Geraint Lloyd-Williams, Arwel Roberts (Chair), Peter Scott and Andrew Thomas

Councillor Julian Thompson-Hill was in attendance at the Committee's invitation for business item 5.

**Observer:** Councillor Gwyneth Kensler.

### ALSO PRESENT

Head of Legal, HR & Democratic Services (GW), Head of Highways & Environmental Services (TW), HR Services Manager (LD), Scrutiny Coordinator (RhE) and Committee Administrator (RhT-J [Webcaster])

### 1 APOLOGIES

Apologies for absence were received from Councillors Bob Murray and Pete Prendergast and from the Chief Executive, Graham Boase. The Head of Highways and Environmental Services was in attendance deputising for the Chief Executive in his absence.

### 2 DECLARATION OF INTERESTS

No interests of a personal or prejudicial nature were declared.

### 3 URGENT MATTERS AS AGREED BY THE CHAIR

No matters of an urgent nature had been raised with the Chair prior to the commencement of the meeting.

The Chair advised that he would have to leave the meeting at circa 11am and that the Vice-Chair would chair the remainder of the meeting. He thanked everyone for their support and dedication to the Committee's work during the Council term, and to him during his tenure as Chair. He also paid tribute to the late Councillor Huw LI Jones for his work as Chair of the Committee from 2017 until he untimely passed away. The Chair extended his good wishes to those members standing for re-election in the forthcoming local authority elections. He also thanked those who had decided to retire from public office for their services to their communities during their terms as county councillors, wishing them health and happiness for the future.

#### 4 MINUTES OF THE LAST MEETING

The minutes of the Performance Scrutiny Committee meeting held on the 27 January 2022 were submitted. It was:

***Resolved: - that the minutes of the meeting held on 27 January 2022 be received and approved as a true and correct record of the proceedings.***

No matters were raised with regards of the contents of the minutes.

#### 5 STAFF ABSENCE AND TURNOVER FIGURES FOR DENBIGHSHIRE COUNTY COUNCIL DURING 2020/21 AND 2021/22

The Lead Member for Finance, Performance and Strategic Assets introduced the report and appendices (previously circulated) which provided information and data on staff absence and turnover rates for the reporting years 2020/21 and 2021/22 (up to the end of Quarter 3 - December 2021). Also attached to the report was the Council's Workforce Plan 2022 and its associated Delivery Action Plan.

Introducing the wide-ranging report which provided staff absence and turnover data along with details of future plans for workforce recruitment, retention and development the Lead Member advised that pre-Covid Denbighshire was the best performing authority in Wales in relation to staff absences. Not unexpectedly during the first lockdown period, with the majority of staff working from home and strict restrictions in place on people's movements and interactions, staff absence rates reduced further. As a result, and in line with other Welsh local authorities, staff absences during 2020/21 were considerably lower than during a 'normal' year. As restrictions eased during 2021/22 staff absences rose slightly, with the estimated number of days lost to sickness per employee by the end of March 2022 expected to be 9 days, which would be slightly higher than the pre-pandemic figure. Not unexpectedly the highest rates of staff absences occurred in frontline services, services which had greater face to face contact with the general public. It was anticipated that sickness absence figures would remain slightly higher than 'normal' for the forthcoming couple of years due to the removal of social distancing restrictions, Covid still circulating within the community, and personnel now accessing pre-planned surgery and treatments delayed due to the pandemic.

In relation to staff retention Denbighshire's staff turnover rates were below the Welsh average, this was a trend which had continued for at least the last 5 years. Nevertheless, some services had higher staff turnover rates than others, namely Highways & Environmental Services, Planning, Public Protection & Countryside Services, and not unexpectedly in recent times Social Care Services. During the pandemic the biggest group of leavers were in the Grade 4 and below salary points, with the second highest number of leavers being in the Grade 10 and above salary groups. The reasons for leaving for the latter group were predominantly retirement or re-evaluation of work/life balance priorities, the reasons for leaving for Grade 4 and below seemed generally to be for personal reasons.

A draft corporate Workforce Plan, based on each Service's workforce plan, had been drawn up with a view to supporting resilience, retention and career development within the Council whilst also providing health and well-being support to staff and providing access to flexible and agile working opportunities. A copy of the draft Plan and its Delivery Action Plan were appended to the report.

Members were advised by the Lead Member that all public sector organisations were facing difficulties in recruiting to some posts, particularly specialist technical posts. One of the reasons for this was that the private sector paid far higher salaries and were able to offer more attractive employment packages for these types of posts. However, recruiting to other posts, at the lower end of the salary scale such as catering and cleaning, was proving difficult for both the public and private sectors alike. Despite these challenges the Council's workforce had been extremely resilient throughout the pandemic, as a result there had not been any significant adverse effect on service-delivery throughout the two-year period. Covid had, without doubt, resulted in many people reassessing their lives in general, including where and how they wanted to work in future. As a result, the Council like a number of other employers, would need to re-assess its service-delivery methods and adapt accordingly.

The Head of Legal, HR and Democratic Services advised that staff turnover should not necessarily be viewed in a negative way. It meant that staff had gained skills and experiences with the Council that had been identified by other employers as positive attributes and transferable for use in their business models. It also provided the Council with opportunities to attract 'new blood' which would bring new, fresh ideas, to the Authority and avoid an impasse developing. Denbighshire's turnover rates tended to be below the national average. New ways of working stemming from the pandemic had resulted in people being able to change jobs or careers without having the upheaval of moving home and uprooting their families. Some Denbighshire staff had taken advantage of this method of working in order to progress their careers. These new ways of working would, going forward, provide opportunities for the Authority itself to attract talented individuals to apply for employment opportunities with the Council. Work was currently underway to try and tackle specific recruitment and retention pressures, for example the appointment of a Social Care Recruitment Specialist to work in the HR Service to support the recruitment and development of social care staff.

In response to members' questions the Lead Member, Head of Service and the HR Services Manager:

- confirmed that 4.4% of Denbighshire staff (including teaching and school-based staff) possessed Level 5 Welsh language skills – the highest listening and speaking proficiency. Excluding school-based staff, 18.75% of the Authority's staff had indicated they regarded themselves as having intermediate (Level 3) Welsh listening and speaking skills, with just over 6% indicating they were proficient to Level 5. HR was currently working with the Welsh Language Strategy Group with a view to ensuring that all staff attained at least Level 1 proficiency in due course.

- assured the Committee that every effort was being made to help and support all staff, including frontline staff, who were absent from work due to depression and anxiety.
- confirmed that the Authority did provide a flexible retirement option for staff who wished to retire on a phased basis over a set period of time. Decisions on how the workload of posts impacted by personnel's phased retirement arrangements were operational matters and managed by service managers.
- Assured members that Social Services was not regarded as a Cinderella service. The pandemic, during the last 2 years, had clearly highlighted the important role this Service played in supporting individuals and communities. It was the highest spending service within the Council and touched the lives of all residents and their families at one time or another. The Corporate Director: Communities chaired a Working Group which was specifically examining recruitment and retention matters within care services. In addition, the Council had recruited a dedicated Social Care Recruitment Specialist to work within the HR service. This officer's role was solely focussed on social care recruitment matters. Other work was underway nationally, under the auspices of the Welsh Government (WG), with a view to improving recruitment, upskilling staff and retaining them within care services in Wales.
- agreed to include in future reports data on the number of staff who benefitted from maternity and paternity leave during the year.
- acknowledged that the past two years may have caused difficulty for elected members in terms of their 'normal' interaction with staff, including being aware of personal matters which may impact on member officer communication and work pressures. However, the Council was required to have regard to Data Protection legislation and could not share any personal information with others, including members, without the consent of the individual. Member officer relationships and protocols would form an integral part of the induction programme for councillors following the local authority elections in May. It was also anticipated that officer member relationships and communication would become easier as Covid restrictions eased.
- confirmed that an 'exit interview' was offered to all leavers and the information gathered during these interviews were used to improve personnel's experience of working for the Council. The forms used for this purpose had 'free text boxes' to enable personnel to provide more detailed answers and explanations. However, staff who were leaving the Council's employment could not be compelled to participate in an 'exit interview' if they did not wish to do so. All feedback was monitored by HR, and the relevant Head of Service would also be informed of the feedback. Officers agreed to circulate the data regarding the uptake of 'exit interviews' to Committee members.
- advised that the restrictions in place on people's movement and close contact with others during the Covid pandemic had necessitated the Council to advance its 'home-working' arrangements and introduce 'remote meeting technology' considerably sooner than originally planned in order to enable it to deliver its services and transact its business. Whilst some staff enjoyed working from homes, others did not. Therefore, moving forward into the 'post pandemic' era the Authority would need to strike an appropriate balance between productivity and interaction, while at the same time

managing and supporting staff's well-being. It was crucial that employees did not feel that they were isolated or 'living in work'. To avoid this happening, it was key that the positives identified during the pandemic were harnessed, for example increased productivity rates due to less interruptions and the benefit of utilising remote meeting platforms to hold meetings to cut down on travelling time, mileage costs, carbon emissions etc. be retained but balanced with regular face to face interactions and team meetings etc. to promote team ethos and responsibilities.

- provided assurances that every effort was made to promote team-working and inclusivity and avoid the risk of silo working when people worked remotely. The existence of the 'jabber' function on the Council's telephone system aided officers to ask quick questions to each other instead of using the e-mail system, virtual meeting platforms also helped officers to arrange urgent quick meetings without requiring to set-aside time to travel to meet-up in buildings etc. For welfare purposes some teams arranged to meet up for walks etc. to help build team spirit and ethos. Throughout the pandemic new entrants to the Council had been able to undertake their induction both virtually and person to person when appropriate. Going forward staff would not be expected to work from home on a permanent basis or from an office on a permanent basis if they did not wish to do so. It was envisaged that the majority of individuals would opt to work partly from home and partly in the office, with all officers expected to attend their office base periodically. The Chief Executive was keen to promote a 'One Council' ethos across all services, and it was anticipated that all teams within services would work differently in future, being flexible and devising innovative or creative ways of working as a team. Buildings may well in future be utilised for different purposes other than as permanent work bases e.g. team meetings etc.
- advised that the Council's Senior Leadership Team (SLT) was monitoring the new ways of working to make sure that people and services were not working in 'silos'. Middle Managers in turn were urged to ensure that 'silo working' did not develop within the teams under their management.
- confirmed that in future elected members would have the option to attend meetings in designated meeting rooms/Council Chamber or to join remotely. Legislation had recently been passed requiring local authorities to make provision for councillors to attend and vote on Council business remotely if they so wished.
- advised that the Council was exploring ways of equipping managers with the skills and tools required to manage people remotely. Staff were measured by productivity rather than by the time they spent in front of their computer screens. Offering flexible working opportunities to staff would also help the Authority to address recruitment difficulties by making working for the Council more attractive to people looking for work which better suited their work life balance preferences.

Members suggested that there may be employment opportunities within the Council in due course which could benefit from the skills of Ukrainian refugees that may be temporarily relocated to the area.

The Committee:

***Resolved: having considered and discussed the Absence and Turnover data provided along with the associated documentation submitted and additional information provided during the course of the debate; to***

- (i) receive the statistical information and support the work underway within the Council to manage staff absences and turnover; and***
- (ii) request that a further report on the subject, including national data for comparison purposes, be submitted to the Scrutiny Chairs and Vice-Chairs Group following the end of the 2022/23 financial year to enable it to determine whether the situation merited detailed examination by one of the Council's Scrutiny Committees at that time.***

## **6 SCRUTINY WORK PROGRAMME**

The Scrutiny Coordinator introduced the report (previously circulated) updating members on relevant scrutiny related matters and seeking the Committee to review its forward work programme in readiness for its presentation to its successor Committee, following the local authority elections in May 2022. It would be a decision for the 'new' Committee whether it wished to continue with the inherited work programme.

Due to its proximity to the date of the forthcoming local authority elections, the Committee's next scheduled meeting, on 28 April 2022, had been cancelled. Following the elections, the 'new' Committee's first meeting would be held on 9 June 2022. Immediately preceding that meeting a short training and familiarisation event would be held for Committee members on performance and risk management, including the requirements of the Well-being of Future Generations (Wales) Act 2015.

Members' attention was drawn to the draft forward work programme at Appendix 1, in particular the education items listed for consideration at the Committee's July meeting. Both these topics had been identified as ideal matters to help aid new members' understanding of the requirements entailed with recent changes in education legislation and policy in Wales.

Members' attention was also drawn to the various documentation attached as additional appendices to the report and to the 'Information Brief' document circulated to Committee members earlier in the week, which contained the Corporate Plan Quarter 3 Performance Report.

In relation to questions raised by members with respect of Cefndy Healthcare the Scrutiny Coordinator confirmed that a report was already listed on the Committee's draft forward work programme for presentation at the November 2022 meeting. At that time, with further easing of Covid restrictions, Committee members may feel it apt to request a visit be arranged to the facility to see first-hand the production work and opportunities available there.

***Resolved: - subject to the above to confirm the Committee's draft forward work programme for presentation to the new Committee post the Local Authority elections in May 2022 for consideration.***

## 7 FEEDBACK FROM COMMITTEE REPRESENTATIVES

Councillor Hugh Irving informed the Committee that he had been attending meetings of the Queen's Building Project Board on a regular basis and that, based on the Project Board's work, Cabinet had recently approved the next phase of the project.

Councillor Peter Scott advised the Committee that the Flood Risk Management and Riparian Land Ownership Task and Finish Group had concluded its work and presented its final report to Communities Scrutiny Committee the previous week. The Group's findings, conclusions and recommendations in relation to strengthening working relationships and ensuring robust communication and information sharing channels between all flood risk management authorities, riparian land owners and the public in general, had been well received. The Committee had also supported the Task and Finish Group's recommendation that a Working Group of all the organisations involved with the work should continue to meet on an annual basis for the purpose of highlighting any major issues or problems which were being encountered, and for sharing information on major projects that were being planned.

The Committee:

***Resolved: that the feedback received from representatives following their attendance at various meetings on the Committee's behalf be received and noted.***

The meeting concluded at 11.30am.

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<b>Report to</b>	<b>Performance Scrutiny Committee</b>
<b>Date of meeting</b>	<b>9 June 2022</b>
<b>Lead Member / Officer</b>	<b>Nicola Kneale, Joint Acting Head of Business Improvement and Modernisation</b>
<b>Report author</b>	<b>Iolo McGregor, Strategic Planning and Performance Team Leader</b>
<b>Title</b>	<b>Council Performance Self-Assessment 2021 to 2022</b>

## 1. What is the report about?

This report accompanies the Council's Performance Self-Assessment for 2021 to 2022, providing our end of year analysis of progress and challenges with our key performance objectives (i.e. our Corporate Plan Priorities) and in each of the seven areas of governance. The report also provides narrative on council activity in support of Equality and Diversity.

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

2.1 Although piloted last year, this report is the first statutorily required document written in response to the Local Government and Elections (Wales) Act 2021, which requires the Council to produce a Self-Assessment of its performance against its functions. It also responds to our duty around equality monitoring (under the Equality Act 2010 and Wales Measure 2011, which includes the Socio Economic Duty), and our contributions to the Well-being of Future Generations (Wales) Act 2015.

2.2 Regular reporting is an essential monitoring requirement of the Council's performance management framework. We monitor our performance regularly,

taking quarterly reports to Scrutiny and Cabinet meetings. Our Executive Summary, presented alongside this report, provides an evaluative statement of our progress.

- 2.3 Feedback is sought on the content of the draft reports, attached at appendix I, II and III, before approval of the final documents by Council in July.

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

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

### **4. Report details**

- 4.1 The Council's Corporate Plan 2017 to 2022 set 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 have originated from Service and Programme Plans. Progress has been reported to Performance Scrutiny Committee, Cabinet and the Senior Leadership Team through our Quarterly Performance Reports.

- 4.2 With this report, we present three documents:

- Appendix I presents our Executive Summary, which seeks to draw out the highlights of our performance against our objectives (i.e. our Corporate Priorities that are our Well-being and Equality Objectives) and the seven governance areas (prescribed by the Well-being of Future Generations (Wales) Act 2015). The short paragraphs within this document are effectively our statement of performance against our functions, also looking ahead to the challenges that we face and areas for improvement.
- Appendix II is our familiar quarterly Performance Update Report, which is our process for ongoing self-assessment and embodies all the evidence (internal and external) and analysis that seeks to answer the questions of 'How well are we doing', 'How do we know', and 'What and how can we do better'? This Performance Update Report presents the latest picture covering only

January to March 2022, but combined with the Executive Summary and the three preceding Update Reports, the full set make-up our Self-Assessment for 2021 to 2022. Reviewing all four Performance Update Reports together will allow the reader to see improvement activity that we have identified throughout the year in support of performance.

- Appendix III is a 'one-off' report that seeks to summarise the performance of our Corporate Plan 2017 to 2022 over its five-year duration, now that we have reached its final year.

4.3 Within each corporate priority subsection, we continue to include Well-being and Equality sections that capture our contributions to the Well-being of Future Generations (Wales) Act 2015; and the Equality Act 2010 and Wales Measure 2011 (which includes the socio-economic duty). We also include a separate Equality and Diversity chapter, which captures corporate initiatives in support of this agenda.

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

5.1 The Performance Self-Assessment includes an evaluation of the Council's success in delivering against its corporate priorities.

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

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. A WIA was undertaken on the Corporate Plan itself, and was presented to County Council when the plan was approved in October 2017. Individual projects / programmes of work within the Corporate Plan will subsequently have been individually assessed, as any new actions will be going forward.

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

- 8.1 The report has been developed by the Strategic Planning Team, in consultation with other Council services. Feedback has already been sought on the report from the Senior Leadership Team, Cabinet and the Governance and Audit Committee. Following Performance Scrutiny Committee's meeting, the report will be submitted to County Council for approval in July.

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

- 9.1 No statement is required with this report.

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

- 10.1 Failure to publish our Self-Assessment would likely result in statutory recommendations from the Audit Wales, with significant implications for the reputation of the Council.

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

- 11.1 Part 6 of the Local Government and Elections (Wales) Act 2021 (chapter 1, section 89).
- 11.2 Part 2 of the Well-being of Future Generations Act (Wales) 2015 (section 13).
- 11.3 The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 (section 16).
- 11.4 Section 7 of the Council's Constitution outlines Scrutiny's powers and duties with respect of scrutinising the authority's performance.

# **Appendix 1 – Executive Summary: Self-Assessment of Performance, 2021 to 2022**

Together with our four quarterly update reports for 2022 to 2023 that have functioned as our ongoing assessment throughout the year, this document makes up our Self-Assessment of Performance required under the new Local Government and Elections (Wales) Act 2021. It presents an accessible end-of-year summary of our performance against key functions, specifically our Well-Being Objectives (otherwise referred to as our Corporate Priorities), the seven governance areas, and the Public Sector Equality Duty (which includes the new Socio-Economic Duty).

To review the evidence behind the conclusions in this document, please refer to the Performance Update Reports, published on our [website](#).

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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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**By TELEPHONE:** 01824 706291

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

**By POST:**

Strategic Planning and Performance Team,

Denbighshire County Council,

PO Box 62,

Ruthin,

LL15 9AZ

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

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## **Our Approach to Self-Assessment**

It is worthwhile in this document that we briefly explain our approach to Self-Assessment, as this is the first year that one is legally required.

At the end of 2021 to 2022, the council trialled a new style of Annual Performance Report that would respond to the performance requirements of the Local Government and Elections (Wales) Act 2021, broadening our existing approach to also reflect on the Corporate Health of the organisation. Based on advice from an independent auditor commissioned by the WLGA, this would satisfy the need to report on 'council functions'. Our report involved an analysis of the seven governance areas recommended by the Act's statutory guidance, as well as a more concerted effort to catalogue the activity of our principle meetings (Council, Cabinet, Scrutiny, and Governance and Audit), key news items, and reports by our internal audit and external regulators.

What we learned from last year's report (which was some one hundred pages long) is that we have a great body of evidence around how we are performing, but that it is difficult to make such a large document accessible. This document seeks to address that issue by providing only very high level summary statements that assess our performance, taking into account the wealth of quality information that has been comprehensively catalogued in our quarterly Performance Update reports (which utilised the same self-assessment template that we developed for our last Annual Performance Report). In this way we have achieved ongoing self-assessment throughout the year.

It is a requirement that the council, through its self-assessment process, identify improvement actions, and in subsequent self-assessments reports provide an update on our progress against them. We have achieved this through our quarterly Performance Update reports (supporting the principle of ongoing assessment), which have not only identified improvement actions during their production, but also captured improvement actions identified from the council's Service Performance Challenge programme, which ran during the summer of 2021. Service Performance Challenges are an opportunity for senior managers, Cabinet and Scrutiny members to be assured as to the performance of our services and the challenges that they are facing.

Finally, in addition to reviewing internal and external bodies of evidence to inform our self-assessment, there are new requirements around annually engaging with a comprehensive



list of stakeholders around the performance of our functions (objectives and governance). During 2021 the council updated its Resident's Survey (now referred to as our 'Stakeholder Survey') to ask specific questions now required under the Act. An analysis of the results is provided in our Performance Update reports, and the council will now look forward to running similar engagement exercises annually as part of its approach to Self-Assessment.

## **Equality and Diversity**

The council continues to deliver a number of great initiatives in support of those with protected characteristics and living in socio-economic deprivation. In this year we have renewed our commitment to equality, published in our [Interim Strategic Equality Plan](#); Council pledged to being a diverse council, supporting accessibility and diversity in local democracy; through our quarterly performance update reports we have enhanced our reporting around equality and diversity activity; and improvements to our Well-being Impact Assessments and their publication will better inform and support the transparency of decision making. We acknowledge, however, that more needs to be done to support officers and members with the completion and scrutiny of impact assessments. There will also be further opportunity to capture benefits delivered in support of protected characteristics and the Socio-Economic Duty as we develop our new Corporate Plan in 2022 to 2023. Although our engagement work on the development of the new Corporate Plan themes has been comprehensive, we know that engagement with seldom heard groups or those with protected characteristics needs to improve, and we are working internally and with regional colleagues to develop solutions to this.

## **Performance Objectives – Corporate Plan 2017 to 2022**

**Housing:** There have been significant achievements within our housing priority that have directly benefited residents and alleviated inequality. Many of our ambitious targets for the supply of housing are either making good progress (additional), or have in some cases been exceeded (affordable and empty). We have also done good work to improve standards in the private sector, and made improvements within our processes and policies for housing and homelessness support, including the Strategic Housing and Homeless Group, and the Housing and Homelessness Strategy. However, homelessness prevention remains a key challenge for the council. Although we have successfully delivered a new

Extra Care facility in Denbigh, more work is needed to progress the facility in Ruthin, which has faced significant delays. There also remain of course significant challenges with the availability, affordability and standard of housing within the county, and we acknowledge there is still a lot of work to do to address these.

**Connected:** A number of projects have made good progress within this priority, including our investment in libraries, which has supported those at a socio-economic disadvantage and at risk of digital exclusion (not least during the pandemic). Our investment in zero emission technology and demand responsive travel has also helped remove barriers to travel, benefitting those with the protected characteristics of age and disability. However, many of the challenges that we faced five years ago remain. Despite overall improvement in our performance against the national road condition indicators over the last five years, the ongoing investment required to maintain our large rural network is significant, and we know improvements are needed in terms of the timeliness of repairs. Internet connectivity too, though much improved over the last five years, remains below the UK average, and though we have used our position to influence and lobby, progress has been extremely slow despite our best efforts. Delivery of our plans for sustainable and active travel, and the replacement of Llannerch Bridge are also key challenges ahead for the council.

**Resilient Communities:** There has been some really important work carried out within our Resilient Communities priority, especially in the context of the pandemic, demonstrating particularly how well the council works in partnership to protect and support our residents and community initiatives. Highlights have included our work around mental health, becoming a Dementia Friendly Council, our support for carers, and assistance to community development projects more broadly. We have also made good progress with regards to raising awareness of domestic abuse; but like all these areas, acknowledge that there is always more to be done and increasing demand and challenges to be met. The council continues to protect and deliver vital and valued services for the most vulnerable in its communities, receiving positive feedback and accolades for its provision in a number of areas, including care and libraries. However, we face significant challenges with the cost of care, and the recruitment and retention of care staff. We also acknowledge that we have more work to do to complete our involvement project for shaping and improving services.

**Environment:** The council has made excellent progress with its Environment projects over the last five years, not only through its extensive tree planting, varied biodiversity work, protection of green open spaces, flood prevention work, and raising awareness about the important assets that we have in the county; but also with its Climate and Ecological Change Strategy. However, becoming a Net Carbon Zero authority by 2030 remains a significant corporate risk, and as funding for a number of key projects ends, the council must look ahead to further opportunities to absorb and reduce carbon, particularly as it exhausts the 'quick-win' options. Greater stakeholder engagement and training will help. The council also has challenges ahead of it with the achievement of energy efficient council homes, embedding revised waste management arrangements, and delivering two further significant coastal defence schemes. It is also important that the council continues its work to ensure equal access to our countryside and historic assets, particularly for those at a socio-economic disadvantage, to benefit the health and well-being of residents and visitors alike.

**Young People:** The council has made good progress with its Young People projects over the last five years, particularly in support of well-being, skills and work placements. However, there remain significant challenges arising from the impact of Covid-19, impacting the development of young people and the delivery of some projects; but particularly timetabling and attendance in schools, which has made educational inequality more acute. There are challenges arising from the implementation of the new curriculum too, not least in terms of the monitoring of school standards, with pupil attainment, on the whole, remaining just below the Wales average. A combination of Covid-19 and market instability is also causing delays and rising costs within capital projects, which is a significant risk to our Sustainable Communities for Learning Programme (formerly the 21<sup>st</sup> Century Schools Programme).

## **Governance Functions – The Council’s Corporate Health**

**Corporate Planning:** In addition to closing down programmes of work from its Corporate Plan 2017 to 2022, which has delivered many tangible benefits for residents, the council has undertaken considerable work to ensure that it meets upcoming legislative requirements. This has included the new Local Government and Elections (Wales) Act 2021; the need to develop Well-being Objectives (every five years) under the Well-being of

Future Generations (Wales) Act 2015; and the publication of our [Strategic Equality Plan 2021 to 2022](#) under the Equality Act (Wales) Regulations 2011. The council has tackled these key strategic strands of work well, whilst in the same year appointing a new Chief Executive; continuing to respond to the pandemic; and implementing arrangements for two European Union replacement funds and the Levelling-Up Fund. Key challenges ahead will include the Chief Executive's review of the Senior Leadership Team; rolling out our New Ways of Working arrangements; inducting and training new councillors from May; and better understanding our relationship with the new North Wales Corporate Joint Committee. Improvement actions identified over the last year have on the whole progressed well, but we recognise that there is scope for us to learn from the pandemic in relation to transparent decision making. We also acknowledge that overall customer satisfaction with the council and its long-term plans is not where we would like it to be. It is proposed that the next Corporate Plan has a clear focus on how the council works, including customer service, engagement, and our performance. We have seen good engagement between members and officers over the last two years of the pandemic, and there has been particularly strong research and public engagement work carried out in support of potential themes for the next Corporate Plan, 2022 to 2027. There is a clear plan to further develop our Corporate Plan proposals with the new Council, seeking their final approval in early October.

**Financial Planning:** The council's financial planning arrangements have proven robust and the council is well placed to maintain its financial sustainability over the medium term. The council holds a stable reserve and has strong monitoring and planning mechanisms in place to actively manage pressures, such as the Medium Term Financial Plan, Treasury Management and Capital strategies, and a new Budget Setting process that moves towards a 3 to 5-year process. There are of course some significant budget variations, but we work to resolve those, and we have a good record of delivering savings. We have also introduced revised policies and procedures for countering fraud and corruption. The delays with the draft Statement of Accounts remains a challenge due to the timescales effecting other areas of work for the Finance Team, and therefore impacting service delivery going forward. The most significant risk and issue facing councils and the wider public sector in most recent times has been the Covid-19 pandemic, as well as rising costs globally. It is welcome that the Covid-19 Financial Recovery Strategy has provided a robust plan for the

council's response. Another area of work will be looking ahead to the transition of revenues and benefits services to the council.

**Performance Management:** The council has effective performance management arrangements in place that help it monitor, report and scrutinise performance in key areas, as well as identify areas for improvement. These arrangements have recently been strengthened by the council's approach to self-assessment through enhanced quarterly performance reports, and annual stakeholder engagement. There are minor improvements that can now be taken forward with regards to Verto, our performance management system, which were not possible prior to the recent retender of the software. The new Corporate Plan from October will also bring with it the opportunity to enhance the performance framework that the council reports on corporately. The timing of Service Performance Challenges needs to be considered in the coming months as the position with the review of the Senior Leadership Team becomes clearer. It is important that these go ahead to comply with our Performance Management Framework, but also to meet recent recommendations from Audit Wales on the publication of performance information on non-priority areas. The council must look ahead to training opportunities for councillors after the election, as well as for new or interested staff. The council has identified actions that it is taking forward to improve Project Management and Contract Management, and is working with Care Inspectorate Wales on identified actions to improve the delivery of some aspects within Children's Social Services.

**Risk Management:** Internal Audit previously highlighted some areas of weakness in the management of risks, which the council has sought to address during 2021 to 2022 to ensure governance and controls are robust. For example, we have been clearer about how risk appetite methodology is applied and we have clarified controls that should have a direct impact on risk management, setting out the expected direction of travel for each of our corporate risks. We have identified internal and external assurance to ensure risks are appropriately managed and scrutinised. Our Corporate Executive Team has started interrogating risks that sit beyond our risk appetite in risk focus sessions with risk owners. Broadly, we have found that engagement with our risk management process has been good by both officers and members. However, as global events have grown in significance for our council and our community over the last two years, so too have the number of active risks on our corporate risk register. Events such as the Covid-19 pandemic, Brexit, and more recently the conflict in Ukraine, have had consequences for the global (and

local) economy and our communities. For this reason, a summary of our corporate risk register has been developed to improve internal communications. A full update report will be presented to Performance Scrutiny's [meeting in June](#) 2022.

**Workforce Planning:** Workforce planning has grown in significance as the consequences of Covid-19 have heightened challenges in relation to recruitment and retention across the council. We have proactively put measures in place to address these issues. We have also improved the data that we hold about our own workforce for equality purposes, and taken steps to address the back-log caused by Covid-19 of Disclosure and Barring Service (DBS) checks. We have implemented a stronger approach to workforce planning and participated in an Audit Wales study, which is expected to highlight some further areas to strengthen. There have been a number of recent changes in senior leadership, and this will be a particular priority for the coming year. During the year, we have supported managers and staff with the new ways of working, particularly home working, which has become our predominant working style since the start of Covid-19. We have engaged with staff using a questionnaire to determine managers' training and development requirements. The feedback from the survey has informed our new training strategy, and an induction programme, policies and guidance have been developed. Dedicated training sessions for employees and managers will be rolled out from July. At the same time, we have focused on mental health and well-being and agreed a new mental health policy that has resulted in awareness sessions, training and online support. The focus for the year ahead will be to work with our Staff Council to support us in recruiting Mental Health Champions. Supporting the New Ways of Working Project and supporting managers and staff as we begin to return to the office will also present challenges and opportunities.

**Assets:** The council faces significant challenges with regards to its assets. We have a perennially deteriorating and very large network of roads and bridges; a large portfolio of buildings to align with our Net Carbon Zero ambition; and growing pressures on our ICT infrastructure. However, we have made improvements. We have adopted minimum standards for in-use and embodied carbon that all council non-domestic construction projects must adhere to, and we are looking ahead to adopting a new Asset Management Strategy this summer. We have made significant investments in our roads and bridges, including a £3m commitment to improve roads during 2021 to 2022. We have introduced new frameworks in support of our maintenance of schools, non-schools and housing. We

have good health and safety and fire safety procedures in place. In partnership with Dŵr Cymru and Natural Resources Wales, we have also taken forward improvement actions to alleviate flooding. The council also has increased investment to ensure the safe management of its data, and better support for home working. Looking ahead, an immediate challenge will be preparing our offices for New Ways of Working, accommodating increased staff numbers, hybrid meetings, and different workstyles.

**Procurement:** The Procurement Team has made some improvements this year to the advice and support available to services to encourage good procurement practice and adherence of the procurement policy across the organisation. However, progress across a range of actions to improve and decarbonise procurement have been hampered due to continuing challenges in recruiting to the Procurement Manager post. This has resulted in existing team members taking on more responsibility on top of existing portfolios. We lack specific expertise in relation to ecology and decarbonisation, but we hope to secure the budget for a new post during 2022 to 2023. We have seen some positive progress in relation to collaborative procurements, and we are getting better at working with services to identify opportunities where collaborative procurement may be possible. These remain challenging and sometimes partners' timescales are inconsistent with our own, leading to missed opportunities beyond our control. The Community Benefits Hub is making connections between businesses and community initiatives, and has seen positive outcomes for individuals securing full-time employment as a result of their work placements. Securing a sustainable future for the Hub remains a key challenge. The development and adoption of a new Procurement Strategy by the end of the summer is also an important area of work for us to get right.

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# **Appendix 2 – Corporate Plan Performance Update: January to March 2022**

This document presents the council's performance against its priorities and governance areas between January to March 2022, including our application of the Sustainable Development principle, the Public Sector Equality Duty, and Socio-Economic Duty.

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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: Excellent

**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**

As at the end of March 2022, there were 2,050 people on the Single Route to Housing (SARTH) waiting list, which is a decrease from the last period, October to December (2,378). Our second SARTH measure considers the number of people housed from the register into either council stock or a Denbighshire Registered Social Landlord property. During 2021 to 2022 a total of 261 people were housed, down from 328 the previous year.

We have delivered 422 additional homes during 2021 to 2022. This is slightly down from 435 the previous year. In terms of the additional supply of council houses provided, 13 units were successfully added to our stock and all of these were 'buy backs' with no new builds completed in this period. There have been 222 additional affordable housing, including social housing, provided during the year. This is an exceptional return and the highest since we began recording figures in 2006, bringing our total since 2017 to 586.

The increase is because:

- The council has taken on 43 homelessness leases this year. Performance is normally around 10 annually, but there has been additional funding provided for long-term leases with the private sector.
- Grŵp Cynefin completed the Extra Care scheme in Denbigh, bringing forward 74 dwellings.
- Adra have substantially completed the development in Meliden, and did complete the development in Trefnant, which has added 38 dwellings so far.

Another area of success within this priority includes the Empty Homes project. 196 Empty Homes have been brought back into use during 2021 to 2022, bringing the total to 695 since 2017, exceeding the target of 500 homes.

Our measure around the number of private sector homes improved in standard and quality has fallen significantly below our usual standard due to Covid-19 restrictions on work. 325 homes were improved during 2021 to 2022, down from 415 the previous year.

The percentage of households successfully prevented from homelessness (Section 66 duty) has fallen from 52% to 42% during 2021 to 2023. This equates to 31 successful outcomes out of a total of 81. The percentage of households successfully relieved from homelessness (Section 73 duty) has also seen a decline since the same period last year, from 31% to 22%, which equates to 108 successful outcomes out of a total of 501.

Our previous report overlooked two new data items from our 2021 Stakeholder Survey. There were two satisfaction measures pertinent to this outcome, covering:

- The percentage of residents reporting they felt satisfied with the availability of housing in their area (30%, down from 42% in 2018).
- The percentage of residents reporting they are satisfied with the standard of housing in their area (40%, down from 52% in 2018).

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

### **Closed: Denbigh Extra Care Housing**

Following some delays with the handover date at the beginning of this period, we are now pleased to report that the scheme is fully open and the provider, Abacare, are on site.

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

We are still waiting on Grŵp Cynefin to set a firm date to start works on site. Preparatory works were due to begin during April, 2022, but there is slight delay due to bats. A construction programme is being drawn-up and an overall scheme programme is being developed. Grŵp Cynefin are anticipating demolition works to begin in full around June and we are currently working to a construction end date of February 2024.

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

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

- The former [Prestatyn Library](#) will be demolished and the site will be redeveloped to create a new commercial space and apartments available for social rent, providing 14 older persons' apartments. Energy in the apartments will be generated by ground source heat pumps and solar panels on the roof to create improved energy efficient living for future residents.
- At its [meeting in March](#), Cabinet approved tenders for the renovation of a terrace of eight properties in Aquarium Street in Rhyl. A contract notice with an estimated value of £2 million was published on the Sell2Wales procurement portal in December. Four tender submissions were received, and following an evaluation exercise a preferred contractor has been selected.
- The purchase of three former council houses in Rhyl has been completed.

The application for planning permission for a residential development on land adjacent to Ysgol Pendref in Denbigh was refused, which would have included 22 affordable units for social rent to be offered to the council. Despite this and the schedule over-run that has been caused by the pandemic, the programme is still confident of successful delivery.

### **Closed: Affordable Housing**

As described above, delivery of our Corporate Plan target for an additional 260 affordable homes has been exceeded, with 222 delivered during 2021 to 2022. Since the start of the Corporate Plan in 2017 we have delivered a total of 586 affordable homes. The affordable housing delivery action is now being taken forward within the Service Plan for Planning, Public Protection and Countryside Services.

### **Closed: Empty Homes Back into Use**

Again, the Empty Homes project has met and exceeded the Corporate Priority target of bringing 500 empty homes back into use, with 695 empty properties having been brought back into use since 2017. The Empty Homes delivery action will now be taken forward within the Service Plan for Planning, Public Protection and Countryside Services.



## Annual or Biennial Measures

Measure	2020 to 2021	2021 to 2022	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>	5	13	Excellent
The additional supply of council houses provided	14	13	Does not apply Count only
Number of additional homes provided in Denbighshire – <b>Benchmarked Locally</b>	435	422	Excellent
Number of empty properties brought back into use (old definition) – <b>Benchmarked Locally</b>	184	196	Excellent
The number of private sector homes improved in standard and quality due to intervention from the council – <b>Benchmarked Locally</b>	415	325	Priority for improvement
The additional supply of affordable housing, including social housing, provided during the year – <b>Benchmarked Locally</b>	154	222	Excellent
Percentage of households successfully prevented from homelessness (Section 66 duty) – <b>Benchmarked Nationally</b>	52	42	Priority for improvement
Percentage of households successfully relieved from homelessness (Section 73 duty) – <b>Benchmarked Nationally</b>	31	22	Priority for improvement
Number of additional Extra Care Homes supported by the council	0	74	Does not apply Count only

Measure	2018 to 2019	2021 to 2022	Status
The percentage of residents reporting they felt satisfied with the availability of housing in their area – <b>Benchmarked Locally</b>	42	30	Priority for improvement

Measure	2018 to 2019	2021 to 2022	Status
The percentage of residents reporting they are satisfied with the standard of housing in their area – <b>Benchmarked Locally</b>	52	40	Priority for improvement

### Quarterly or Biannual Measures

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
Number of people on SARTH waiting list – <b>Benchmarked Locally</b>	2,139	2,297	2,283	2,378	2,050	Priority for improvement
Cumulative number of people housed from the SARTH register	328	67	153	209	261	Does not apply 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.

#### Accommodation Provision for the Homeless

In November, Internal Audit completed a follow-up review of homelessness accommodation, giving again a low assurance rating. The report was presented for information to the Governance and Audit Committee at its [meeting in March](#). The review found that overall the council is taking a more strategic approach to homelessness, involving a number of key services in decision making. Operationally there have been restructures to help better meet demand and comply with the Welsh Government's rapid

rehousing model, but there remain a number of vacancies in the team that are putting pressure on capacity. Diary notes were not always kept up-to-date, and housing plans were not always in place. There was limited documented guidance, and while some quality assurance checks were initially put in place, these stopped when the administrator left their post. However, an accommodation officer has recently been recruited and they will be responsible for carrying out document checks going forward.

We have found that **collaborating** and **integrating** across services in strategic decisions around homelessness prevention is having a positive impact on effective decision making. It is now important that the council addresses any remaining issues around capacity to provide a service that meets growing demands, and **involves** individuals in ways in which we can meet their **long-term** well-being needs and **prevent** homelessness. This will particularly benefit those at a **socio-economic disadvantage**.

## **Delivery of Housing and Homelessness Strategy**

Denbighshire's [Housing and Homelessness Strategy](#) was adopted by Council in December 2020. Since its adoption there have been many key areas of progress within the Action Plan, which is being monitored by the Strategic Housing and Homelessness Group. Of the 40 actions identified, 9 have been embedded in operational delivery as 'business as usual', and 23 actions are on track to be delivered within the set time scales. There are some minor delays on 8 actions in accordance with the original deadlines set, which is due to the impact of Covid-19. The first three themes of the strategy have been reviewed. Theme four, which deals with homelessness in Denbighshire, will be reviewed in detail at the group's meeting in March, however, some actions are already well on the way to completion, including the acquisition of a building to provide temporary homelessness accommodation for families in Denbighshire; the review of the Housing Support Grant to ensure different levels of support are available for a variety of needs; and integrating the Housing First programme into the Homelessness Support Pathway. Theme five, 'Homes and support for vulnerable people', and Theme six, 'Promoting and supporting communities', will be reviewed in June.

This Strategy supports those at a **socio-economic disadvantage** and those who have protected characteristics such as **Age, Disability, Religion and Belief**, and **Race**. The Strategy and the action plan take a **long-term** approach to **prevent** and end homelessness within Denbighshire, promoting **collaboration** and **integration** with

partners, and **involving** communities to address issues and encourage community cohesion.

## **Housing Support Programme Strategy**

At Cabinet's [meeting in February](#), approval was given for the vision outlined within the new Housing Support Programme Strategy. The Strategy is required of local authorities in Wales by the Welsh Government to outline their strategic direction for housing support and homelessness prevention. It has been aligned to the existing Housing and Homelessness Strategy, which is monitored by the Strategic Housing and Homelessness Group.

This work **integrates** with the Welsh Government's ambition for housing and homelessness. A thorough needs assessment was undertaken in **collaboration** with a range of stakeholders, also **involving** citizens who have experienced homelessness and accessed services, and providers delivering support services (including Third Sector organisations and other statutory partners such as BCUHB, Police and Probation Services). A draft action plan has been produced to support the delivery of the Strategy, which will be reviewed annually. The next stage is to add **long-term** actions with agreed timeframes prior to publishing the Strategy, which will seek to benefit those at **socio-economic disadvantage** and **prevent** homelessness.

## **Housing Maintenance Materials Supply Contract**

Approval was given by Cabinet at its [meeting in January](#) on the direct award of the council's next materials supply contract to Travis Perkins through the Adra All Wales Materials Framework. In recent years, the supply of building materials to the council's council house repairs and maintenance team had been provided by Jewson's, who were awarded their current contract back in 2017, and was due to expire in early 2022.

A major benefit of the All Wales Framework is Travis Perkins' commitment and ability to support the **long-term** provision of renewable technologies, as well as carbon conscious materials for the construction of dwellings, including modular and timber frame solutions. It also offers opportunities across Wales for **collaboration** with other authorities and housing providers, offering potential material cost savings through economies of scale. Bulk transport and local storage solutions will also **prevent** and reduce carbon emissions through our supply chain.

## **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**

Data for the condition of A, B and C roads for 2021 to 2022 is now available, though we do not yet have the national comparative data. There has been improvement in all measures, with the condition of A roads now at only 2.6% in poor condition, improved from 3.5%; B roads at 3.8%, improved from 5%; and C roads at 7.5%, improved slightly from 7.6%. The overall score is 5.7% for A, B & C combined, the third consecutive year of improvement in condition.

At March 2022, the coverage of superfast broadband in Denbighshire was at 93.9%, a very small increase of 0.53% since January. 3.95% of premises had broadband of 10mbps or below. This is a 0.23% decrease since January 2022. The picture is still one where Denbighshire's constituencies are among those with the poorest superfast broadband coverage when compared to the rest of the UK.

53% of public transactions with the council were undertaken through its website during January to March 2022, compared to the total number of transactions undertaken using all access channels. This is a 2% increase on October to December's figure.

During January to March 2022, 43% of damaged roads and pavements were made safe within target time. This remains a priority for improvement and a concern for the council. Essentially there is an identified reporting issue between two systems that is showing performance to be worse than it actually is, exacerbated by capacity issues and staff absence. These issues are being actively addressed by the Service with the expectation of improvement from the first quarter.

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

### **Closed: Superfast Broadband and Mobile Networks**

Despite significant efforts by the community and the council, we are yet to receive a quote from Openreach for the Nantglyn (and surrounding villages) project. This has taken considerably longer than we had anticipated, and as part of the closure of the project it has been agreed that the pilot has been taken as far as it can. A webpage has been created on the council's website to help communities and local business find out about internet connectivity options; this includes ADSL broadband, Wi-Fi boosters and satellite broadband. All enquiries and communication between potential 'white properties' and the council have gone through the Digital Support Officer for the past two years, and that post will continue until at least September 2023.

The project has mapped current connectivity in Social Housing (both council and RSL owned), and our planning service has included advice about connectivity in relevant guidance notes and commentary for applicants. Following discussion with mobile providers, we have established a principle contact to encourage the extension of coverage across the county. It was decided that a written protocol was not needed. Lessons learned from the project have been recorded and a closure report is being prepared to offer recommendations as to how best to allocate the remaining budget.

### **Closed: Digital Exclusion**

Although this project has come to an end, Community Navigators and the Edge of Care Team will continue to support people to increase their digital inclusion. We are planning intergenerational activity in collaboration with the Denbighshire Voluntary Services Council, Social Care Volunteers, Working Denbighshire, Book of You and Age Connects, linking with plans to create an Age Friendly Community. Virtual events between Cysgod y Gaer and the local school, and digital surveys of council housing tenants will also take place following formal closure of the project. We are working on digital inclusion webpages on our council's website with some simple pointers on how to get help; for example, from the digital buddies or through the support and resources available in libraries, all established by the project. This and additional information and signposting to support will also be available from [DataMapWales](#), as part of the Centre for Digital Public Services' review of digital inclusion.

Although there was a delay in the delivery of IT equipment for the Virtual Reality workstream, this is now being progressed and service leads will take this forward as business as usual. A group has been established to evaluate the benefits of introducing Virtual Reality technology into care homes and the community. The council is also revisiting discussions with Llandrillo Menai College to explore how robotics could be integrated into Bangor University's degree programme. We are looking at ways to develop the assistive technology suite at the Rhos-On-Sea campus in-line with current and future technologies.

### **Closed: Infrastructure for Events**

All mobile equipment for our inventory has been purchased and delivered. The terms and conditions, process and booking system for the hire scheme are in development, but have been delayed due to staffing and flooding at the Rhyl Pavilion. We expect these systems to be in place by the end of May 2022. We are still waiting to take delivery of the van and trailer to support the scheme, but are hoping to launch the service this summer.

Meanwhile, £121,249 has been awarded to groups across the county (including town councils, village halls and a community centre) to improve local events infrastructure. Examples of improvements include digital enhancements at Llangollen Town Hall to enable live streaming; a stair lift in Neuadd Eleanor, Llanfair Dyffryn Clwyd; kitchen upgrade at Carrog Village Hall; and external electrical points for event purposes at Parliament Street car park, Rhuddlan. It is expected that this workstream will be complete by November, 2023. Interviews with promoters are also now complete, and the Market Research report has been produced and shared with the council. A work programme needs to be produced based on the report, and this was discussed at the Project Board's meeting in March to agree a way forward. All outstanding aspects of this project will be managed through service business upon closure of the project.

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

As reported previously, a business case for a 'Sustainable Transport Plan' is not yet available, but a report on the development of a Sustainable Transport Plan was presented to Performance Scrutiny at its [meeting in November](#). During the meeting members made observations in relation to the electric vehicle charging infrastructure; the need to include the views and needs of disabled people; the importance of linking with regional and national transport strategy; and the need to involve and engage users and communities.

## Annual or Biennial Measures

Measure	2020 to 2021	2021 to 2022	Status
The percentage of principle A roads that are in overall poor condition – <b>Benchmarked Nationally</b>	3.5	2.6	Excellent
The percentage of non-principal/classified B roads that are in overall poor condition – <b>Benchmarked Nationally</b>	5	3.8	Excellent
The percentage of non-principal/classified C roads that are in overall poor condition – <b>Benchmarked Nationally</b>	7.6	7.5	Excellent
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>	89.8	Data pending	Priority for improvement
The percentage of mobile 4G road signal (all operators) – <b>Benchmarked Locally</b>	49.8	50.63	Priority for improvement

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 Count only

## Quarterly or Biannual Measures

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The percentage of Superfast Coverage in Denbighshire (>30 Mbps) – <b>Benchmarked Locally</b>	92.23	92.63	92.75	93.37	93.92	Priority for improvement



Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The percentage of premises with Broadband of 10 Mbps or below – <b>Benchmarked Locally</b>	4.45	4.34	4.33	4.18	3.95	Priority for improvement
The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels – <b>Benchmarked Locally</b>	50	56	48	51	53	Good
Percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale) – <b>Benchmarked Locally</b>	87	67	64	51	43	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

Following Cabinet's commitment to support the principle of replacing Llannerch Bridge, made in December 2021, we are funding the initial cost of ground surveys and other specialist work that will inform a business case and bid for external funding to design and construct a replacement bridge. In January, we published a press release informing residents of signs of activity at the Llannerch Bridge site as the specialist surveying and mapping work commences. The council will be publishing quarterly newsletters to keep residents informed of the latest activity and, subject to Covid-19 restrictions, public meetings will be held to give residents the chance to discuss any concerns.

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**.

## Public safety and the Rhyl Vision

During this period, work was undertaken to stabilise and prepare for the demolition of buildings at 123-125 High Street, Rhyl, deemed unsafe by structural engineers. The works were necessary in the interests of public safety, and the council communicated with surrounding businesses to offer support where possible throughout the period of the regrettable but necessary road closure. Although no formal plans have been drawn up or adopted for the site, we will work with the community to carry out a full consultation on any plans as they develop. Demolition was completed in early April, with the lower high street again being opened to traffic.

These works also support the council's vision for Rhyl, which focuses on key areas of regeneration, including improving the appearance of the town centre and linking it with the promenade. It has support from the Welsh Government's Transforming Towns project, and will complement the Queen's Market development and those developments that have already been completed on the waterfront.

The project to make safe, demolish and subsequently regenerate the site will apply the five ways of working under the sustainable development principle, looking for a **long-term** solution that **prevents** further safety issues and disruption to businesses and the public, **integrating** and **collaborating** with stakeholders and partners, whilst of course **involving** local residents during the demolition and to determine a future plan for the site. Our vision for Rhyl will also benefit those at a **socio-economic disadvantage**.

## **Llangollen 2020 Castle Street Improvements**

[The Llangollen 2020 Castle Street Improvement](#) project, which started in October and is due to be completed in May, is being undertaken by Denbighshire County Council in partnership with Welsh Government and Transport for Wales. Phase one will involve resurfacing Castle Street between its junction with the A5 and the Market Street junction. Phase two, which will involve surfacing Castle Street between the Market Street junction and the Mill Street / Abbey Road junctions, will commence in early May.

This **collaborative** project has engaged extensively to **involve** and **integrate** with partners, local residents, business and stakeholders; and where possible a number of changes have been accommodated that complement the overall scheme. These improvements provide **long-term** benefits for residents and visitors, giving more space for pedestrians to walk around the town centre, improved crossing facilities, and upgraded traffic signals to improve the flow of vehicles. Enhancements to access will also benefit the protected characteristics of **Age** and **Disability**, improving safety and **preventing** any harm to individuals and congestion in the town.

## **Decarbonising Travel**

Since its launch in September 2021, the zero emission Green Taxi scheme, funded by the Welsh Government, has (up until January) covered 15,501 zero emission miles across the county, providing an average of 969 zero emission miles each week, mainly on home to school journeys. Denbighshire is hosting the only North Wales pilot of the zero emission Green Taxi scheme as part of a wider national pilot to support the Welsh Government's goal to de-carbonise the taxi fleet entirely by 2028. Twenty-eight taxi drivers have stepped behind the wheel of four wheelchair-accessible Nissan Dynamo E-NV200 taxis to use as part of the 'try before you buy scheme'. The taxis have operated across Prestatyn, Rhyl, Bodelwyddan, St Asaph, Denbigh, Ruthin and Corwen. In response to feedback from the

drivers, the council is exploring the potential to extend the scheme with the offer of a vehicle capable of delivering 300 plus miles on a single charge.

Separate to this project, the council has secured a total of £57,400 grant funding from the UK Government's Office for Zero Emission Vehicles, supported by the Energy Saving Trust, to support the delivery of an Electric Vehicle Public Charging Pilot. The pilot will provide fast charging points in eight public car parks across Denbighshire for use by the public. Work on the pilot is expected to be completed by early summer. The chargers will be in place to support residents to transition to an electric vehicle where they didn't previously have access to a charging facility.

Finally, the council, together with Transport for Wales, launched a pioneering demand responsive public transport scheme in March for residents in and around the Ruthin area, joining pilots in Denbigh and Prestatyn. Ruthin's Fflecsi service will be available within the town of Ruthin itself, being able to travel around most of Ruthin's urban housing cul-de-sacs. This will introduce a bus service for many people in Ruthin for the first time, thanks to support from the Welsh Government and the Welsh Government Energy Service. Fflecsi will also serve a number of villages and hamlets, notably Bontuchel, Clawddnewydd, Clocaenog, Cyffylliog, Derwen, Graigfechan, Llanelidan, Pentrecelyn and Rhydymedwy. The Fflecsi bus is Wales's first-ever zero emission, 100 per cent battery-operated, 16-seat minibus. Intending passengers can book their demand responsive transport one hour ahead either through the Fflecsi app (available from the [Fflecsi Wales website](#)), or by phoning a dedicated call centre on 0300 234 0300. Where Fflecsi has previously been introduced in rural areas, it has seen an increase in passenger demand over the previous timetabled bus services.

These examples of zero emission travel and demand responsive travel apply the five ways of working under the sustainable development principle. They seek to **integrate** objectives at a national and local level, **collaborate** with partners, and **involve** users in **long-term** solutions that **prevent** further harm and damage to the environment. By improving access in and around our key settlements, the Fflecsi service will benefit those with the protected characteristics of **Disability** and **Age**, as well as those who are at a **socio economic disadvantage**.

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

Measures: Acceptable

Projects: Excellent

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

Denbighshire saw a 23% increase in the number of repeat victims of domestic crime during 2021 to 2022, rising from 551 to 678 by March 2022. This is slightly higher than the North Wales figure for the year, where there has been a 17.7% increase in repeat victims of domestic violence. The number of repeat offenders of domestic abuse in Denbighshire has decreased 28% from 115 to 83. In North Wales there has been a 27% decrease overall.

Within the national Dewis Cymru website the number of resources for Denbighshire stands at 533. This is consistent with the figure we saw for October to December, but is a decrease of 15% on the same period the previous year. There are currently 10,970 resources for Wales on Dewis Cymru, and 2,675 for North Wales.

390 carer assessments took place between January to March. This is 56% decrease on the same period last year (reduced by 488 from 878). 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 1,044 (October to December) to 1,028 days for the period covering January to March.

To align with our interim Strategic Equality Plan, an additional measure has now been included in our Resilient Communities framework concerning the number of families resettled within Denbighshire under UK Resettlement Project. During 2021 to 2022 there were 6 families settled in Denbighshire, one more than the previous year. This brings our total to date under the scheme to 28 families (although two families have subsequently moved out of the county). The council has also pledged to support 10 families under the Afghan Relocation and Assistance Policy project, and we are well on our way to achieving this. We are also now working with the Homes to Ukraine Scheme and working with hosts.

Our previous report overlooked two new data items from our 2021 Stakeholder Survey. There were two satisfaction measures pertinent to this outcome, covering:

- The percentage of people who agree "my local area is a place where people will pull together to improve the local area" (63%, up from 59% in 2018).
- The percentage of people who feel able to influence decisions affecting their local area (20%, down from 27% in 2018).

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

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

Due to the elections it was agreed to postpone our year 3 research until the summer, as the engagement policy will need to be agreed by the new council. The policy document has been drafted, but further work is needed to take account of the new Local Government and Elections Act (Wales) 2021 to support the development of a Participation Strategy (in addition to the existing draft engagement policy, supporting framework, templates and toolkits already developed). This, however, would take the work beyond the scope of the project and more into 'business as usual', therefore it is proposed to close this project and streamline the remaining project objectives into the Communities and Customers general communications and engagement workstream.

### **Closed: Supporting Carers**

Although this project is now closed, representatives at the final project team meeting in February agreed that they wish to continue working together to identify and support carers of all ages in Denbighshire. The local action plans and progress update for the North Wales Regional Strategy were discussed, and it was decided that future meetings should be held quarterly to coincide with the North Wales Regional Carers Operational Group's work programme. It was also suggested that a carer's representative should be invited to join the group. The group recognised that there is more need than ever to ensure unpaid carers are identified as soon as possible, and have better information and support to ensure that they are able to continue with their caring role. The aim is that the joint approach, including working closely with Third Sector organisations, will be maintained, prioritising early intervention and prevention and developing supportive communities.

Community Support Services have also started to develop a plan to address issues highlighted in the State of Caring survey report 2021.

### **Closed: Reduce Domestic Abuse**

This project has now been formally closed, with the last project board meeting held in February. Remaining workstreams will now be absorbed into the usual business of services, including Ask and Act training, Caring Dad's awareness training, and Spectrum training in schools. An additional children's support worker is also to be recruited within the Domestic Abuse Service Unit. One outstanding piece of work is to look at a domestic abuse housing tenancy policy; this will be taken forward by our Community Housing Team.

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

The Community Development Team have continued to oversee and monitor the delivery of the 14 UK Community Renewal Fund (UKCRF) projects in Denbighshire, and all are progressing well. The UKCRF project period has now been extended until December 2022.

The latest round of Open Space Commuted Sums fund applications were recently assessed by the team, with a total of £204,929 being awarded to 13 projects. £17,888 of Welsh Government Funding was also distributed to support 16 food initiatives across the county, including all known foodbank and foodshare schemes.

The team have offered guidance to at least 23 different community initiatives during this quarter, including offering support to one group who subsequently secured £65,000 of grant funding for their project. The Digital Officer continues to support several communities to explore broadband connectivity improvement options, with one community recently celebrating the completion of their Openreach fibre broadband upgrade.

### **On Target: Assistive Technology**

This project was identified in our interim Strategic Equality Plan, and is being reported here for the first time. It is aimed at helping dementia patients and citizens experiencing loneliness and low mood. Additional innovative dementia equipment has been purchased and installed within the council's care facilities, and training has been provided. For example, PARO, therapeutic robot baby harp seals that have a calming effect, have been

introduced at Dolwen and Nant-Y-Môr, and have been well received by residents and staff. Reminiscence Interactive Therapy Activities (RITA) have also been used in both Extra Care facilities during weekly group sessions and one-to-one sessions. The Welsh Language content on RITA has also been positively received. We are now waiting for the installation of the Reminiscence Pods (Rempods), which are unique pop-up therapy tools that turn any space into a calming environment for people living with dementia. Links have also been re-established with Llandrillo Menai College to look at how a robotics project there can be resurrected with Bangor University's degree programme. Discussions have also been had to develop the assistive technology suite at the Rhos-On-Sea campus, in line with current and future technologies being deployed.

### **On Target: Digital Information, Advice and Assistance**

As with Assistive Technology above, this action was identified in our interim Strategic Equality Plan to help people better access our services. The council has launched web pages for sensory loss, and updated our carers web pages to include links to internal and external sources of information, advice and support. We have also launched webpages to aid workforce development, giving access to relevant training opportunities for external providers and unpaid carers to support them in their roles; and web pages to give information about autism. We are working on moving financial assessment forms online. Information about dementia that had been developed for staff on our intranet is now being adapted for the public and moved onto our website. We are aiming to publish this in time for Dementia Action Week, May 16 to 22.

### **Annual or Biennial Measures**

<b>Measure</b>	<b>2018 to 2019</b>	<b>2021 to 2022</b>	<b>Status</b>
The percentage of people reporting they have received the right information or advice when they needed it – <b>Benchmarked Locally</b>	88	No data No survey	Acceptable
The percentage of carers reporting they feel supported to continue in their caring role – <b>Benchmarked Locally</b>	55	No data No survey	Priority for improvement



Measure	2018 to 2019	2021 to 2022	Status
The percentage of people reporting that they know who to contact about their care and support – <b>Benchmarked Locally</b>	84	No data No survey	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	63	Good
The percentage of people who feel able to influence decisions affecting their local area – <b>Benchmarked Locally</b>	27	20	Priority for improvement

Measure	2020 to 2021	2021 to 2022	Status
The number of families resettled within Denbighshire under UK Resettlement Project – <b>Benchmarked Locally</b>	5	6	NA

### Quarterly or Biannual Measures

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The cumulative (year to date) number of repeat victims of Domestic Abuse including non-crime occurrences (3 or more in 12 months, measured as year to date)	555	148	332	509	678	Does not apply Count only
The cumulative (year to date) number of repeat offenders of Domestic Abuse	108	18	35	60	83	Does not apply Count only

(3 or more in 12 months)						
The number of live resources on the Dewis Cymru Platform – <b>Benchmarked Locally</b>	623	565	620	532	533	Acceptable
The number of assessments of need for support for carers undertaken during the year	878	114	221	302	390	Does not apply 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>	1,053	1,053	1,050	1,044	1,028	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 October to December 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.

### Vulnerable friends and relatives

The council has maintained efforts to protect vulnerable individuals from harm, encouraging residents to look out for their neighbours, friends and family during the ongoing pandemic, particularly those who may be lonely and their usual visitors may be self-isolating. As Covid-19 cases rose due to the Omicron variant, the council reminded the public about the need for good hand hygiene, ventilation, social distancing and face

coverings. People were also urged to help support the vaccination effort and book online or attend designated drop in clinics to get their first, second or booster jabs.

Working **collaboratively** with our partners and **integrating** our common desire to keep everyone safe and **prevent** any harm, the council continues to work to keep residents informed and help protect 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).

### **Regional Memory Support Assessment Service**

North Wales has secured additional and recurring funding of £672k per annum from Welsh Government for developing an enhanced regional approach to supporting individuals who have memory issues / concerns or dementia at the pre-assessment and post-diagnosis stages. At its [meeting in November](#), Cabinet agreed that the council would act as the lead commissioner on behalf of the Regional Collaboration Team. At its [meeting in February](#), Cabinet awarded three contracts following the completion of a tendering exercise. With a combined potential value of up to £3.36m over 5 years, these three contracts will support the implementation of the North Wales Dementia Strategy.

**Integrating** and **collaborating** with partners, the service will directly support the protected characteristic of **Age** and **Disability**; it will encourage **involvement** and will bring new support to improve health for those living with dementia, **prevent** harm and meet unrealised needs in the **long-term**.

### **Council Tax Reduction Scheme 2022 to 2023**

Council approved the adoption of the all Wales Council Tax Reduction Schemes (and prescribed requirements) at its [meeting in January](#). This was in respect of the 2022 to 2023 financial year. Amendments within the regulations include an increase in line with the cost-of-living for personal allowances in relation to working age, carer and disabled premiums. Pensioner rates have been aligned with Housing Benefit and uprated by different mechanisms. Income bands and deductions made in relation non-dependants have been uprated. Additional amendments have also been made to support Afghan Nationals and UK nationals from Afghanistan; to provide redress for survivors of historical child abuse; and a higher rate of personal allowance for pensioners in Wales. Council also

agreed to three discretionary elements concerning the administration of the scheme, including to disregard 100% of the War Disablement pensions and War Widows Pensions when calculating income.

**Integrating** and **collaborating** with the Welsh Government and other local authorities on this scheme will benefit those at a **socio-economic disadvantage** and hopefully prevent greater hardship. Specific amendments will also benefit the protected characteristics of **Age** and **Race**.

## **Library Standards and Performance**

At its [meeting in January](#), Performance Scrutiny reviewed the performance of Denbighshire's Library Service against the 6th Framework of Welsh Public Library Standards, and its progress in developing libraries as places of individual and community well-being and resilience. The performance data for 2020 to 2021 included twelve core entitlements that Denbighshire continued to meet, together with six quality indicators, for which a self-assessment has been carried out and included in the report. It was noted that, in line with general levels of town centre footfall, library visits had not yet recovered to pre-pandemic levels, and that this situation was being mirrored across Wales. Levels of use is slowly increasing, however, and work is being carried out to re-engage with schools and welcome back partner service provision and group activities in libraries to increase attendance. Libraries are also now being used in different ways of course, seeing more people using digital means to access the service, including Order and Collect. It was acknowledged in the meeting that the partnership with Rhuddlan Town Council and St Asaph City Council had worked well for the libraries in those localities; and also that reductions in staffing levels had been carried out in such a way as to minimise any impact on library users and that there had been no negative feedback as a result.

Our libraries are critical hubs within our communities, directly benefiting those who are at a **socio-economic disadvantage**, and offer **long-term** solutions that **prevent** isolation, exclusion, and information poverty by **integrating** and **collaborating** with partners, whilst **involving** users.

## Community Catalysts

The council is directing entrepreneurs to a new initiative that is now up and running across Denbighshire, providing professional advice to help individuals work for themselves to offer quality care and support. Many people in Denbighshire need some extra help to live the way they want to, perhaps because they are older, disabled or have a long-term health condition. The project, funded by the council, is being run by social enterprise [Community Catalysts](#).

**Integrating** and working **collaboratively**, this initiative directly benefits the protected characteristics of **Age** and **Disability**. It encourages **involvement** and will hopefully help grow our care offer in the county, **prevent** harm, and meet individual needs in the **long-term**.

## Winter Fuel Support Scheme

The council administered the Welsh Government Winter Fuel Support Scheme, which offered eligible households to claim a one-off £200 payment to provide support towards paying winter fuel bills. 5604 applications were received, with 4608 being approved. Applications closed in February. The scheme was open to households where one member is in receipt of Income Support, Income Based Job Seekers Allowance, Income Based Employment and Support Allowance, Universal Credit or Working Tax Credits.

**Integrating** our mutual ambition to **prevent** hardship, at least in the short-term, this **collaborative** initiative between Welsh Government and the council directly benefits those living within **socio-economic disadvantage**. Due to the nature of eligibility for this funding, this should support those with protected characteristics, such as **Age**, **Disability**, **Marriage** and **Civil Partnership** (particularly in supporting unpaid Carers looking after family members).

## Supporting Democracy

In the run-up to the County Council and Community Council elections in May, the council reminded residents of the importance of registering to vote. Voting ensures residents have a say on the issues of the day, and being on the electoral register can maintain people's credit rating. Everyone is responsible for registering themselves, and can do so at any time online: [www.gov.uk/register-to-vote](http://www.gov.uk/register-to-vote).

In March, the council held an information event aimed at the county's residents who were thinking of becoming a county councillor. Council representatives were on hand to provide information on the role of the county councillor, how the council works, the issues county councillors will face after the elections, the nomination and election process, and the support available to councillors once elected.

It is important that our democracy is accessible to all residents, and that they are supported to be **involved** in it. In September, Council committed to being a diverse council that represents its residents. Equal representation will benefit our communities in the **long-term**, removing any barriers that **prevent** those with protected characteristics from being heard, including **socio-economic disadvantage**.

### **Armed forces support**

At Council's [meeting in February](#), Air Commodore Adrian Williams OBE and Tony Fish, Regional Employer Engagement Director (North), presented the Chairman with the Silver Employer Recognition Scheme (ERS) Award. The council is one of 24 Welsh organisations and private sector employers to have received a Defence ERS Silver Award in 2021 from the Ministry of Defence. The ERS encourages employers to support defence and is open to employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant. Denbighshire County Council signed the Armed Forces Covenant in 2019.

The Covenant and our work in Denbighshire will directly benefit the protected characteristics of **Age, Disability, Marriage and Civil Partnership** and those at a **socio-economic disadvantage**. This work shows **collaborative** working, **long-term** thinking and an **integration** of ideals to support and protect veterans. It also seeks to **involve** interested stakeholders and **prevent** loneliness and isolation.

### **National Awards**

The Social Care Accolades recognise, celebrate and share notable work of groups, teams and organisations in social care and childcare, play and early years in Wales, as well as individual care workers from across the public, private, voluntary and co-operative sectors in Wales. Two members of staff have been shortlisted in the Caring in Welsh category. This category honours individuals who make a positive difference to people's lives by

providing high-quality care through the medium of Welsh. Alaw Pierce, Service Manager, was nominated on behalf of Denbighshire's operational management team for her work in championing people's rights to use Welsh, and for being a role model for staff. Catherine Roberts, Assistant Manager at Cysgod y Gaer, was nominated in the same category for regularly going above and beyond the call of duty in her role, for being a dedicated carer, and for leading the team with exceptional examples of good practice. Sheila Mullins, a care assistant at Dolwen, has been shortlisted in another category to celebrate individual care workers in Wales who have a positive impact on people's lives. The North Wales Together Learning Disability Transformation programme, a partnership involving the social care departments of the six local authorities in North Wales and Betsi Cadwaladr University Health Board, has also been shortlisted in the promoting equality, diversity and inclusion category. The award winners will be announced at a ceremony in Cardiff in April.

We are proud of the commitment and dedication shown by our social care teams, **collaborating** and **integrating** across organisations to deliver high quality services every day with care, compassion and empathy. We **involve** people in deciding the right care solutions for their situation in the **long-term**, **preventing** harm to the most vulnerable (particularly those with the protected characteristics of **Age** and **Disability**).

## **Ukrainian Refugees**

The council has processes in place and is making preparations to extend and accelerate the offer of resettling families from Ukraine. The council has a long history of accommodating and supporting refugees and has pledged to welcome families every year. As always, the council has received many kind offers of help from residents of Denbighshire. If anyone has any enquiries, they should email [ukresettlement@denbighshire.gov.uk](mailto:ukresettlement@denbighshire.gov.uk).

We will work **collaboratively** and **integrate** with national governments and volunteers to resettle refugees in Denbighshire, **involving** the refugees themselves in determining the best ways to support their **long-term** integration and **prevent** further hardship. This will benefit the protected characteristics of **Race, Religion and Belief, Age, Pregnancy and Maternity**, as well as helping those who are likely to be at a **socio-economic disadvantage**.

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

Measures: Good

Projects: Excellent

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

During 2021 to 2022, the council planted 3,500 trees, achieving our ambition of planting 18,000 trees during the term of the Corporate Plan.

The completion of our East Rhyl Coastal Defence project means that we can now report that 1,650 properties have a reduced risk of flooding.

Final data for the percentage of council housing stock achieving an EPC (Energy) rating of C or above saw an increase from 46 to 53% during 2021 to 2022.

Data is currently pending for the four measures pertaining to the Climate and Ecological Change Programme for 2021 to 2022 (covering the species richness of council land, and carbon emitted through staff commuting, business travel and supply chains). This data is anticipated to be included in this report prior to publication.

We also have no information as yet for the total economic impact of tourism (£ million) for 2021 to 2022, for which data is normally published in October.

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

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

At its [meeting in February](#), Council was presented with an update on year 1 of its Climate and Ecological Change Strategy. Although the in-year delivery confidence for the programme is reported as experiencing obstacles, progress thus far has been progressive and commendable. The first ever analysis of local councils' climate action plans reveals that Denbighshire is the only authority in the region to score above the Welsh national average (47% against an average of 31%), and came second only to Cardiff City Council (who scored 70%). It was during this meeting that Council supported the creation of a dedicated Cabinet Lead Member for Climate and Ecological Change.



In December 2020 to June 2021, Audit Wales undertook a review of the council's ability to deliver on its environmental ambitions, which was presented to the Governance and Audit Committee at its [meeting in January](#). It concluded that the council is making excellent progress in embedding its environmental ambitions, having moved quickly to make changes to its strategic planning frameworks, and allocating significant resources. The council has communicated well with citizens, trying to inform, influence and change behaviours; but more comprehensive stakeholder mapping would further strengthen engagement. Good work has been undertaken to train both councillors and staff, and though understanding is developing well, more detail is needed on what 'ecologically positive' means to the council, and how the ambitions influence the daily work of staff. Finally, the council has put baseline measures in place using an established performance framework, and reporting over the next year will help the environmental ambitions to embed and the measures to evolve.

At its [meeting in February](#), Cabinet approved the introduction of the new scheme of delegated decision making for land acquisition (freehold and leasehold) for carbon sequestration and ecological improvement purposes. This will increase the number of hectares of council owned and operated land in the highest species richness categories and the amount of carbon tonnage sequestered. However, at its [meeting in March](#), Communities Scrutiny requested that the decision be reconsidered by Cabinet at the first available meeting after the election, making recommendations for speeding-up the decision making process for land purchases; requesting that farming unions are again consulted with now that Covid-19 restrictions have eased; that local members are consulted about prospective purchases; the staffing levels within Countryside Services are reviewed to ensure adequate capacity to deliver; and that clarity is given with regards to land grading.

### **Closed: Living Assets**

Our understanding of Denbighshire's 'living assets' is now much clearer. Survey work and inspections have been carried out in several locations across the county to develop a dataset containing information on species, condition, location, management requirements, etc. The project has now been closed; however, activity to maintain, enhance, protect and preserve Denbighshire's living assets for future generations will continue as usual business within Countryside Services.

## **Closed: Improving Biodiversity**

Throughout Denbighshire there are now around 100 wildflower meadow project sites, including highway verges, footpath edges, cycleways and amenity grasslands. Along with the 11 roadside nature reserves, these sites are equivalent to nearly 35 football pitches worth of grassland managed as native wildflower meadows, boosting the welfare of native insects in Denbighshire. This project has now been closed, but further activity will be taken forward through the Service Plan for Planning, Public Protection and Countryside Services.

At the request of Partnerships Scrutiny, a report was presented at their [meeting in February](#) about the council's policy with respect to verge and hedge maintenance and pesticide application. The main principle underpinning the policy is that verges must be managed to ensure the safety of all road users. However, verges are also increasingly recognised as important habitats for maintaining biodiversity, to the benefit of pollinating insects, wild flowers and other wildlife; as well as acting as vital wildlife corridors connecting habitats together. The council's policy therefore aims to address these desirable outcomes in a realistic and economic way. The policy can be found on the [council's website](#).

## **Closed: Tree Planting**

Utilising funding from Welsh Government and administered by Natural Resources Wales, since 2017 the council has supported the planting of 18,000 trees at Glan Morfa in Rhyl and available sites in and around Denbigh. Overall, the completion of the PLANT project has resulted in the creation of an additional 80 acres of quality green open space strategically located adjacent to some of the more disadvantaged wards in Wales.

Additional benefits from this project include new access routes across the Glan Morfa site, along with picnic benches and seating. The site has been historically blighted by unauthorised motorbike activity and fly-tipping. As part of the project, site security has been improved with access barriers and boundary fencing installed. Trespass on the site has reduced significantly and Countryside Services will continue to work in partnership with North Wales Police to ensure that the site remains secure and fulfils its function as a safe and attractive green open space. Community engagement has been an important part of the project and has included a 'Wild Rhyl' celebratory event, numerous school tree

planting events, practical volunteer sessions through the 'Out and About' volunteer programme, and regular sessions under the 'Nature for Health' programme. Going forward Countryside Services will continue to maintain the tree stock and the Glan Morfa site, and to ensure future sustainability, engage with local organisations and groups, as well as schools and volunteers.

In addition to the above project, nearly 5,000 further new trees have been planted across Denbighshire through The Woodland Creation Project, which will help the council achieve its net carbon zero goal. By the end of March 2022, volunteers and council staff have planted 800 trees at Llanrhydd, 2,500 at Maes Gwilym, 1,500 at Cae Ddol, and 150 trees at Maes Esgob. Schools have been involved in planting in Ruthin and Rhyl.

Through Welsh Government funding, the Local Nature Partnerships Cymru ENRaW project, and the Local Places for Nature grant, a new site at Green Gates farm on the edge of St Asaph has been developed for a local provenance tree nursery. This new site aims to produce 5,000 trees and 5,000 native wildflower plants a year, with the hope to expand in the future. As the work at the tree nursery increases the council is keen to involve local people as volunteers. Volunteer work would include potting and maintaining the plants, surveying the surrounding fields as they develop, and potentially assisting in planting activities. If you would like to get involved, please get in touch through [biodiversity@denbighshire.gov.uk](mailto:biodiversity@denbighshire.gov.uk).

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

Project funding is now coming to an end and focus has been on ensuring that all budgets are spent. For the most part this has been achieved, apart from a couple of areas that were set back by Covid-19 and other reasons. This has been discussed with Welsh Government, and they are happy with the progress of the project, and budgets have been amended where possible to ensure we were able to use it where needed. Several aspects of the project have been completed or at near completion, including the tree planting, the Sustainable Drainage Systems (SuDS) project, and school ground improvements. Volunteer sessions and public engagement continue weekly, and we have engaged with many schools through tree planting on school grounds. Staff salaries continue until July to finish the project, and the calendar remains full until then with school engagement, site maintenance and improvement, volunteer sessions, and the well-being and walking sessions.

## **On Target: Moorland Management**

The hydro-seeding of 5 hectares of Moel Y Faen in October 2021 has shown some success with the germination of the upland grass seed in areas. It is hoped that as we move into the spring that the effects of the seeding will become more evident. Heather cutting on Llantysilio Mountain and Llandegla Moor will be undertaken during March 2022, funded by the Natural Resources Wales Biodiversity Ecosystem Resilience Fund (BERF).

The wildfire risk assessment process is being developed and will generate thematic mapping using MapInfo GIS software, which will enable the monitoring of changes in wildfire risk on moorland areas over time. This project is ongoing with a completion date of October 2023.

## **Closed: East Rhyl Coastal Defence**

This East Rhyl Coastal Defence project was completed ahead of schedule and within budget in February 2022. The successful placement of 128,000 tonnes of rock armour in front of the existing sea defences and the newly added 600 metres of sea defence wall and promenade will reduce the risk of flooding to 1,650 properties.

A public exhibition on proposals for a central Rhyl coastal defence scheme was held at Rhyl Town Hall between January 12 and February 9. It is anticipated that existing defences there could fail within the next 10 to 15 years, putting 550 residential and 45 non-residential properties at risk. If the council successfully obtains planning consents for the scheme, we expect construction to start in the autumn or winter periods of 2022, and take approximately two and a half years to complete. For more information on the scheme, [visit our website](#).

A further planning application for the Central Prestatyn Coastal Defence Scheme is also under development, comprising of the formation of flood embankments, ramps, outfall structures and rock armour, including landscaping, habitat enhancements, and works to existing culverts. This is currently being consulted upon and it is anticipated that a decision will be made in July. For more information, [visit our website](#).

Working in partnership with Natural Resources Wales and Dŵr Cymru, the council has also been exploring flood risk from inland watercourses and riparian land ownership. A report was taken to the Communities Scrutiny Committee [meeting in March](#), which

recommended potential methods for strengthening communication channels and building effective working relationships between all parties and organisations that have responsibilities for managing flood risk. It was agreed that a Flood Risk working group, comprising of the flood risk management authorities and land owner representatives, continue to meet on an annual basis and report on progress to Communities Scrutiny; that the Local Flood Risk Management Strategy page be re-launched, including links to Natural Resources Wales and Dŵr Cymru, and an explanation of the responsibilities of flood risk authorities and riparian land owners; that information on the responsibilities of riparian land owners is distributed to properties adjacent Rhyl Cut and Prestatyn Gutter; and finally, that the report is circulated to and Town, City and Community Councils.

### **At Risk: Energy Efficient Council Homes**

Although delivery confidence has been impacted by Covid-19, a number of works contracts have now been re-established since the pandemic, with more projects planned during 2022 to 2023. These still mainly relate to external works, including insulation measures and heating installation works that are generally easier to deliver to the housing stock in this current time. We are also still waiting for further information from the Welsh Government with regards to the new Welsh Housing Quality Standard, which has been delayed due to the pandemic. We have been informed that consultation will be commencing in the summer, with a draft document expected by the end of the year. We believe the new policy will heavily impact targets on a national level, and may potentially influence future programmes of work and key asset management decisions for our housing stock.

### **Annual or Biennial Measures**

<b>Measure</b>	<b>2020 to 2021</b>	<b>2021 to 2022</b>	<b>Status</b>
Total carbon tonnage emitted through staff commuting – <b>Benchmarked Locally</b>	1,719	<b>TBC</b>	Good
Total carbon tonnage emitted through business travel – <b>Benchmarked Locally</b>	126	<b>TBC</b>	Excellent
Total carbon tonnage emitted through supply chains – <b>Benchmarked Locally</b>	22,206	<b>TBC</b>	Good

Measure	2020 to 2021	2021 to 2022	Status
Percentage of council owned and operated land in the highest categories of species richness – <b>Benchmarked Locally</b>	38.1	TBC	Acceptable
STEAM - Total Economic Impact of Tourism (£ million) – <b>Benchmarked Locally</b>	213.00	Data pending	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>	46	53	Priority for improvement
The annual number of trees planted to increase canopy cover in Rhyl and Denbigh – <b>Benchmarked Locally</b>	4400	3,500	Excellent
The number of properties with a reduced risk of flooding – <b>Benchmarked Locally</b>	No data	1,650	Excellent

Measure	2018 to 2019	2021 to 2022	Status
How satisfied are people with their local open spaces? – Countryside – <b>Benchmarked Locally</b>	87	85	Excellent
How satisfied are people with their local open spaces? – Beaches – <b>Benchmarked Locally</b>	70	69	Good
How satisfied are people with their local open spaces? – Parks – <b>Benchmarked Locally</b>	64	59	Acceptable

## Quarterly or Biannual Measures

Our measure on the percentage of all new build council housing achieving an EPC (Energy) rating of A for 2021 to 2022 is not applicable as none were completed during this period. However, it is anticipated that 40 new builds will achieve an EPC (Energy) rating of A when completed in 2022 to 2023.

## 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.

### **Tidal Lagoon Project**

A notice of motion presented to Council at its [meeting in February](#) acknowledged proposals for a large scale tidal lagoon project off the coast of Denbighshire. Councillors supported in principle of the development of this energy project off the Denbighshire coastline, and agreed to set-up a member and officer group to represent Denbighshire, and to monitor and evaluate progress. With the potential for over 5000 construction jobs, in addition to the environmental benefits, the project has the potential to significantly benefit those at a **socio-economic disadvantage** and boost the region's economy.

### **Non-Recyclable Goods in School Catering**

Following a recommendation from Performance Scrutiny's [meeting in January](#), Cabinet resolved at its [meeting in March](#) that it writes to the Welsh Local Government Association to seek their support in lobbying the Welsh Government to progress the measures set out below:

1. Work with local authorities across Wales in a bid to reduce and eradicate the practice of using single use plastics and non-recyclable goods in the supply, preparation, and serving of school meals.
2. Provide sufficient financial resources to all local authorities to enable them to realise the above objectives and facilitate carbon reduction measures within their School Catering Services, whilst securing the delivery of a sustainable school meals service.

This activity demonstrates the council's commitment to **prevent** harm to the Environment. Only through working **collaboratively** and **integrating** with the ambitions of others will it be possible for us to achieve this key, **long-term** ambition, which has been articulated clearly to us through our **involvement** of young people.

## Diseased Larch Trees

Between January and March, Natural Resources Wales began to fell diseased larch trees at Moel Famau in Denbighshire to help slow the spread of *Phytophthora ramorum*, commonly known as larch disease. They covered around 26 hectares, or the size of 30 football pitches. A popular destination, felling work was carefully managed to keep disruption to a minimum and to keep people safe. The 4,500 tonnes of trees removed will be put to use for house building, fencing and wood fuel, and Natural Resources Wales will replant the forest areas with alternative trees for timber production. Areas surrounding the car park, road and trails will be planted with a mix of broadleaf species to help wildlife.

This was a major, but essential operation where we **collaborated** with Natural Resources Wales to **prevent** the rapid spread of this disease. We also kept the public informed at every stage. We will support the replanting of trees on this site for the **long-term** benefit of the environment. Further information on tree health in Wales is available on the [Natural Resources Wales website](#).

## Dark Skies

Currently only 2% of the UK's population receives a truly dark sky, but Wales has the highest percentage of protected dark skies in the world. On average 95% of the three national parks and five Area of Outstanding Natural Beauty (AONB) of Wales fall within the highest two categories of dark skies, including our very own Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB). During the very first Welsh Dark Sky Week in February, the Clwydian Range and Dee Valley AONB hosted activities and events to celebrate our protected dark skies, and to help our communities learn, discover and be inspired by the night sky.

**Involving** people and raising awareness about the importance of our dark skies will help **prevent** harm and protect them for the **long-term** benefit of future generations, whilst also positively impacting biodiversity (60% of which relies on darkness to survive), and gives the local economy a boost during the quieter season. It will also reduce light pollution and CO2 emissions of course.



## **Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB) Management Plan**

A consultation was launched in March for members of the public to have their say on a draft management plan for the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB). The Clwydian Range and Dee Valley AONB covers approximately 390 square kilometres, stretching from the coastal hills near Prestatyn to the north, and extending as far south as the Pontcysyllte Aqueduct and the Berwyn Mountains. It includes land in Denbighshire, Flintshire and Wrexham and is managed by the three county councils, with Denbighshire County Council as the lead authority for the joint AONB committee.

Developed in **collaboration** and **integrating** with partners, this draft management plan seeks to **prevent** harm to the natural environment and maintain its beauty for the **long-term** benefit of future generations. This consultation now seeks to **involve** stakeholders more broadly in our plans. Improved access to our countryside for the benefit of recreation, health and well-being is also an important strand within the plan, supporting **Disability** and **Age**, as well as those at a **socio-economic disadvantage**.

### **February Storms**

Denbighshire faced two significant storms in February, Eunice and Franklin, which the council proactively shared communications about and made some changes to services in the interests of safety. This included the closure of libraries; the County Hall One Stop Shop; and schools, moving all pupils to remote learning. Additionally, due to the temporary closure of the composting site, the council did not operate its garden waste recycling service. We initiated our Severe Weather Emergency Protocol to provide emergency accommodation for rough sleepers. We monitored the situation hour by hour and had teams on stand-by to deal with any issues caused by the storm and to try and keep our roads clear from debris. The main impact in Denbighshire was expected to be the wind, so we called for people to stay away from coastal promenades during the storm for their own safety. We also closed key areas such as Central Car Park in Rhyl, The Nova Centre, Prestatyn, and all of our coastal public conveniences. There were also a number of flood alerts in place in Denbighshire, and crews were in attendance where we knew of surface water and flooding on roads to advise motorists to be aware and drive with caution. Storm

Franklin caused some damage to the roof of SC2, and Denbighshire Leisure closed the facility until repairs could be undertaken.

By working in **collaboration** and **integrating** with our partners, emergency services and Natural Resources Wales to gather as much information as possible to track the storms and their effects, we were able to take **preventative** measures to keep residents safe. By initiating the Severe Weather Emergency Protocol, we also benefited those who were at a **socio-economic disadvantage**.

### **Ambassador Scheme**

A scheme providing people with training and knowledge about tourism in North Wales is proving popular, with over 2,000 people signed up, and over 1,350 who have become Ambassadors, including Denbighshire Tourism Ambassadors. Denbighshire was the first to launch an online scheme of this kind in Wales. The Denbighshire scheme offers 12 online training modules on a variety of themes, including walking, cycling, towns, history, arts, coast, Welsh Language and food tourism. There are 3 levels of awards – bronze, silver and gold – depending on the number of modules completed. The scheme will deepen people’s knowledge and understanding of the area as well as giving them the opportunity to attend events and visit some of our key sites across the county. It’s totally free and open to everyone. For more information on the scheme and to sign-up please visit [www.ambassador.wales](http://www.ambassador.wales).

Working **collaboratively** with partners, **integrating** with them and local businesses, and **involving** people in this kind of scheme showcases our fantastic attractions here in Denbighshire, and will benefit our tourism in the **long-term**, and **prevent** the stagnation of our economy. The scheme also seeks to improve people’s access to our unique historic and natural assets, which, combined with a thriving economy and more local work opportunities, will benefit those at a **socio-economic disadvantage**.

### **Waste and Recycling Update**

From April the three main sites in Denbigh, Ruthin and Rhyl will be managed by social enterprise Bryson Recycling, as part of a joint contract with Conwy County Borough Council. The new contract will increase recycling rates, introduce more reuse activities, and implement a local circular economy approach to recycling. It will also see earlier

opening times, improved access, a wider range of items accepted at the Ruthin and Denbigh sites, free compost to site users, a new 'Choose to Reuse' area at each site, access to two Conwy recycling and waste parks at Abergele and Mochdre for Denbighshire residents, a charity run re-use shop at the Rhyl site, and more support of reuse projects within our communities.

As part of the changes, a small charge will apply from April 1 for residents choosing to bring in non-household waste, such as DIY and construction waste from works or improvements. This waste is classified as industrial waste, not household waste, and Council Tax only covers the cost of collecting, recycling and disposing of household waste.

**Integrating** and working **collaboratively** with Conwy County Borough Council to appoint a single operator will enable us to provide more **long-term** value to our residents and encourage responsible recycling, **preventing** harm to the environment. It will in particular benefit the protected characteristics of **Age** and **Disability**, as Bryson is pledging £1 be donated to St Kentigern Hospice for every tonne of waste recycled.

### **New Moorland Path**

Early in 2022, contractors working for the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty busily repaired a key section of the Offa's Dyke Path National Trail as it crosses Ruabon Moor, having secured funding through Natural Resources Wales. Small sections of the Trail have been upgraded each year since 2016, but with this additional funding over 850 metres of path has been resurfaced to complete the 1.4km of path across the moor. Sleepers, which made up the majority of this section of the National Trail, have been replaced by 250 tonnes of stone flags airlifted onto the moor to prevent vehicle damage to fragile habitats. This provides a more sustainable surface that will protect the moorlands fragile soils, which are important for the absorption and storing of carbon.

Working **collaboratively** with Natural Resources Wales and **integrating** our ambition for the National Trail and the moorland has helped to sensitively deliver this key milestone for the trail, which will benefit future generations in the **long-term**, whilst also **preventing** harm to the moor's delicate habitats. These access improvements will also benefit the protected characteristics of **Age** and **Disability**, as well as those at a **socio-economic disadvantage**, and allow for greater **involvement** in our natural environment.

## **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**

There are two new data items to report on from our framework for this period. We have reintroduced our measure around the success of the Employment Bursary Project, as we are now able to provide data for this. During 2021 to 2022, there has been a 16% increase in the salaries of those enrolled on the scheme, which is consistent with the 17% increase recorded the year before. Since the project started in 2018, there has been an average increase of 20% in the salaries of those enrolled.

The second measure relates to the 18 to 24 claimant count. In line with national trends, data for January to March reveals that the fall seen previously in Denbighshire's claimant count continues to slow as it returns to pre-pandemic levels (6.5%), resting now at 6.4% (down from 6.9% in December). We remain behind the Wales average, which is now at 4.8%. It is worth noting that prior to the pandemic, Denbighshire was 2% behind the Wales average, but are now 1.6% behind. The UK claimant count has not yet recovered its pre-pandemic levels (which were historically lower than Wales), remaining just above the Welsh average, now at 5.0%.

There continues to be no published data in relation to school attainment and attendance due to the impact of the pandemic. However, through dialogue with colleagues in other local authorities, we are assured that Denbighshire's performance in terms of attendance is consistent with that of all Wales school attendance, with high levels of Covid-19 and illness unfortunately impacting absence across the year.

We can also share some positive data around our Supporting Parents in Denbighshire project that closed in September, but is continuing as usual business within Education and Children's Services. Since the initiation of the project in 2018, 130 practitioners and 48 settings in Denbighshire have benefitted from training opportunities offered through the Solihull Approach. Before and after Covid-19 restrictions, 139 parents received face-to-face training, but most significantly 2,362 have registered online.

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

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

Consulting with the school and stakeholders, good progress has been made on the development of plans for Ysgol Plas Brondyffryn in Denbigh, which caters for pupils with Autism Spectrum Condition from the ages of 3 to 19. The proposal is to bring three of the school's four sites together in one brand new building, which will be built on the playing field next to Denbigh Leisure Centre. The initial outline concept proposal has been completed and will now be developed further for wider consultation. Options continue to be explored for Ysgol Pendref, and the options developed for the Ysgol Bryn Collen / Ysgol Gwernant scheme by the external architects are being assessed. Initial dialogue has also commenced with Denbigh High School regarding investment at the site.

At Council's [meeting in January](#), a Notice of Motion was raised concerning the condition of Prestatyn High School, and it was agreed to task the Modernising Education Board to review the condition surveys of all schools to see whether they would call into question the current priority order of schools within the Sustainable Communities for Learning Programme (formerly the 21<sup>st</sup> Century Schools Programme). The outcome of this review will be reported to Cabinet, together with any recommendations the Board may have as a result.

Another Notice of Motion was raised at Council's [meeting in February](#), concerning funds for a hydrotherapy pool at Ysgol Tir Morfa. It was again agreed that options would be considered by the Modernising Education Board and recommendations taken forward as appropriate.

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

Although our start was delayed by two planning conditions, construction on the Oaktree Centre's extension finally started in February, with completion now expected in autumn, 2022. This represents a £1 million investment and will create three new childcare rooms, increasing overall capacity and supporting both English and Welsh language provision. The project is funded by the Welsh Government's Childcare Offer Capital Grant Programme and forms part of an overall investment of more than £3million in improving childcare facilities in Denbighshire.

Both childcare projects at Ysgolion Twm o'r Nant and Dewi Sant have unfortunately seen increases in their anticipated costs, and have consequently been paused until additional funding can be secured from the Welsh Government.

### **Closed: Welsh Language Centre**

The building having been fully delivered and now in use, the final account has been settled and retention released. This project is now closed.

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

With the easing of Covid-19 restrictions, it is steadily becoming easier to arrange training sessions. Year 1 schools are starting to pick up where they left off, and despite three postponements owing to increased Covid-19 cases in schools, 6 trainees from our year 2 tranche finally received the Come and Cook 'bolt-on' training. Five schools have been recruited for Year 3 of the project, and two have completed their Level 2 training and await a date for their 'bolt-on' day. All trainees have also been signed up for their food safety course online. It is hoped by the next report that some of the Come and Cook lessons will have been cascaded to pupils. Across the three years of the project, 21 schools have engaged in the programme, with 25 members of staff trained.

### **Closed: The Employee Training Grant**

It was agreed at the last Corporate Plan Programme Board meeting that the bursary project would now close, it being acknowledged that full spend would not be achieved. However, the project has successfully supported 20 individuals (with one application still pending), and as reported above, has led to a 24% increase in the salaries of applicants accumulatively.

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

The project has secured agreement from the Corporate Plan Programme Board and the Budget Board to bridge upcoming funding gaps until December 2022, looking ahead to opportunities provided through the Shared Prosperity Fund. A total of 110 placements have been sourced and advertised by the Work Start Team to date, with work underway to secure 30 further placements internally and with local businesses between April and

December. We have seen a decline in uptake, but we are reviewing our communications to help address this.

### **Closed: Working Denbighshire Ready for Work**

Careers Events scheduled for April were unfortunately cancelled after 70% of schools were no longer able to attend due to staffing pressures. The conclusion is that it is not practical to arrange meaningful career fairs for students while Covid-19 rates remain high. An alternative was offered in that all schools were invited to attend the Skills Olympics Event at Rhyl College, organised by Grŵp Llandrillo Menai. The event offered an alternative platform for students to engage with the various college departments and employers to help inform future career options. Unfortunately, only three schools attended, but feedback was positive.

The project will now move into the closure stage as its funding comes to an end. Learning from the project will inform the needs outlined in the Shared Prosperity Fund Investment Plan.

### **On Target: Volunteering**

We still hope to recruit service representatives to the Internal Volunteers Network where gaps have been identified. Work will be undertaken alongside HR to promote the benefits of services engaging with volunteers and they will be encouraged to promote their opportunities. We are hopeful of reviewing and updating all opportunities in time for Volunteers Week (June 1 to 7), at which time we will also run an active social media campaign. In the same week the council hopes to have a presence at the Denbighshire Voluntary Services Council's volunteer drop-in session in Llangollen to promote our opportunities.

### **Annual or Biennial Measures**

<b>Measure</b>	<b>2020 to 2021</b>	<b>2021 to 2022</b>	<b>Status</b>
Percentage of pupil attendance in primary schools – <b>Benchmarked Nationally</b>	No data due to Covid-19	No data due to Covid-19	Excellent (Based on 2019 to 2020)

Percentage of pupil attendance in secondary schools – <b>Benchmarked Nationally</b>	No data due to Covid-19	No data due to Covid-19	Priority for improvement (Based on 2019 to 2020)
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>	No data due to Covid-19	No data due to Covid-19	Excellent (Based on 2019 to 2020)
The percentage of children achieving 5 GCSEs 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>	No data due to Covid-19	No data due to Covid-19	Acceptable (Based on 2019 to 2020)
The number of schools providing education through suitability and condition categories C and D – <b>Benchmarked Locally</b>	27	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>	87.2	No data No survey	Good
The percentage increase in the salaries of young people enrolled in the Employment Bursary Project – <b>Benchmarked Locally</b>	17	16	Excellent

Measure	2018 to 2019	2021 to 2022	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	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	26	Priority for improvement



Measure	2018 to 2019	2021 to 2022	Status
The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people – <b>Benchmarked Locally</b>	50	29	Priority for improvement

### Quarterly or Biannual Measures

Measure	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
Percentage of the population aged 18 to 24 claiming Job Seekers Allowance – <b>Benchmarked Nationally</b>	12.4	10.0	7.5	6.9	6.4	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.

### Keeping Our Schools Safe

As schools returned for the spring term, the council reminded pupils and staff of the importance of taking regular lateral flow tests to help stop the spread of Covid-19, and to not attend school if they were displaying any symptoms. School staff were asked to wear a face covering in all indoor areas where physical distancing could not be maintained with secondary learners, and also asked to wear face coverings in classrooms. Both staff and pupils were encouraged to practice good hygiene, which includes regular handwashing and sanitising. Parents and carers were also advised to be aware of disruption to school transport at short notice, and to make contingency plans where possible. Where possible

though the council worked to make alternative arrangements and to keep those affected informed.

The rapid spread of the Omicron variant put significant pressure on schools, and unfortunately difficult decisions had to be made by schools to close classes or year groups due to the impact on staffing levels. The council is grateful to all of our school staff for their continued dedication and hard work, and to parents and pupils for their support for helping control the virus. 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).

### **Supporting the Economy**

Residents have been reminded that if they are struggling to secure work, they can apply for free support through the council's Working Denbighshire Team. The service aims to support individuals by providing access to a network of services that can help with career opportunities. Over 300 participants have already secured a job through the scheme, and over 100 have already completed a placement of their choice. For more information, visit our [Working Denbighshire webpages](#).

Businesses impacted by the pandemic were encouraged to apply for additional funding available through the Welsh Government's Emergency Business Fund, which was administered by the council. The funding was available for retail, hospitality, leisure and tourism business, and their supply chains, affected by the move to alert level 2.

Applications for the fund closed in February. Support is also available from the council through an extended Welsh Government scheme where occupiers of properties wholly or mainly being used as retail, hospitality and leisure businesses may be eligible for a 50% rate relief. For more information, visit our [Business Rates pages](#).

Working **collaboratively** with the Welsh Government and **integrating** our shared ambition to support business and to help individuals out of **socio-economic deprivation** will **prevent** stagnation of our local economy and help it grow. By **involving** small businesses and individuals through our work, we are hopefully supporting their **long-term** stability and prosperity, and removing barriers to their success.

## Winter of Well-being

Denbighshire County Council provided a range of free sporting, cultural and play based bilingual activities as part of the Welsh Government's Winter of Wellbeing Programme. Events took place throughout the county for a wide range of ages, creating plenty of safe places for free play and physical activity to encourage children and young people to come together and have fun while also strengthening their social, emotional, and physical well-being. The council launched its Winter of Well-being programme through its libraries, urging Children and Young people to nominate the books that made a positive difference to how they feel. Public libraries across Wales teamed up with The Reading Agency on this campaign, and the seasonal celebration of reading continued through to the end of March with a programme of activities and events delivered online and in libraries.

This work, delivered **collaboratively, integrating** with other organisations and **involving** children and young people, will **prevent** social isolation and skill deprivation, and benefit well-being in the **long-term**. It directly benefits the protected characteristic of **Age**, and those at a **socio-economic disadvantage**.

## Ending Period Poverty

Denbighshire County Council, through the Welsh Government Period Dignity Grant, has been running a subscription service for young people in Denbighshire where period poverty could be a barrier to their education. So far 220 education-based subscriptions have been provided, but now the scheme is to be expanded to a further 520 community subscriptions for those on low incomes from March. The free service, run in conjunction with social enterprise Hey Girls, will run until March 2023, providing either a one off delivery of re-usable period products, or a monthly delivery of eco-friendly disposable products directly to subscribers' homes. This is in addition to disposable 'In Case of Emergency' (ICE) single-use products that are available from schools, libraries, One Stop Shops, leisure centres, youth centres, Citizens Advice Denbighshire offices, foodbanks, and other organisations that have registered to receive products, provided by TOTM – an eco-friendly company. Sign up by visiting [our website](#), or contact [DCCHG@denbighshire.gov.uk](mailto:DCCHG@denbighshire.gov.uk).

This **collaborative** and **integrated** approach seeks to **prevent** barriers to education, encourage participation, and support good health in the **long-term**. It directly supports the protected characteristics of **Age**, **Sex**, and those at a **socio-economic disadvantage**.

### **Protecting Safety**

The decision was made to close Ysgol Brynhyfryd on Friday, March 18, after an electrical fault in the Ruthin area affected both the school and the neighbouring leisure centre. A contractor was brought in to carry out an investigation into the cause of the fault, in partnership with Scottish Power, also carrying out additional safety checks for health and safety reasons.

This action was unfortunate but necessary to guarantee the safety of pupils, staff and residents on the site. Working **collaboratively** and in an **integrated** way with Scottish power and the school, we were able to ensure that the school could reopen as soon as possible, **preventing** further incident or disruption. Although perhaps causing short-term negative impacts, this directly benefitted the protected characteristic of **Age** in the **long-term**.

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

Measures: Acceptable

Governance: Good

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

With this report, 47% of our Corporate Plan measures currently present as a priority for improvement, up from 43% in the last report. One of our corporate projects is currently presenting as 'compromised' (Denbighshire and Flintshire Joint Archive Project), with 100% of projects being regularly updated by project managers. The status of the Archive Project reflects the fact that a large proportion of the funding has yet to be secured, and a site interface issue has emerged with the Theatr Clwyd redevelopment, which will delay access for at least a year. In the meantime, the project is looking at opportunities to progress the collaborative service in advance of the building, to both develop the service and improve resilience.

64% of our Corporate Risks are currently inconsistent with our risk appetite, but these are being addressed by senior managers and Cabinet, and justify their inclusion in our Corporate Risk Register as the most serious risks faced by the council. We have received no formal recommendations for improvement from external regulators (Estyn, Care Inspectorate Wales and Audit Wales). There has been one further low assurance follow-up report in this period from internal audit, covering Accommodation Provision for the Homeless (see [Housing above](#)). This was presented to the Governance and Audit Committee at its [meeting in March](#).

Although our measure on the mean hourly rate of pay for women showed that women were being paid more than men during both 2019 to 2020 and 2020 to 2021, the difference in pay has now swung back to favour men by 6.7% in 2021 to 2022. 79% of the lowest paid jobs that the council offers continue to be occupied by women (down only 0.6% on the previous year).

We have seen a decline in our measure for equal appointments. This is a complex measure and looks at the protected characteristics for which we readily have data (based on what people have declared). The protected characteristics that we particularly look at

here are Race, Disability, Sexuality and Gender Reassignment. Based on recently published data for 2020 to 2021, we see a decline in appointments from 15% to 4%. This compares to 11% when looking at those that do not have these characteristics and were appointed.

Member attendance at meetings (where they were expected to attend) has fallen slightly to 84% for 2021 to 2022, down from 89% the previous year. This remains up from before the pandemic when attendance was at 79%.

Our measure on budget variance (i.e. what we have and receive versus what we are spending) has decreased from 2,731k in December 2021 to -2,399k in March 2022. 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 risen by 1% between January to March, to 9%. This represents 19 negative stories out of a total of 216. The percentage of external complaints upheld or partly upheld over the last quarter has increased from 52% to 60%. This represents 38 of 63 complaints upheld or partly upheld. This number is slightly higher (57%) for the same period the previous year, and the rate upheld is consistent with our annual average for 2021 to 2022 (60%).

As at March 2022, sickness absence stood at 9.57 days, up from 9.03 in the last period. This compares to 6.47 days in March 2021. As at March 2022, the percentage of staff who have had at least 3 one-to-one meetings in the last 12 months stood at 43%.

By the end of March, 36% of the council's spend from between April 2021 to March 2022 was with local suppliers (£62,126,180). 88% of contracts (over £25k and under £1,000k) contained community benefits. One collaborative procurement activity (Denbighshire Music Collaborative between Denbighshire, Flintshire and Wrexham Councils) was undertaken during the period, and one collaborative procurement opportunity was missed due to timing (Phase II Road Resurfacing Programme between Denbighshire and Flintshire). There are 16 potential collaborative procurements on the horizon and these will be explored and 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 January to March we successfully supported 9 additional placements, bringing our annual cumulative total to

143. This is a sharp increase on our performance in the previous year, aided of course by the lifting of Covid-19 restrictions.

Data is currently pending for our Net Carbon Zero measure, but is anticipated to be included in this report as soon as it is available. We are also waiting on confirmation of data for our two finance measures, pending the final Statement of Accounts.

## **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.

#### **Senior Leadership Team**

A [special meeting](#) of Council was held in March where the Chief Executive sought approval to proceed with a review of the Senior Leadership Team, which is to be tackled in two phases. Initially the Chief Executive wishes to address capacity issues at the Corporate Executive Team level by introducing a new Director of Governance and Business, increasing from two directors to three. This post, plus the current vacant director post (Director of Economy and Environment) are to be appointed by the new Council following the election. Following these appointments, the review will then look at the leadership structure at the Head of Service level. In the meantime, interim arrangements are in place with four middle managers acting up to cover the two heads of service roles recently vacated through retirement (Head of Business Improvement and Modernisation, and the Head of Community Support Services).

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

The New Ways of Working Project is now being led by the Corporate Director for Communities following the retirement of the Head of Business Improvement and Modernisation. The project team continues to meet monthly and minutes are published on the council's internal website. A position statement was issued in March following the

move to 'alert level 0' and the removal of most restrictions. Following a review of office spaces for what is needed (especially as desks, chairs and IT equipment may have been moved) and completed risk assessments, from April the council is managing a phased return to the office, with the option of one day a week initially, increasing to two days from May. Those who wish to come in more frequently must discuss this with their manager. Workplace controls will also remain in place, including adequate ventilation, sufficient cleaning, and good hand hygiene. All arrangements will continue to be under review, and feedback on how it is working is welcomed.

Another development is that the ground floor of the Caledfryn office building in Denbigh is being shared with NHS staff, following a request to set-up a call centre. This is for approximately 30 staff, 7 days a week. This has resulted in some Denbighshire teams being relocated within the building, but there is sufficient space to accommodate these moves.

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

In this period, the Strategic Planning and Performance Team have pressed on with work to develop the next Corporate Plan, with phase 2 of our County Conversation running from January 28 to March 11. Responses received confirmed the themes that were consulted upon, namely:

- **Housing:** Provide sufficient and affordable good quality housing, particularly addressing the provision of was affordable to young people in the area.
- **Economy:** Support post-pandemic economic recovery, including identifying and capitalising on opportunities to upskill residents and enable them to access decent employment and income.
- **Young People:** Support schools to provide excellent standards of education, through the provision of support and care for all learner preservation of mental health and well-being.
- **Connected Communities:** Maintain a good quality road infrastructure with good transport links and broadband connectivity.
- **Environment and Climate:** Protect our natural assets and defend communities against climate change



- **Addressing Deprivation:** Tackle entrenched deprivation and its associated challenges that some of our communities face.
- **A well-run, high-performing council:** To be a council that is fair, transparent, performs well, represents value for money, and responds to its customers.

Following the consultation, however, one additional theme has been identified as a gap and will be included in the draft proposal going forward:

- **Ageing Well:** Strong community networks enable people to live safely, happily and independently, but receive good support when needed.

Staff workshops are to be held in late April and May to gather more detailed professional input around our 'pledges' and possible actions to take forward under each of the themes proposed in the next Corporate Plan. The draft document will then be put forward for the consideration of the new Council during a workshop planned for July.

This period also saw the closure of the consultation on the content of the Conwy and Denbighshire Well-being Assessment in March. Feedback on the assessment has been positive with only very minor amendments or additions to make. The final version is being updated [online](#).

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

With the publication of this report (plus the three quarterly update reports before it) and the accompanying Executive Summary, the council has met statutory requirements in relation to the Self-Assessment of performance against its functions. Arrangements for a Panel Assessment will be discussed with the new council following the elections.

The Local Government and Elections (Wales) Act also required a number of changes to be made to the council's Constitution, as well as the introduction of a Constitution Guide to help members of the public understand its provisions. The changes and the Guide were reviewed by the Governance and Audit Committee at its [meeting in March](#). At the same meeting, members agreed the process for appointing lay members to the committee (including a chair) from May, which again is a requirement of the Act. The law also

requires that the council has in place a Petition Scheme. This will be the subject of a report to Council in May.

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

This action has not progressed as intended in this period as consideration needs to be given to the senior management restructure. Nonetheless, a paper summarising lessons learned and proposals for the 2022 to 2023 Service Challenge Programme has been prepared. It is felt that the format of the challenges during last summer worked well for its condensed timetable and reduced 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. Following a recent Audit Wales review of Performance Management ([see below](#)), proposals will also include a recommendation for the publishing of service level performance data.

**Other developments in the last period**

**Governance and Decision Making**

Of relevance to this chapter, an Internal Audit Report on Governance and Decision Making was completed in February, and presented within the Internal Audit Update to the Governance and Audit Committee at its [meeting in March](#). The review gave a medium assurance rating and broadly found that existing governance arrangements worked well, with good levels of engagement between members and officers. However, there could be an opportunity to learn from the Covid-19 pandemic to balance quicker decision making with maintaining transparency and accountability. It was felt that roles and responsibilities could also be clearer (an issue that may be addressed by the council's new Constitution Guide); and there is a lack of awareness in relation to the Chief Officer delegated decision process, and a lack of evidence or clear audit trail to delegated decisions generally, making them difficult to scrutinise. Concerns were also raised around the capacity within scrutiny and democratic functions, but these have since been addressed following agreement to recruit additional support staff.

## **Annual Governance Statement Update**

An update on the council's progress against improvement actions identified within the Annual Governance Statement for 2020 to 2021 was provided to the Governance and Audit Committee at its [meeting in January](#). Overall it was reported that the council was making good progress on all actions.

## **Local Government Elections and Member Training**

The council has made significant preparations for the Local Government elections in May, and arrangements are in place for the induction and training of councillors. This includes ICT handover and induction, code of conduct, holding effective hybrid meetings, equality and diversity, information on how the council works, and specific committee training and procedures.

## **Financial Planning**

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

## **Budget and Council Tax**

A report presented to [Cabinet](#) and [Council](#) meetings in January set out the implications of the Local Government Settlement and proposals for the finalisation of the budget for 2022 to 2023. The council is legally required to set a balanced and deliverable budget before the start of each financial year, and to set the resulting level of Council Tax to allow bills to be sent to residents. The final proposals to balance the 2022 to 2023 budget are shown in the Medium Term Financial Plan. The main areas of growth and pressures totalled £17.628m. A draft settlement of around 11% would have been required in order to fund all these pressures. The net +9.2% settlement generates £15.005m additional revenue, leaving a funding gap of £2.623m. The following items were included in the proposals in order to bridge that gap:

- Income budgets have been inflated in-line with the agreed Fees and Charges policy, which increases external income by £0.120m.

- Operational efficiencies amounting to £634k have been identified, which are within Head of Service delegated responsibility in consultation with Lead Members. No savings have been requested from Community Support Services or Schools.
- Council Tax increases by 2.95%, which, along with minor changes to the Council Tax Base, will generate £1.869m additional revenue. This compares to last year's increase of 3.8%, and 4.3% the year before that.

The budget for the 2022 to 2023 financial year has now been approved. The increase in funding comes with a number of new responsibilities the council will be required to fund, including pay increases, ensuring the Real Living Wage for social care workers, and mitigation for the end of the Covid-19 Hardship Fund.

### **Finance Update Reports**

The Head of Finance presented updates on the council's finances for 2021 to 2022 to Cabinet in [January](#) and [February](#). The council's net revenue budget was £216.818m. There was a forecast overspend of £1.553m as of February 2022 (down from £1.641m in the month before). The 2021 to 2022 budget required service savings and efficiencies of £2.666m to be identified. Operational savings and fees and charges increases are assumed to have been achieved, and the school savings are delegated to governing bodies to monitor and deliver.

### **Capital Plan 2021 to 2022**

A report went to Council's [meeting in February](#) to update members on the 2021 to 2022 element of the Capital Plan, whilst also attaching the recommendations of the Strategic Investment Group of capital bids recommended for inclusion in the Capital Plan. The Estimated Capital Plan is now £41.16m. Major projects include:

- Sustainable Communities for Learning Programme (formerly the 21st Century Schools Programme) – Ysgol Llanfair; Rhos Street School and Ysgol Pen Barras; Christ the Word, Rhyl.
- Rhyl Queens Market Redevelopment.
- New Waste Services Remodelling.
- East Rhyl Coastal Defence.

The Capital Plan is dependent for part of its funding on capital receipts generated by the sale of council assets. The table below shows those gross receipts achieved in 2021 to 2022. In addition, a number of potential disposals are also currently in development.

<b>Property (2021 to 2022)</b>	<b>£000</b>
Bodelwyddan Castle	500
Land at Meliden	544
Geufron Farm, Corwen	470
Land at Rhos Street, Ruthin	70
<b>Total</b>	<b>1,584</b>

The Strategic Investment Group, which includes representatives from the three scrutiny committees, has met to consider block allocation capital bids received for inclusion in the 2022 to 2023 Capital Plan, prepared by each service. The recommendations of the Strategic Investment Group for the inclusion in the 2022 to 2023 Capital Plan were supported and agreed by Cabinet at its [meeting in February](#).

### **Treasury Management Strategy Statement 2022 to 2023, and Prudential Indicators 2022 to 2025**

A report presented to Council's [meeting in February](#) outlined how the council will manage its investments and its borrowing for the coming year, and sets the policies within which the Treasury Management function operates. The Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management (the "CIPFA TM Code") requires the council to approve the statement and Prudential Indicators annually. The Capital Strategy Report is intended to give a high level, concise and comprehensible overview to all elected members of how capital expenditure, capital financing and treasury management activity contribute to the provision of the council's services.

### **Planning for the Statement of Accounts 2021 to 2022**

The council has a statutory duty to produce a statement of accounts that complies with approved accounting standards. A report presented to Corporate Governance

Committee's [meeting in January](#) provided an update on the planning and timing of the Statement of Accounts 2021 to 2022. Last year the Welsh Government again issued guidance that clarified that, due to the ongoing impact of Covid-19, the statutory deadlines for the completion of the draft and audited accounts would be extended. The council took the early decision to issue a notice to say that we would not be aiming for the statutory early deadline, but the revised deadlines would be achieved. This decision was taken in consultation with Audit Wales and informed by their assessment of their ability to complete the required audit work. There was recognition that this would be a challenging year for all concerned to ensure all the information was available on time.

Firstly, the delay has meant that we have not had time to correct misstatements that we would normally have – these corrections will be made for next year's accounts. Secondly, in a usual year the focus and energy of the Capital and Technical team from September turn to strategic capital planning, budget setting, addressing Internal Audit recommendations, and planning for next year's closure of accounts processes. All these activities have been put on hold for 3 additional months and will have an impact on service delivery going forward.

### **Housing Rent Setting and Housing Revenue Budget**

At its [meeting in January](#), Cabinet approved the Housing Revenue Account Budget for 2022 to 2023 and the Housing Stock Business Plan. It is a statutory requirement to set budgets and rent levels before the start of the new financial year. The budget must be consistent with the assumptions within the Housing Stock Business Plan, which has been designed to maintain Welsh Housing Quality Standard throughout the 30-year business plan. The budget has been calculated to ensure we can deliver our revenue services; the capital investment programme to maintain the quality standard of our homes; and to develop our new build programme. We are anticipating significant additional costs in future years due to likely new decarbonisation standards for our existing stock.

Cabinet also approved the decision for rents for council dwellings to be increased in accordance with the Welsh Government Policy for Social Housing Rents to an average weekly rent of £97.27, which is an increase of £2.92 with effect from April 4, 2022. As part of the Welsh Government rent policy the council will be required to ensure that any rent increase considers affordability for tenants, value for money, and an assessment of cost

efficiencies. Whilst 2021 has been a difficult year for household finances – and this will continue into 2022 – we are satisfied as to the affordability of our weekly rents.

## **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.**

Lessons learned from the first year of the Stakeholder Survey (2021) have been evaluated and the project team are currently exploring options for ongoing annual stakeholder engagement. Future surveys will likely focus only on statutory questions required under the Local Government and Elections (Wales) Act 2021, covering the performance of our corporate objectives and governance. It will be promoted through a targeted communications campaign.

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

A report was taken to the Corporate Executive Team in March to provide an update on progress with the review of the Corporate Programme Office. This included:

- Progress on the reconfiguration of Verto (our project management system) and its expected development up to the end of June 2022.
- The development of a Corporate Programme Office Guide that describes the roles and responsibilities of the team and what support they can offer. A draft will be presented to the Corporate Executive Team at the end of May.
- Two project support officer roles now in place in the team in response to organisational need.

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

#### **Embed interim Strategic Equality Plan**

We have ensured that this report captures all outstanding actions towards the delivery of our interim Strategic Equality Plan (which covers October 2021 to October 2022). Actions

already completed will have been captured in the preceding quarterly update reports that accompany this document (published on [our website](#)) and make up the set that form our Self-Assessment of performance.

## **Annual Complaints Report**

The first Annual Complaints Report, required under the Local Government and Elections (Wales) Act, was presented to the Governance and Audit Committee at its [meeting in March](#). Broadly it was felt that the council's complaints processes were robust, with its response rate to stage 1 and stage 2 complaints during 2021 to 2022 being generally excellent, with only two stage 2 complaints extending beyond the target response time (out of 25). The number of complaints received is also down from 262 the previous year to 237. Attached to the report is a letter from the Public Service Ombudsman for Wales, which reveals that 32 complaints relating to Denbighshire County Council were referred to them, split quite evenly over a number of areas, but the larger number relating to Children's Social Services (six), Complaints Handling (five), and Environment and Environmental Health (four). It was noted that it is very rare for the Ombudsman to intervene and challenge complaints decided on by the council, which should give further assurance as to our processes. However, compared with other local authorities in Wales and as a proportion of residents, the Ombudsman did receive the third highest number of complaints about Denbighshire County Council.

## **Queen's Buildings**

An internal Audit follow-up report on the Queen's Buildings project, a key part of the council's wider programme to regenerate Rhyl, was presented to the Governance and Audit Committee at its [meeting in January](#). The original report, received a year before this, had given the project a low assurance rating. However, this follow-up identified that progress had been made, with eight of the twelve identified actions being fully implemented, providing instead a medium assurance rating. A further follow-up report will be needed in July to establish the progress against outstanding actions that were delayed due to the project management system undergoing tendering and the current [review of project management](#) mentioned above.

An update on Queen's Building project was also given to Cabinet at its [meeting in February](#), where unforeseen rising costs were discussed. Additional funding was required



to deliver phase one of the project due to a number of factors, including a 25% rise in the cost of construction, due to the availability of labour and materials globally. The ground floor level of the new development also needs to rise by 740mm to protect against flooding. The Welsh Government's Transforming Towns programme has part funded the project to date.

With construction due to start in April, but the letting of the construction contract falling after the last Cabinet [meeting in March](#), Cabinet agreed that approval of the construction contract through a Delegated Decision by the Chief Executive was required to ensure that the tight timescale for project delivery was achieved. All of the outputs need to be delivered and funding drawn down by the end of February 2023 or the council could face a significant claw-back of the grant funding. Cabinet further agreed, to stay ahead of long lead-in times for some items, to underwrite £500k of construction costs (covering groundworks, steel, and specialist piling) to ensure that the contractor can start in time and deliver the outputs required by the deadlines set by the funding bodies.

### **Planning Compliance**

A report presented to [Communities Scrutiny in March](#) examined the effectiveness of the council's Planning Compliance Charter. The purpose of the Charter is to streamline the process of remedying alleged planning breaches by helping complainants, alleged contraveners, and other interested parties understand how the council's planning compliance function operates. The Charter has broadly been seen by officers and members as an effective tool for advising stakeholders how the council investigates and remedies alleged breaches of planning control. However, some minor amendments have been made to improve the process further and help better manage expectations. In response to feedback from elected members, further information will also be included about how stakeholders are updated on the progress of cases. Combined with the recent recruitment of a second compliance officer, performance in this area should continue to improve.

### **Audit Wales**

Audit Wales presented their [Annual Audit Summary](#) for Denbighshire County Council at the Governance and Audit meeting [held in March](#). It confirmed:

- An unqualified true and fair opinion on the council's financial statements, and no significant issues with grant claims and returns.
- The council met its remaining Local Government (Wales) Measure 2009 duties to secure continuous improvement.
- The council is well placed to maintain its financial sustainability over the medium term.
- In recovering from the impact of the pandemic, the council benefited from proactive engagement regionally and locally, showing strong collective leadership in planning and decision-making.
- The council is making excellent progress in embedding its environmental ambitions, though more comprehensive stakeholder mapping would further strengthen engagement, and reporting over the next year will help the environmental ambitions to embed and the measures to evolve.
- In reviewing Older People's Care Home Placements there are complex national processes that result in a significant focus on costs, which causes division amongst partners and has the potential to impact adversely on services users. Strengthening accountability and developing a regional strategy and delivery plan have the potential to drive positive change and better partnership working, especially in relation to complex and more specialist care. Audit Wales have reported locally to councils, and nationally to the Welsh Government recommending actions that should be taken.

## **Delivering Sustained Improvement**

Audit Wales have published a [review of the council's performance management arrangements](#), seeking assurance that they are robust and likely to support continuous and sustainable improvement. It concluded that the council's Performance Management Framework and arrangements for measuring and reporting performance are effective, with some opportunities to improve the use of the performance management software. The council could also look to improve performance reporting of non-priority areas, how finance and performance information are considered simultaneously, and that staff 1:1s are recorded in an accurate and timely manner.

## Care Inspectorate Wales

The Care Inspectorate for Wales issued a [letter in November](#) that summarised its findings of an assurance check (undertaken during June and July) of whether social services continue to help and support adults and children, with a focus on safety and well-being. The letter highlights a number of positive areas of practice across both adults and children's social services, as well as areas requiring improvement within children's services. Agreed actions are being taken forward within relevant services, and the progress of these will be reviewed through performance evaluation review meetings between Care Inspectorate Wales, relevant heads of service, and the Director for Communities.

Care Inspectorate Wales issued a [letter in February](#) after a follow-up review on the safety and well-being of children and families. This included the local authority's practice of reviewing, analysing and making decisions in relation to risk, and whether the local authority was meeting its statutory responsibilities under the Social Services and Well Being (Wales) Act 2014. Again, the review identified some strengths and areas for improvement, and agreed actions will be monitored through the service's Service Plan and routine performance evaluation review meetings going forward.

## Risk Management

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

### Understanding Risk Appetite

During the last two years we have seen a growing number of corporate risks that are beyond our risk appetite. This feels consistent with the global challenges we have been facing and continue to face. Our February review continued conversations about those risks, and we have identified assurance work (internal and external) that is planned or has already taken place to help us understand the effectiveness of our controls. For example, our review took account of a recent Audit Wales Review of Commissioning Older People's Care Home Placements by North Wales Councils and the Betsi Cadwaladr University Health Board. A report about this review was also presented to Governance and Audit Committee at its [meeting in March](#).

As was reported previously, following the May elections, training will be provided to councillors to ensure that they understand the council's risk management methodology.

**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.**

Our review of this risk in February 2022 found the risk to be static. The North Wales Corporate Joint Committee (CJC) set its budget in January 2022. Its functions (strategic development planning; regional transport planning; and regional economic development) must be operational from June 2022. Scrutiny arrangements have yet to be confirmed. The CJC offers opportunities to establish a strategic and regional approach to these three 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.

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

#### **Measuring our controls**

We have specified relevant recent or planned internal and external audit work that gives risk owners assurance around the effectiveness of our controls, and furthered conversations around performance measures that can be used to better understand the success. Any relevant measures have now been identified in the register.

#### **Communicating our Risks**

As global events have grown in significance for our council and our community over the last two years, so too have the number of active risks on our corporate risk register. For this reason, a summary of our corporate risk register has been developed and approved for use in internal communications. A full update report will be presented to Performance Scrutiny at its [meeting in June](#).

#### **Recruitment and Retention**

Our February review highlighted the controls that are being implemented to manage this risk:

- Some services are taking specific actions. Highways and Environmental Services, for example, are working with Working Denbighshire; and Community Support Services are working with the Communications Team to deliver a targeted recruitment programme.
- A new group has been established looking at recruitment issues in care, chaired by the council's Corporate Director for Communities.
- HR has completed workforce planning with all services in November, and included discussion about recruitment and retention. The subsequent Corporate Workforce Plan has been discussed and recruitment and retention has been identified as a corporate concern with a number of actions being agreed in the delivery plan.
- Alongside services, HR are exploring 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.

### **Updates to the Corporate Risk Register (February 2022 review)**

Our February review resulted in a number of changes to the corporate risk register. The most significant changes included:

- Risk 14: The risk of a health and safety incident resulting in serious injury or the loss of life. The risk score was downgraded and is now within our risk appetite.
- Risk 16: The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council. This was successfully managed and is no longer a risk.
- Risk 18: The risk that programme and project benefits are not fully realised. The risk score was increased to reflect the economic challenges we are facing and is no longer within our risk appetite.
- Two new risks were introduced. The first about future funding to support the most vulnerable learners and disengaged young people; and the second regarding placements for Looked After Children.

## **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.**

Following the development of the induction programme, policies and guidance, dedicated training sessions for employees and managers are being developed to support the new ways of working. These sessions will commence, subject to approval being obtained, from July 2022.

We have asked the Staff Council to support us in recruiting Mental Health Champions. HR Business Partners are also working with services to support this. A Well-being Survey will also be launched in June.

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

The Public Sector Duty report has been published, but despite the continued effort to capture increased amounts of equality information we still have a large proportion of staff (around 50 per cent), who choose not to complete equality information. Many of these are not office-based. We are working on new, more accessible ways to enable these staff to update their information more easily.

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

Following consultations with our Corporate Executive and Senior Leader Leadership Teams, the new council-wide plan for workforce planning is in place.

The proposal for how best to plan for posts requiring above level 1 Welsh will be presented to our Senior Leadership Team between April and June 2022.

At Council's [meeting in January](#), councillors raised urgent questions with regards to recruitment and retention issues experienced in the care sector. This was acknowledged to be an issue that pre-dated the pandemic, and was not of course unique to

Denbighshire. Assurance was given that a range of measures and initiatives have been agreed and were being monitored by a new Denbighshire County Council Social Care Recruitment and Retention Group, chaired by the Corporate Director for Communities. This will include looking at pay rates for all roles across adult and children social care and promoting our benefits. Additional dedicated HR resource has also been put in place to support social care recruitment and retention. We have accessed additional Covid-19 recovery funding to support recruitment to care for both external care providers and our internal services. Providers are also taking up initiatives to boost recruitment and retention.

Performance Scrutiny also examined staff absences, turnover and workforce planning as part of its [meeting in March](#). There has been an increase in staff absences during 2021 to 2022, with the three main reasons being muscular / skeletal; depression / anxiety and personal stress; and of course, Covid-19. Staff turnover is below the Wales average, however, there are some services where there are known issues, particularly within Highways and Environmental Services; Planning, Public Protection and Countryside Services; and, as previously covered, social care. Grades seeing the largest churn were Grade 4 and below, where people generally leave for personal reasons, or Grade 10 and above where people have re-evaluated and are looking more towards retirement. Again it was acknowledged that the council, like public sector organisations, are facing recruitment and retention issues in a number of areas for different reasons. The workforce was praised for its excellent resilience over the last two years, dealing with the worst possible circumstances that anyone in local government has faced within living memory. Services have continued to deliver despite everything without significant impact on provision.

**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 and Finish Group meetings, and consider what, if any, actions are required.**

We have recruited to the new post of Senior Committee Administrator to support democratic governance activities. It was an internal appointment; therefore, we now need to recruit to the vacant post, as well as that of a new Scrutiny Officer.

**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.**

Work to address the issue of compliance with Disclosure and Barring Service (DBS) checks and risk assessment (except for employees under Social Care Wales or CSIW) is ongoing. Compliance continues to be over 90% across DCC.

**Revise one-to-one measures for Highways and Environment Services and Planning, Public Protection and Countryside Services.**

Our previous performance update report identified the need to revise our one-to-one measures for Highways and Environmental Services, and for Planning, Public Protection and Countryside Services. From April 2022, we will only measure the completion of one-to-one meetings with staff who are expected to undertake at least three meetings within a 12-month period.

**Other developments in the last period**

**Audit Wales Study**

During December 2021 to February 2022, Audit Wales conducted a local study of Denbighshire's asset management and workforce planning. The draft report is now being considered. The final report is expected during May to July 2022.

**Business Improvement and Modernisation**

Following the retirement of the Head of Business Improvement and Modernisation, two new interim posts have been created and appointed to oversee the work of the service. The Strategic Planning Team Manager will oversee Strategy and Performance, Projects, Climate Change, Community Development, and Internal Audit; while the Chief Digital Officer will oversee Digital and ICT Services, Corporate Business Continuity, Digital Records and Archives.

**Assets**

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



## **Asset Management strategy**

A five-year Asset Management Strategy has been drafted and will be presented to the council's Asset Management Group in June. This will include new terms of reference that will reflect the impending restructure of the Senior Leadership Team, and any changes to Lead Member responsibilities following the election.

## **Highways Maintenance Policies for Unclassified Roads**

At its [meeting in January](#), Communities Scrutiny examined the council's policy for maintaining unclassified roads, along with the criteria and formula that will be applied for spending additional funding allocated for highways in the county. Maintaining the roads is a Statutory Duty laid down by the Highways Act, 1980, but there is interpretation between highway authorities as to the minimum standard, constrained by budgetary limitations, resources, the use (and type of use) its network gets, and a few other considerations. For this reason, each local authority lays down its minimum standards in a Code of Practice, which was ratified in Denbighshire by Cabinet in January 2020.

It was reported that it is much harder to evaluate the condition of unclassified roads. Since 2011 we have used a points system based on visual appearance, with high scores meaning the surface is visually poor e.g. potholed and requiring patching or resurfacing. Unfortunately, due to Covid-19, this method was suspended for quite some months, so a recent evaluation is unavailable. The most recent trend showed that (after an improvement from 2011 to 2016) these roads were worsening, and we expect that new figures will show the roads to be back to, or worse than, the 2011 position.

## **Measures introduced to stop vandalism at public toilets**

The council has taken action following incidents of vandalism at a number of public conveniences in Rhyl, Prestatyn and Corwen. The vast majority of the vandalism was happening between the hours of 6pm and 9pm, and the decision was taken to bring forward the closure time from 9pm to 6pm. The new closing time will be kept under review, but it is unfortunately needed at present to take action to try and prevent these issues, as they undermine the sustainability of the service and result in facilities being out of use completely for periods of time whilst we repair them.

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

The proposal has been accepted by the Corporate Executive Team and the budget board to begin the process of rebuilding capacity within ICT to deal with the issues raised. 85% of schools have signed up to support contracts with Denbighshire ICT, and the other 15% have been advised. There is a rolling program in place to ensure the council's Digital Perimeter Security is up-to-date and operating at optimum levels. This activity has now been completed.

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

We are awaiting confirmation from the North Wales Economic Ambition Board (NWEAB) with regards to what is happening with the LFFN project, as the project extension officially expired in September 2021.

Across Denbighshire sites there have been six PSBA routers installed and circuits activated. 18 further sites have fibre fully complete and they are ready for PSBA circuits to be activated. Denbighshire router equipment has been ordered and will be provided. The roll-out for all of these will commence from April, 2022. There have been 22 sites removed from the current project scope, although there are current negotiations ongoing to secure funding for a 'Phase 3' roll-out. Unfortunately, no further details have been released to date.

**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. However, this action is dependent on intervention from Microsoft.

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

The plan was originally proposed to be complete by the end of April 2022; however, this has not been possible due to staff changes. It is proposed to be developed by the end of

October 2022, for wider behaviour change initiatives to be taken forward from 2022 to 2023 onwards. This will be supported by the 1.5 FTE new dedicated roles within the corporate communication team to work on this agenda.

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

This action is now closed as it is business as usual. We will in future ask for any asbestos reports at acquisition stage. In addition to this, we will endeavour to ensure that we will still be assuming asbestos removal costs if we're demolishing or remodelling a property.

**Procurement**

Below are improvement actions that have been 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.**

The Legal Services Manager continues to provide interim managerial support to the Procurement Team, in the absence of a Procurement Manager being in post. There continue to be capacity issues and these are still affecting the pace of progress in relation to these actions. Despite these challenges, during the period a joint task and finish group was convened to develop a new procurement strategy. The new strategy is intended to be presented for adoption between June and September 2022.

A paper, 'De-Carbonisation in Procurement', was presented to the Climate Change Board in February and will be presented to Cabinet following the May elections.

A new action that will be delivered from April 2022 will hopefully secure agreement for more specialist experience within the team to progress decarbonisation in our procurement. For example, we need to develop a bank of specific carbon-related questions that could be used as part of the tender evaluation process. These will need to be scored and weighted appropriately as part of the quality assessment of tenders. We are awaiting training and guidance from Welsh Government. Progress in this area will

undoubtedly help us to progress our aims to decarbonise our procurement and the supply chain.

We recognise we need to have a clearer vision for the type of benefits that have the potential to contribute to ecological improvement and carbon reduction, e.g. energy efficiency measures that can be accepted as contributing to Denbighshire's carbon emissions, as well as those indicators expected by Welsh Government. We will be using a tender currently in the pipeline to pilot ways to encourage and measure carbon reduction in the contract, using a Welsh Government template to support our approach and calculations.

During the period, Brenig Construction has been committed to delivering carbon reduction through their supply chain. Creating Enterprise, a social enterprise part of Cartrefi Conwy, were responsible for manufacturing the timber for the council's Passivhaus developments in Denbigh, creating one full-time job, and are now manufacturing timber in a new factory in Rhyl. In establishing this relationship, we've connected Creating Enterprise with our Community Resilience Team to explore additional areas of potential co-working; and also to secure more community involvement in landscape management, by introducing the Community Resilience Team to Denbigh in Bloom (one of the recipient organisations of Llwyn Eirin Community Benefits).

### **Review Contract Procedure Rules to ensure compliance with new procurement regulations and the Socio-Economic Duty**

We have not yet progressed this review due to the difficulties we have faced in recruiting to the management role.

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

As reported previously, we have training slides about contract procedure rules and procurement generally, which our procurement business partners will present to their client departments in the coming months.

**Ensure staff involved with managing contracts are suitably trained. Training will be rolled out across the council to all staff who are involved in contract management**

A new Contract Management Officer came into post during the period, to progress with rolling out the Contract Management Framework across services. The post holder is responsible for facilitating and co-ordinating contract management best practice amongst staff. In the interim period, before the appointment was made, the Contract Management Framework and initial training was undertaken by the Chair of the Contract Management Forum and the Performance and Contract Manager.

**Internal Audit Action: Procurement forward work plans to be compiled by each Service to include existing and horizon scanning of projects and activities**

Procurement Business Partners attend service management teams for Denbighshire and Flintshire Councils. They have begun collating a list of existing contracts on Proactis and active tenders for each service in each county, and have started to ask management teams about other procurement needs that may be on the horizon. These are useful discussions for identifying opportunities for collaborative procurements.

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

The tender for the Bwthyn y Ddol Child Assessment Centre, being built by Conwy and Denbighshire Councils, includes some promising community benefits and we hope to secure monies from this contract to contribute funding for the Hub. Contract finalisation has been delayed, but project meetings are planned from May 2022 to gain pace.

The Community Renewal Fund has secured two fixed-term contracts, with one post holder being in post since March 2022 to deliver the economic empowerment project. One of its aims is to align community benefits with community need and ensure work placements are those that have a future; with skills in sectors predicted to grow. This will involve deeper engagement with the North Wales Economic Ambition Board. We are also building evidence to demonstrate the positive outcomes of the Hub.

## Other developments in the last period

### Denbighshire Leisure Limited

At its [meeting in January](#), Cabinet agreed to grant an extension for a period of twelve months to the term of the leisure services contract made between Denbighshire County Council and Denbighshire Leisure Limited. The rationale for the recommended contract extension was to reflect a lost year of operation due to Covid-19, which severely disrupted the company's ability to deliver services, obtain grants and grow future new business.

### Revenues and Benefits

At the same [meeting in January](#), Cabinet agreed to progress the recommendation of bringing the revenues and benefits service back into the council in an effective transformation from Civica, with no adverse impact on service delivery or additional cost, and would in fact generate savings. The decision was necessary because Civica, for commercial reasons, wished to refocus their strategic direction and end all partnership arrangements with local authorities at the earliest opportunity. It was noted that the partnership had otherwise been an effective one, but that this was also an opportunity to provide a more efficient service.

### Annual or Biennial Measures

Title	2019 to 2020	2020 to 2021	Status
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	15	4	Does not apply Count only

<b>Title</b>	<b>2020 to 2021</b>	<b>2021 to 2022</b>	<b>Status</b>
The percentage difference in the mean hourly rate of pay for women – <b>Benchmarked Locally</b>	-13.5	6.7	Acceptable
The percentage of the lowest paid salaries (bottom quarter) that are women – <b>Benchmarked Locally</b>	79.9	79.3	Priority for Improvement
Member attendance (expected and present), year to date – <b>Benchmarked Locally</b>	89	84	Good
Net Carbon Zero – Total carbon tonnage emitted and absorbed by the council (excluding supply chain) – <b>Benchmarked Locally</b>	10,277	TBC	Excellent

<b>Title</b>	<b>2018 to 2019</b>	<b>2021 to 2022</b>	<b>Status</b>
Overall satisfaction with the council (%) – <b>Benchmarked Locally</b>	40	32	Priority for Improvement
Partners that agree the council works well with them (%) – <b>Benchmarked Locally</b>	New to 2021	62	Good
Councillors and council employees who agree that there is a good working relationship between political leaders and senior management (%) – <b>Benchmarked Locally</b>	New to 2021	60	Acceptable
Stakeholders who agree that the council manages its performance well (%) – <b>Benchmarked Locally</b>	New to 2021	28	Priority for Improvement

Stakeholders who agree that the council manages it risks and challenges well (%) – <b>Benchmarked Locally</b>	New to 2021	30	Priority for Improvement
Stakeholders who agree that the council manages its finances well (%) – <b>Benchmarked Locally</b>	New to 2021	26	Priority for Improvement
Stakeholders who agree that the council has long-term plans in place (%) – <b>Benchmarked Locally</b>	New to 2021	31	Priority for Improvement
Stakeholders who agree that the council treats it workforce well (%) – <b>Benchmarked Locally</b>	New to 2021	35	Priority for Improvement
Stakeholders who agree that the council makes best use of its assets and resources (%) – <b>Benchmarked Locally</b>	New to 2021	20	Priority for Improvement
Stakeholders who agree that the council purchases its goods and services in a fair and efficient way (%) – <b>Benchmarked Locally</b>	New to 2021	25	Priority for Improvement

### Quarterly or Biannual Measures

Title	Quarter 4 2020 to 2021	Quarter 1 2021 to 2022	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Status
The percentage of Corporate Plan Measures showing as 'Priority for Improvement' – <b>Benchmarked Locally</b>	49	41	45	43	47	Acceptable



<b>Title</b>	<b>Quarter 4 2020 to 2021</b>	<b>Quarter 1 2021 to 2022</b>	<b>Quarter 2 2021 to 2022</b>	<b>Quarter 3 2021 to 2022</b>	<b>Quarter 4 2021 to 2022</b>	<b>Status</b>
The number of projects on the project register showing as 'compromised' – <b>Benchmarked Locally</b>	1	2	2	2	1	Good
The percentage of projects whose delivery confidence was updated in the last three months – <b>Benchmarked Locally</b>	94	96	90	84	100	Excellent
The percentage of corporate risks inconsistent with the council's risk appetite statement – <b>Benchmarked Locally</b>	55	No data Six-monthly	62	No data Six-monthly	64	Priority for Improvement
The cumulative number of negative reports	0	0	0	0	0	Excellent

<b>Title</b>	<b>Quarter 4 2020 to 2021</b>	<b>Quarter 1 2021 to 2022</b>	<b>Quarter 2 2021 to 2022</b>	<b>Quarter 3 2021 to 2022</b>	<b>Quarter 4 2021 to 2022</b>	<b>Status</b>
from external regulators – <b>Benchmarked Locally</b>						
The cumulative number of Internal Audit low assurance reports, financial year to date – <b>Benchmarked Locally</b>	4	0	1	3	4	Acceptable
Corporate and Service Budget Variance (£k)	-718	708	2,445	2,731	-2,399	Does not apply Count only
Council reserves (£k)	7,135	7,135	7,135	7,135	7,135	Does not apply Count only
Negative news stories as a percentage of all news stories about the council –	24	10	6	8	9	Priority for Improvement

<b>Title</b>	<b>Quarter 4 2020 to 2021</b>	<b>Quarter 1 2021 to 2022</b>	<b>Quarter 2 2021 to 2022</b>	<b>Quarter 3 2021 to 2022</b>	<b>Quarter 4 2021 to 2022</b>	<b>Status</b>
<b>Benchmarked Locally</b>						
The percentage of external complaints upheld or partly upheld over the last quarter – <b>Benchmarked Locally</b>	57	62	67	52	60	Acceptable
The rolling average number of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence – <b>Benchmarked Locally</b>	6.47	7.12	7.54	9.03	9.57	Priority for improvement
The percentage of staff who have had at least 3 one-to-one meetings in the last 12 months	45	44	42	36	43	Priority for Improvement

<b>Title</b>	<b>Quarter 4 2020 to 2021</b>	<b>Quarter 1 2021 to 2022</b>	<b>Quarter 2 2021 to 2022</b>	<b>Quarter 3 2021 to 2022</b>	<b>Quarter 4 2021 to 2022</b>	<b>Status</b>
<b>– Benchmarked Locally</b>						
The percentage of spend with suppliers based within Denbighshire – <b>Benchmarked Locally</b>	36	33	38	40	36	Good
The cumulative percentage of Denbighshire contracts over £25k and under £1m containing community benefits – <b>Benchmarked Locally</b>	No data New to quarter 1 2021 to 2022	75	88	88	88	Excellent
The cumulative number of work experience placements offered within the council	36	64	110	134	143	Does not apply  Count only

## **Improvement Actions**

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

- Secure specialist experience within the council to progress decarbonisation in procurement.

## **Equality and Diversity**

### **Equality and Diversity Campaigns**

In support of the Interim Strategic Equality Plan, the council will regularly promote campaigns in support of people with protected characteristics or living at a socio-economic disadvantage. Since November (when the Strategic Equality Plan was adopted), the council has supported:

- White Ribbon Day (25 November 2021) for the Eradication of Violence against Women.
- Carers Rights Day (also 25 November 2021), to help people understand their rights, and to ensure that they are able to access support that is available to them.
- Holocaust Memorial Day (January 27 2022), to pay tribute to those persecuted and killed during the Holocaust and other genocides throughout the world.
- LGBTQ+ History month (February), marking the 50th anniversary of the very first Pride March in the United Kingdom in 1972.
- Time to Talk Day (February 3), in support of mental health.

On March 8 the council also celebrated International Women's Day by recognising the contribution and commitment of women working right across the organisation. There are a number of great examples of women that have progressed in their careers within the council, there being four women on our Senior Leadership Team. That sends out a clear message that women have the skills and ability to achieve their dreams and goals and to reach senior management positions within the authority. This also demonstrates the inclusive approach to employment, and the council has worked hard to ensure gender equality in the workplace. Women's careers are too easily derailed by life events and it's important that organisations have a full understanding of their impact.

## **Additional Learning Needs Implementation**

In February, Internal Audit conducted a review of the council's arrangements to implement the requirements of the Additional Learning Needs (Wales) and Education Tribunal (Wales) Act 2018 and subsequent 2021 regulations, which came into force in September 2021. The report gave a high assurance rating, and its findings were presented within the Internal Audit Update to the Governance and Audit committee at its [meeting in March](#).

Overall the report gave assurance that the council is working effectively to implement the statutory guidance. Due to the delay with the roll-out of clear guidance nationally, Education and Children's Service colleagues have endeavoured to ensure that it complies with the Act through regular engagement with Legal and documenting the rationale and information available at the time for key decisions taken. An action plan has been developed to monitor performance across the various workstreams, which is regularly monitored. Dedicated resources are in place, and there are designated leads for each workstream. Local authorities are working regionally with the aim of adopting a consistent approach to implementation. The council and schools have also been supported by the Additional Learning Need Regional Transformation Lead for North Wales who has provided self-assessments to prepare for implementation, along with advice and templates. Training and engagement with schools has been extensive, and schools have been collaboratively working in clusters to prepare for the Act.

The Internal Audit review did highlight some areas that need to be developed further, including an Additional Learning Needs Strategy, provision mapping, and data retention periods, etc. These have been discussed with the relevant officers who are aware of the further work required.

## **Standards of Behaviour**

At Council's [meeting in January](#), a Notice of Motion was put forward to ask for a review of the council's current grievance policy and process to ensure that councillors, officers and others are held to account for their behaviour, to include bullying and harassment. It was agreed that a member group be established to work with the Monitoring Officer and the Standards Committee to review the current resolution process and make recommendations in respect of any changes to be adopted. It was acknowledged that the council was establishing a new Strategic Equality and Diversity Group, and that it would be

useful for that group to take into account the overlap between equalities and the ethical framework. It was also agreed that the council would provide training, support and guidance to Town and Community Councils within the context of the ethical framework and the recent [Independent Review of the Ethical Standards Framework for Wales](#), but that it had no direct role in resolving disputes within those councils.

## **Young Person's Champion**

In [December](#), the Council approved the creation of the role of Young Persons' Champion. This role will play an important part in acting as a strong strategic leader on raising and promoting young people's issues; arguing, supporting and defending the concerns, issues and needs of young people in the county. At its [meeting in January](#), Council considered the role description that had been created and elected Cllr Cheryl Williams to be the Young Person's Champion.

## **Diversity Champion**

In [December](#), a Notice of Motion was accepted by the Council to create the role of Diversity Champion. At its [meeting in February](#), Council agreed the role description, which has been recommended by the Democratic Services Committee. The role will act as the council's conscience and advocate for diversity issues, including encouraging those from diverse communities to stand for elections.

## **Safeguarding Welsh Place Names**

There is a legal duty on local authorities in Wales to have due regard for Welsh heritage and language in the naming of places in the county. However, there is no specific duty to have strict Welsh Language naming. Nonetheless, at the Communities Scrutiny Committee [meeting in January](#), it was confirmed that the council had recently adopted a policy for street naming and numbering that went beyond the legal duty, requiring any new street named in the authority to be in the Welsh Language. At the time we were one of only two counties in Wales to adopt a Welsh only policy in this regard. Scrutiny confirmed that they were satisfied that the council was utilising all its powers to safeguard Welsh and historical names in both the natural and built environment, but put forward a request that the Cabinet Lead Member remove the prefix / suffix 'Dreif' / 'Drive' from the New Street

Names list within the policy, as it is not a word that is found in the Welsh Language apart from perhaps verbally.

## **Gypsy and Traveller Accommodation Assessment**

The council's Gypsy and Traveller Accommodation Assessment has now been submitted to Welsh Government. However, the project is experiencing a technical obstacle that it is seeking clarity on from Welsh Government. The Project Board met in March to discuss the initial response from Welsh Government, which unfortunately gave no advice on the issue. The council will again write to Welsh Government and outline the steps that we intend to take. There is a risk that if this issue is not resolved, it will impact on our deadline for the Local Development Plan, as the Gypsy and Traveller Accommodation Assessment needs to be agreed first for it to progress.

## **Well-being Impact Assessments and Decision Making**

Well-being impact assessments are the council's integrated screening tool to assess the likely impact that a proposal will have on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world. These well-being impact assessments include consideration of the likely impact, over the longer term, on equality, Welsh Language and the environment. Our process has recently been updated to include the new Socio-Economic Duty, which in turn is incorporated into the council's reporting templates. Sessions were also held with elected members to raise awareness about the new Socio-Economic Duty. The council has also improved the publication of well-being impact assessments on its websites, so that they may be accessible and readily available for public scrutiny. However, more work is needed to ensure that officers diligently complete Well-being Impact Assessments, and training will also be given to the new council on their effective scrutiny. The Scrutiny Coordinator has also reviewed the Scrutiny aspects of the Socio-economic Duty in order to inform committee proceedings.

A further activity identified in our Interim Strategic Equality Plan was to review the well-being impact assessments of all HR policies and procedures to ensure compliance with the Socio-Economic Duty. This will be done as each policy reaches its review date.



## **Employability Support**

The council has been delivering employability support through specialist mentors for council housing tenants, homelessness citizens, veterans and refugees. Through these areas we have seen a large number of referrals and support activity. The work is likely to be extended, with the exception of veteran support where the demand has been smaller than expected and the dedicated funds are coming to an end. Employability has also recently been embedded in Youth Service as part of the new Community Renewal Fund Project, Barod / Ready. We are exploring further employability support that may be offered through Children's Services.

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# **Appendix 3 – Performance Summary for Corporate Plan 2017 to 2022**

This document gives a summary of performance data and project achievements across the five years of the council's 2017 to 2022 Corporate Plan.

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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.

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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: Excellent

**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

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

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
The additional supply of affordable housing, including social housing, provided during the year – <b>Benchmarked Locally</b>	67	45	26	139	154	222	Excellent	Yes
The percentage of residents reporting they felt satisfied with the availability of housing in their area (Residents Survey) – <b>Benchmarked Locally</b>	No data	42	No data	No data	30	No data	Priority for improvement	No
The percentage of residents reporting they are satisfied with the standard of housing in their area (Residents Survey) – <b>Benchmarked Locally</b>	No data	52	No data	No data	40	No data	Priority for improvement	No
Number of additional homes provided in Denbighshire – <b>Benchmarked Locally</b>	No data	196	124	242	435	422	Excellent	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
The additional supply of council houses provided	2	4	4	10	14	13	Does not apply Count only	Yes
Number of additional Extra Care Homes supported by the council – <b>Benchmarked Locally</b>	0	0	0	0	0	74	Does not apply Count only	Yes
Number of empty properties brought back into use (old definition) – <b>Benchmarked Locally</b>	?	151	181	179	184	196	Excellent	Yes
Number of people on SARTH waiting list – <b>Benchmarked Locally</b>	No data	1289	1148	1152	2139	2050	Priority for improvement	No
Cumulative number of people housed from the SARTH register	N/A	N/A	N/A	328	67	261	Does not apply Count only	No
The number of private sector homes improved in standard and quality due to intervention from the council – <b>Benchmarked Locally</b>	No data	No data	819	810	415	325	Priority for improvement	No
The number of people who	No data	7	10	9	5	13	Excellent	Yes



Measure	2017	2018	2019	2020	2021	2022	Status	Improved
were on the Complex Disabilities Specialist Housing Needs Register for whom supported housing has been secured – <b>Benchmarked Locally</b>								
Percentage of households successfully prevented from homelessness (Section 66 duty) – <b>Benchmarked Nationally</b>	54	65	58	57	52	42	Priority for improvement	No
Percentage of households successfully relieved from homelessness (Section 73 duty) – <b>Benchmarked Nationally</b>	31	38	38	30	31	22	Priority for improvement	No

Ambition	Project	Achievement
There will be 1,000 more homes available within Denbighshire, including: 170 additional council homes; 260 additional affordable homes provided by private developers and RSLs.	Additional Council Housing Developments	Project ongoing, but delayed. By the end of the corporate plan period 170 units had either been completed or purchased, contracts had been awarded for their construction, or they were at the developed design stage. To date we have completed 9 units, purchased a total of 41, construction contracts had been awarded for a further 90 and 30

Ambition	Project	Achievement
		were at the developed design stage.
	Work with RSLs and the private sector to deliver additional affordable homes	Project Closed. Delivery of an additional 260 affordable homes has now been achieved and exceeded. The affordable housing delivery action is now being taken forward in Planning and Public Protection Service Plan.
<p>There will be fewer people in residential care through mechanisms including:</p> <p>Over 90 additional Extra Care Homes will be available for residents across Denbighshire (63 in Denbigh and approximately 30 in Ruthin)</p>	<p>Denbigh Extra Care Housing</p> <p>Ruthin Extra Care Housing (Phase 2)</p>	74 apartments have been made available in Denbigh. With a further 35 units in Ruthin planned to commence in 2022. Ruthin Extra Care Housing is still ongoing due to delays and we are currently working to a construction end date of February 2024.
<p>There will be more people living in their own homes for longer (including people with support needs) through mechanisms including:</p> <p>An additional eight Supported Housing Units in central Denbighshire to support adults with low level support needs.</p>	Denbigh Extra Care Housing	66 apartments have been provided in Denbigh for people over 60, with an additional 8 units to support adults with physical and learning disabilities, totalling 74 extra care units. Additional work around specialist housing is managed as business as usual.
<p>More young people (up to the age of 35) will be able to afford housing through mechanisms including:</p> <p>Mortgage deposit loan schemes;</p> <p>Supporting young people into stable tenancies.</p>	Work with RSLs and the private sector to deliver additional affordable homes	Affordable housing for Young People will continue to be progressed through the Strategic Housing and Homelessness Action Plan.
500 empty dwellings have been returned to occupation and used for housing needs in the area.	Bring 500 Empty Homes back into use	The project has exceeded the target of bringing 500 empty homes back into use, with 695 empty properties having been brought back into use since 2017. The Empty Homes delivery action will be taken forward in the Service Plan.

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

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels – <b>Benchmarked Locally</b>	31	31	0	46	50	53	Good	Yes
The percentage of principle A roads that are in overall poor condition – <b>Benchmarked Nationally</b>	2.7	2.7	3.4	3.6	3.5	2.6	Excellent	Yes
The percentage of non-principal classified B roads that are in overall poor condition – <b>Benchmarked Nationally</b>	5.8	5.1	4.7	5.2	4.9	3.8	Excellent	Yes
The percentage of non-principal classified C roads that are in overall poor condition – <b>Benchmarked Nationally</b>	10.5	10.2	8.2	8.3	7.5	7.5	Excellent	Yes
The percentage of Superfast Coverage in	83	90.5	91.2	91.2	92.2	93.9	Priority for improvement	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
Denbighshire (>30 Mbps) – <b>Benchmarked Locally</b>								
The percentage of premises with Broadband of 10 Mbps or below – <b>Benchmarked Locally</b>	10.1	7.1	6.6	4.9	4.4	3.95	Priority for improvement	Yes
The percentage of mobile 4G road signal (all operators) – <b>Benchmarked Locally</b>	3.5	14.7	48.0	45.6	49.8	50.6	Priority for improvement	Yes
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 No data WIMD)	No data	No data	14	No data	No data	No data	Priority for improvement	No
The percentage of adults (aged 16 or over) who have used the internet (Conwy and Denbighshire) – <b>Benchmarked Locally</b>	76.9	86.8	87.7	89.8	No data	No data	Priority for improvement	Yes
Year to date average for the percentage of damaged roads and pavements	99.7	97	97.5	92	87	43	Priority for improvement	No

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
made safe within target time (Category 1 defects dealt within timescale) – <b>Benchmarked Locally</b>								

Ambition	Project	Achievement
<p>Improved travel connectivity across the county.</p> <p>Those with no access problems will consider private travel less and active travel/public transport more;</p> <p>There is help with mobility issues for those who don't have or who cannot drive;</p> <p>A public travel network has been established that is underpinned by active travel;</p> <p>Improved travel to key areas where transport can support the Growth Bid (Abergele, Prestatyn, St Asaph and Deeside);</p> <p>Non-emergency patient transport, community car schemes, and a third tier model will be more flexible and provide more bespoke solutions;</p> <p>Residents can use smart phones to access responsive and bespoke non-emergency patient transport;</p> <p>There will be more effective traffic flow, park and pedestrianised areas in town centres to support regeneration.</p>	<p>Better enable people to travel to work, education and services</p>	<p>This project was cancelled at business case stage. A new Project Brief is being developed for the production of a Sustainable Transport Plan for Denbighshire.</p>
<p>Improved travel connectivity across the county.</p>	<p>Invest in roads and bridges to maintain a viable,</p>	<p>This project was closed in 2017, but road and bridge maintenance is managed as</p>

<b>Ambition</b>	<b>Project</b>	<b>Achievement</b>
<p>Our road and bridge infrastructure continues to be viable because we have continued to invest in it.</p>	<p>sustainable infrastructure</p>	<p>business as usual activity within the Highways and Environmental Services.</p>
<p>County-wide superfast broadband and mobile networks (4G). Mechanisms include: Using public service assets to address gaps in coverage, where possible.</p> <p>Our ambition is to have, by 2022:</p> <p>100% superfast coverage in Denbighshire (at least 30 Mbps)</p> <p>Zero premises with broadband of 10 Mbps or below</p> <p>80% mobile 4G road signal</p>	<p>Make superfast broadband and mobile networks available to everyone</p>	<p>Project closed. Whilst the availability of superfast broadband and 4G has improved greatly since 2017, availability remains below the UK average and we have been unable to achieve our ambition. We have been able to put in place better internal processes to support digital infrastructure. However, despite our lobbying, we have not secured any faster roll-out of provision in the county, and significant challenges and barriers remain. We have also been unable to secure information or commitment from Openreach for the Nant Glyn (and surrounding villages) project.</p>
<p>There will be an increasing proportion of information and services with an online option and more council transactions taking place on line.</p>	<p>Ensure Council Information and Services are Accessible Online</p>	<p>The percentage of transactions undertaken through the council's website increased from 31% (2017) to 53%. The new Denbighshire County Council website meets accessibility standards and aims to make information and transactions as simple as possible.</p>
<p>All residents skilled and confident in accessing goods and services online.</p> <p>Those most likely to be digitally excluded are offered training and support to improve their digital access skills.</p> <p>Digital literacy in financial products and services is a priority area for support.</p>	<p>Target those most likely to be digitally excluded so they have the skills and means to use digital services</p>	<p>Project completed. Training has been delivered; digital buddies have been recruited; and hardware has been installed in libraries and residential care homes. Solo digital spaces have been implemented and are now open to the public for use along with professionals. A new virtual reality workshop will continue beyond the project, and aims to capitalise on the</p>

Ambition	Project	Achievement
		desire for meaningful virtual reality experiences and the dearth of skills in this area.
	Digital Access Points	Closed at business case stage (2018).
<p>An increased number of events will be staged in the county.</p> <p>Improved infrastructure will be in place that will make it cheaper and easier to hold events, such as installing better fixed solutions (pop up power, etc.).</p> <p>Improved Wi-Fi/mobile coverage, charging points or travel connectivity will help communities organise events.</p>	<p>Improve infrastructure to make it easier to stage events</p>	<p>Project closed. Notwithstanding the delays to the project due to the social distancing measures imposed, the project has established a mobile inventory of equipment, which will be launched in the summer of 2022. Recent approval for investment to local infrastructure across the county will help local communities to plan and stage their own events more cheaply and easily.</p>

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

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
The average length of time adults (aged 65 or over) are supported in residential care homes – <b>Benchmarked Nationally</b>	1184	1195	993	970	1053	1028	Priority for improvement	Yes
The percentage of people reporting they have received the right information or advice when they needed it – <b>Benchmarked Locally</b>	95	81.7	88	No data	No data	No data	Acceptable	No
The percentage of carers reporting they feel supported to continue in their caring role – <b>Benchmarked Locally</b>	89	56.5	55	No data	No data	No data	Priority for improvement	No
The percentage of people reporting that they know who to contact about their care and support – <b>Benchmarked Locally</b>	92	86.7	84	No data	No data	No data	Acceptable	No
Number of assessments of need for support	No data	525	234	1224	878	390	NA	NA



Measure	2017	2018	2019	2020	2021	2022	Status	Improved
for carers undertaken during the year								
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>	No data	59	No data	No data	63	No data	Good	Yes
The number of live resources on the Dewis Cymru Platform – <b>Benchmarked Locally</b>	453	454	508	536	623	533	Acceptable	Yes
The percentage of people who feel able to influence decisions affecting their local area – <b>Benchmarked Locally</b>	No data	27	No data	No data	20	No data	Priority for improvement	No
The cumulative (year to date) number of repeat victims of Domestic Abuse including non-crime occurrences (3 or more in 12 months, measured as year to date)	399	424	110	517	551	678	Does not apply Count only	No
The cumulative (year to date) number of	145	93	14	97	115	83	Does not apply	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
repeat offenders of Domestic Abuse (3 or more in 12 months)							Count only	
The number of families resettled within Denbighshire under UK Resettlement Project – <b>Benchmarked Locally</b>	No data	No data	No data	17	5	6	Does not apply Count only	Does not apply

Ambition	Project	Achievement
<p>Community groups will be thriving, with practical advice and support available to help them be effective.</p> <p>The Community Planning website will be available to support good practise in terms of planning, engagement, alignment with public sector strategic objectives, etc.</p>	Community Planning and Development Resource	Project completed. A free online resource for use by communities was created as a directory of information and provided guidance on the setting up of community plans. The project also offered officer time and support to communities who wished to create their own plans and bid for funding, signposting to an appropriate grant provider. Work continues as business as usual through our Community Development Team.
	Community Development Windfarms	The project started in September 2019 and was completed in March 2021. During this time the Community Development Team provided support to 253 groups. Work continues as business as usual.
	Rhyl Community Development Project	The council supported West Rhyl residents to become Community Champions and work with us on our Safer Streets Programme. In partnership with North Wales

Ambition	Project	Achievement
		Police and Clwyd Alyn Housing, a new community food garden was delivered; and 105 stainless steel bollards were installed along pavement edgings to alleviate concerns over vehicle parking around Gerddi Heulwen.
People will be more resilient and independent because they have access to good information that will help them. Dewis Cymru will be developed to support this aim.	Provide easily accessible information that supports people's independence and resilience	By February 2020 the content and activity for this project had been incorporated into business as usual for Library Services and the project was closed. Library Services continue to provide easily accessible information that supports people's independence and resilience.
	Working towards becoming a Dementia Friendly Denbighshire County Council.	Since the recognition from the Alzheimer's Society we have completed the majority of our action plan activities; shared good practice with staff through the staff intranet; promoted training to increase awareness of dementia throughout the council; extended and consolidated our connections with dementia friendly communities and groups across Denbighshire and the wider North Wales region. This project has now been closed, but further work will be undertaken within the council's usual business.
Residents will feel informed and empowered to influence services. In place will be: A citizen's panel; An engagement portal to manage new pieces of consultation, make consultation feedback mandatory, and	People are involved in shaping and improving services	Valuable customer information has been gathered through the lifespan of this project. Year 3 research has been delayed until the summer. A draft engagement policy, supporting framework, templates and toolkits have been developed for approval by the new council.

<b>Ambition</b>	<b>Project</b>	<b>Achievement</b>
<p>enable residents to express preferences according to consultations they'd be interested in;</p> <p>An engagement toolkit to support best practice.</p>		<p>Further work is needed on a Participation Strategy.</p>
<p>Everyone will feel safer in their communities, particularly those suffering the consequences of domestic abuse.</p>	<p>Act to reduce Domestic Abuse</p>	<p>The project closed with many bespoke pieces of work completed. For example, Denbighshire County Council's Domestic Abuse Policy and mandatory training for staff to recognise the signs of abuse and what to do. Further activity around reducing domestic abuse will carry on as business as usual throughout services.</p>
<p>People will be able to live in their own homes for longer.</p> <p>There will be:</p> <p>Greater support for carers to enable them to sustain their carer roles;</p> <p>More flexible housing that is able to accommodate to people's changing needs;</p> <p>Measures to help prevent loneliness and isolation that can lead to greater care demands.</p>	<p>Supporting Carers in Denbighshire</p>	<p>Project closed. Valuable multi-agency working has been established through this project, and our project group has agreed to continue with meetings and to monitor the action plans that have been developed.</p>
<p>Vulnerable people receive more effective support from public sector organisations.</p>	<p>Community Resource Teams / Ensure Adults and Older People who need health and social care in Denbighshire will experience a seamless service.</p>	<p>Project closed. Community Resource Teams have been collocated in Rhyl, Prestatyn, Denbigh and Ruthin.</p>

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

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
STEAM No data Total Economic Impact of Tourism (£ million) – <b>Benchmarked Locally</b>	479	490	509	552	213	No data	Priority for improvement	No
% of existing and acquired council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above – <b>Benchmarked Locally</b>	No data	28	33	40	46	53	Priority for improvement	Yes
Annual cumulative No. of trees planted to increase canopy cover in Rhyl and Denbigh – <b>Benchmarked Locally</b>	No data	2500	5800	10100	14500	18000	Excellent	Yes
No. of properties with reduced risk of flooding (1,000s) – <b>Benchmarked Locally</b>	No data	No data	No data	No data	No data	1650	Excellent	Yes
How satisfied are people with their local open spaces? No data Countryside –	No data	87	No data	No data	85	No data	Excellent	No

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
<b>Benchmarked Locally</b>								
How satisfied are people with their local open spaces? No data Beaches – <b>Benchmarked Locally</b>	No data	70	No data	No data	69	No data	Good	No
How satisfied are people with their local open spaces? No data Parks – <b>Benchmarked Locally</b>	No data	64	No data	No data	59	No data	Acceptable	No
Total carbon tonnage emitted (Corporately) through supply chains – <b>Benchmarked Locally</b>	No data	No data	No data	22710	22202	TBC		
Total carbon tonnage emitted (Corporately) through business travel – <b>Benchmarked Locally</b>	No data	No data	No data	550	126	TBC		
Total carbon tonnage emitted (Corporately) through staff commuting – <b>Benchmarked Locally</b>	No data	No data	No data	1848	1719	TBC		
Percentage of DCC owned and operated land in highest categories of	No data	No data	No data	37.56	38.14	TBC		

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
species richness – <b>Benchmarked Locally</b>								

Ambition	Project	Achievement
70% of existing and acquired council homes will have at least a 'C' energy efficiency rating.	Improving Energy Efficiency in Council Houses	As at March 2022, 53% of certificated properties achieved, up 5.8%.
All our new council housing built will achieve an 'Excellent' energy rating.	Additional Council Housing Developments	No new council builds have yet been completed. This work is ongoing.
There will be growing numbers of black grouse, little terns, adders, sand lizards and bees.	Improving biodiversity in Denbighshire	This project has grown to now include over 100 bee friendly sites (including 11 roadside nature reserves). These sites are equivalent to nearly 35 football pitches worth of grassland managed as native wildflower meadows. Further actions to improve biodiversity will continue as business as usual, and most recently a tree nursery was opened with the aim of producing 5,000 native wildflower plants and 5,000 native trees per year.
	Moorland Management and Wildfire Prevention	In response to the summer 2018 Llantysilio fire, Communities Scrutiny Committee produced a comprehensive report into all aspects of the fire. It found the need for better communication between all stakeholders, improved management of the moorland and a proactive approach to prevent further wildfires. A Moorland Officer was appointed and continues to coordinate activity and help landowners and graziers to manage the moorland to improve its general health. This

Ambition	Project	Achievement
		has included restoration works at Llantysilio; condition surveys; fire risk assessments; and joint training with North Wales Fire and Rescue.
There will be 18,000 more trees across Rhyl and Denbigh	PLANT Project: Urban Tree Planting	Project completed. Completion of the PLANT project has resulted in the creation of an additional 80 acres of quality green open space strategically located adjacent to some of the more disadvantaged wards in Wales.
	To maintain, enhance, protect and preserve Denbighshire's living assets for future generations	Project closed. We now have a much clearer understanding of Denbighshire's tree assets. Survey work and inspections have been carried out across the county along key routes to develop a dataset containing information on species, condition, location, and management requirements. This information will inform our strategy going forward and how we react to issues such as Climate Change and Ash Dieback.
500 properties will have benefitted from a reduced risk of flooding through the Rhyl East scheme.	East Rhyl Coastal Defence Scheme	The project was completed in February 2022 ahead of schedule and under budget, and will give protection to 1,650 properties.
Renewable energy provision across the county has increased.	None	It is difficult for the council to exert any control in this area, but we have seen an increase in renewable schemes coming forward in the last 5 years, including further offshore windfarms, and one development on the Brenig. There is potentially a scheme for a solar farm near St. Asaph, and Awel y Môr off-shore windfarm (near Conwy) is



Ambition	Project	Achievement
		linking through to Denbighshire for its sub-station. Council also supported in principle the development of a tidal lagoon energy project off the Denbighshire coastline. We are also looking at what can be encouraged through the LDP.
Carbon emissions from council assets have reduced by at least 15% by 2022	Reducing carbon emissions from council assets	2019 to 2020 energy figures show that we reduced our carbon emissions by 15.69% from our 2017 baseline. During 2020 to 2021 the council further reduced its Net Carbon total by 27% on the previous year (although this was an exceptional year). Ongoing work to reduce our carbon emissions will continue through the Climate and Ecological Change Programme.
	County Hall Improved Utilisation – upgraded Building Management System	Ongoing action within the Climate and Ecological Change Programme.
The county has a higher profile as a location to visit, so that we can capitalise on Denbighshire’s economic potential.  Tourism spend in the county has increased.	Develop a Tourism Strategy to raise the profile of Denbighshire.	Project complete. Tourism Strategy developed for 2019 to 2022. STEAM data shows the economic impact of tourism rose from £490m in 2017 to £552 in 2019. 2020 saw a 61.4% decrease to £213m.
Addition in support of the Environment Priority	Develop options to reduce plastics use within Denbighshire County Council (Phase 1 and Phase 2)	Phase 1, covering plastics used by the council, has been completed. Phase 2, covering plastics used by schools, is to be progressed through the Climate and Ecological Change Strategy.

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

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
Percentage of pupil attendance in primary schools – <b>Benchmarked Nationally</b>	95.1	94.9	94.5	94.9	No data	No data	Excellent	No
Percentage of pupil attendance in secondary schools – <b>Benchmarked Nationally</b>	93.8	93.7	93.5	93.4	No data	No data	Priority for improvement	No
% of the population aged 18 to 24 claiming JSA – <b>Benchmarked Nationally</b>	4.4	4.2	6	6.2	12.4	6.4	Priority for improvement	No
The percentage of children aged 4 to 5 years who are a healthy weight or underweight – <b>Benchmarked Nationally</b>	73.1	71	70.4	67.7	71.8	No data	Priority for improvement	No
Local Authority Points Score Average KS4 Welsh Baccalaureate Skills Challenge Certificate Indicator – <b>Benchmarked Nationally</b>	No data	25	30	33	No data	No data	Excellent	Yes
The percentage of pupils (using Pupil Attitudes	No data	86.2	85.9	86.1	87.2	No data	Good	Yes

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
to Self and School (PASS) who respond positively against pupils' feelings about school – <b>Benchmarked Locally</b>								
The % of children achieving 5 GCSEs A* to C (Level 2, Key Stage 4), including English or Welsh (1st language), Maths and English Literature, by the end of secondary school, against the % that achieved the expected standard at the end of primary school (Level 4, Key Stage 2) – <b>Benchmarked Nationally</b>	61	54	52	55	No data	No data	Acceptable	No
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>	No data	19	No data	No data	19	No data	Priority for improvement	No
The percentage of residents that	No data	28	No data	No data	26	No data	Priority for improvement	No

Measure	2017	2018	2019	2020	2021	2022	Status	Improved
are satisfied that there are opportunities for young people to develop their skills – <b>Benchmarked Locally</b>								
The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people – <b>Benchmarked Locally</b>	No data	50	No data	No data	29	No data	Priority for improvement	No
The number of schools providing education through suitability and condition categories C and D – <b>Benchmarked Locally</b>	No data	36	34	30	27	27	Priority for improvement	Yes
The percentage increase in the salaries of young people enrolled in the Employment Bursary Project – <b>Benchmarked Locally</b>	No data	No data	17	26	17	16	Excellent	Yes

Ambition	Project	Achievement
All young people are being supported to achieve their potential. We would expect to see a reduction in the number of	Monitoring and supporting positive	Project closed.87 % of pupils respond positively as to their feelings about school. The impact of Covid-19 and

<b>Ambition</b>	<b>Project</b>	<b>Achievement</b>
pupils not achieving the expected standard at the end of secondary where they did achieve the expected standard at the end of primary.	pupil attitudes to self and school	changes to the curriculum pose significant challenges for the measurement of attainment. The council works closely with GwE to monitor school standards on an ongoing basis.
Review education provision in Denbigh, Rhyl and Llangollen under the Sustainable Communities for Learning Programme (formerly the 21 <sup>st</sup> Century Schools Programme).	Modernising Education	Completion of Band A, including within this Corporate Plan, four new primary schools on three sites, a new 3-16 through school, a Welsh Language Centre, and extensions / improvement to Ysgol Bro Cinmeirch. Work has also started on the extension of the Oaktree Childcare provision in Rhyl. Work started and ongoing for Band B, following acceptance of programme proposal by Welsh Government.
Young people are resilient and have the right skills to thrive, including practical, financial and emotional skills.	Monitoring and supporting positive pupil attitudes to self and school/well-being	Project closed. 87% of pupils respond positively as to their feelings about school.
	Health and Wellbeing - Nutrition and Cooking Skills	Project funding will end in July. 21 schools have engaged in the programme, with 25 members of staff trained in Come and Cook.
Parents have access to the right support so that they can give their children the best start in life.	Supporting Parents in Denbighshire	Project closed and now business as usual. 130 practitioners and 48 settings in Denbighshire benefitted from training opportunities. Before and after Covid-19 restrictions, 139 parents received face-to-face training, but most significantly 2,362 have registered online.
Help and advice is available so that young people make the right choices to prepare them for	Ready for Work	Project closed. Prior to Covid-19, successful career events were held with good regularity

<b>Ambition</b>	<b>Project</b>	<b>Achievement</b>
<p>the work that they want to do, and feel confident and well-supported to enter employment.</p> <p>Quality mentoring and work opportunities are available to young people to help them develop their skills.</p>		<p>throughout the county with strong attendance by schools / pupils and employers. It has not been possible to deliver face-to-face events during the pandemic.</p>
	<p>The Denbighshire Working Start Scheme</p>	<p>Project ongoing (on target). A total of 110 placements have been sourced and advertised by the Work Start Team to date. Funding of this project has been extended until December 2022.</p>
	<p>Young Person Employment Bursary</p>	<p>Project closed. 20 applications supported, leading to a 20% average increase in the salaries of applicants.</p>
<p>Young people can find employment that appeals to them and matches their skills.</p>	<p>TechZone / Parth Dechnoleg: Growth Sector Move-on Accommodation</p>	<p>Project closed at business case stage – no funding.</p>
	<p>Develop a co-working space for new enterprises at the former Costigans, Rhyl</p>	<p>Project completed (May 2021). New space for entrepreneurs delivered.</p>
	<p>Community Benefits Hub</p>	<p>Project ongoing (on target). Community Benefits now embedded within the council's work, delivering tangible benefits, including work placements. Hub has also helped secure collaborative procurement opportunities.</p>

<b>Report to</b>	<b>Performance Scrutiny Committee</b>
<b>Date of meeting</b>	<b>9 June 2022</b>
<b>Lead Member / Officer</b>	<b>Nicola Kneale, Joint Acting Head of Head of Business Improvement and Modernisation</b>
<b>Report author</b>	<b>Emma Horan (Strategic Planning &amp; Performance Officer) and Iolo McGregor (Strategic Planning &amp; Performance Team Leader)</b>
<b>Title</b>	<b>Corporate Risk Register (February Review)</b>

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

1.1. An update on the February 2022 review of the Corporate Risk Register.

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

2.1. To provide information regarding the latest review of the Corporate Risk Register.

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

3.1. That Performance Scrutiny Committee considers and comments on the amendments to the Corporate Risk Register (appendix 1), including the status of each risk against our Risk Appetite Statement (appendix 2), and notes the summary document that may be used by Members and officers as an aide memoir (appendix 3).

## **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 September 2021. [Papers submitted to 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. The changes that have been made to the risk register are specified at the start of each risk in appendix 1. Please note that appendix 1 cites the Lead Member(s) for each risk as at February 2022, prior to the May 2022 elections.

### **Summary of key changes**

- 4.6. The controls section (for all risks, where appropriate), now includes a list of indicators that can be used to demonstrate the effectiveness of controls, together with any recent or planned internal or external assurance.
- 4.7. The Brexit Risk Register is now closed. Relevant controls and so on, from that risk register, have been included in the corporate risk register, where appropriate.
- 4.8. Risk 14: The risk of a health & safety incident resulting in serious injury or the loss of life. The risk score has been downgraded from D2 - Major Risk: Unlikely / High Impact to E2 – Moderate Risk: Rare / High Impact, and is now within our risk appetite.
- 4.9. Risk 16: The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council has been successfully managed and has been removed from the register.
- 4.10. Risk 18: The risk that programme and project benefits are not fully realised. The risk score has increased from C2 - Major Risk: Possible / High Impact to B2 - Critical Risk: Likely / High Impact, to reflect the economic challenges we are facing. The risk is no longer within our risk appetite.



4.11. Risk 36 has been refocussed to reflect the economic environment generally.

The title has changed to “The risk that the economic and financial environment worsens beyond current expectations, and has a detrimental impact on local businesses and economic hardship for the local community”.

4.12. NEW Risk 49: The risk that the future funding regime doesn’t allow the council to continue to support the most vulnerable learners and disengaged young people in the way we have been through EU funding.

4.13. NEW Risk 50: The risk that Welsh Government’s commitment to eliminate profit from the care of Looked After Children results in an unstable or unsuitable supply of placements.

## **Risk appetite**

4.14. Risks 1, 6, 13, 18, 21, 27, 33, 34, 36, 37, 43, 44, 45 and 49 (see appendix 1) are currently inconsistent with the council’s Risk Appetite Statement (appendix 2).

4.15. We have a total of 22 risks and 14 are inconsistent with our risk appetite (64%). Our September 2021 review included 21 risks and 13 were inconsistent with our risk appetite (62%).

## **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 was presented to SLT and Cabinet, at Cabinet Briefing, to agree and / or make further amendments. The register is 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 (February 2022)**

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

#### **February update:**

The ancillary controls have been updated. The controls section (for all risks, where appropriate), now includes a list of indicators that can be used to demonstrate the effectiveness of controls, together with any recent or planned internal or external assurance. As a result of the new list of indicators, the further action ('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') has been deleted (it is also being handled as a service challenge action for Legal, HR and Democratic Services).

The risk score has not changed.

#### **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.

# Corporate Risk Register (February 2022)

## 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.

## 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 (*newest first*):

- We are responding to a Welsh Government call for evidence regarding independent schools' legislation and guidance in Wales. Some of the proposed changes to safeguarding are a direct result of issues and concerns raised by Denbighshire County Council.

## Corporate Risk Register (February 2022)

- The North Wales Safeguarding Children Board Local Delivery Group, developed by Denbighshire, has been recognised as good practice.
- The Corporate Parenting Forum continues to progress well and is well attended.
- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- Safeguarding policy and 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. 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 and external body. All new employee contracts make reference to safeguarding.
- Corporate Safeguarding Panel has been reviewed including the terms of reference, roles and responsibilities.

## Corporate Risk Register (February 2022)

- 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 for reporting any key messages from panel meetings to members of staff within their services.
- Adoption of new Wales Safeguarding Procedures.

Relevant indicators of the effectiveness of controls:

- SHR102m: The percentage of eligible staff that have an up-to-date DBS (DCC)
- SHR103m: The percentage of eligible staff that have an up-to-date reference check or risk assessment (DCC)
- SHR104m: The percentage of eligible staff that have an up-to-date DBS (schools)
- SHR105m: The percentage of eligible staff that have an up-to-date reference check or risk assessment (schools)
- LHRD47i: Percentage of employees that have completed all 9 mandatory e-learning modules by the end of the year

# Corporate Risk Register (February 2022)

## Assurance:

- A follow up inspection “Assurance Check” was undertaken in Denbighshire by the Care Inspectorate Wales between June and July 2021. We have received a draft letter outlining their findings, in which they highlight improvements in safeguarding as well as some areas for further development.
- The North Wales Safeguarding Children Board Local Delivery Group, developed by Denbighshire, has been recognised as good practice.

## 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 (February 2022)

**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

### **February update:**

The description, impact and controls sections have been updated. We have included a list of indicators that can be used to demonstrate the effectiveness of controls, together with any recent or planned internal or external assurance.

The further action to “Ensure the agreed “Budget Process: 2022/23 and beyond” strategy is delivered” has been closed and replaced with “Gain approval the medium term capital strategy”.

This risk includes some information from the Brexit risk register, which is now closed (specifically, “The risk that there will be short term supply issues with essential resources resulting in short term pressure, interruption or loss of certain services, such as school / care meals and PPE provision (Council Risk)”).

The risk score has not changed.

### **Description**

The Draft Local Government Settlement for 2022/23 was received by the council on 21<sup>st</sup> December and resulted in a positive settlement of 9.2%, compared to the Welsh average of 9.4%. The Final Settlement is expected in March 2022 but Welsh Government (WG) have indicated that there should be very few changes. Within the announced figure Welsh Government have advised that there are a number of new responsibilities, not all of which have clear funding consequentials within the data. Those expectations that we are required to fund include the following:



## Corporate Risk Register (February 2022)

- All pay increases for both teaching and non-teaching posts are included within the
- RSG.
- The responsibility to pay both our own Social Care and the private sector Social
- Care sector the Real Living Wage.
- The core operational costs in connection with the new Corporate Joint Committee.
- Mitigation for the fact that the Covid Hardship Fund will cease as from the end of the existing financial year.

As promised by WG the draft settlement includes indicative average settlement increases of 3.5% for 2023/24 and 2.4% for 2024/25 (estimated DCC figures would 3.3% and 2.2%). Although this is very welcome from a planning perspective it does indicate that difficult decisions will be required over the coming years. More information is available from our [report to Council in January 2022](#).

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

There are significant pressures associated with social care, waste budgets, benefits, the supply of goods and services in the supply chain (and the impact on our capital plan) and inflationary increases in pay and pensions. Supply of goods and services include:

- Labour shortages and vacancies across sectors leading to delays
- Fuel costs, commodity (including food) supply and price increases (including in transport and freight, and in relation to supply of goods)

According to the Local Government EU Advisory Panel, which last met in January 2022, business operations are trying to adapt to the new situation and will probably face changes for the foreseeable future.

These pressures are all monitored closely and regularly by senior managers, including the Section 151 Officer.

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

## Corporate Risk Register (February 2022)

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.

What is more, increases to the cost of living is becoming an increasing risk to the council, whereby our capacity to support people struggling with the cost of living may be limited or people may make decisions about how they allocate their household budget, prioritising rent or mortgage over council tax, for example.

### **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, the recent economic sanctions imposed on Russia are likely to add further tension to the global economy. 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.
- The council experiences increased costs.
- The council's ambition and the scope of projects and programmes are curtailed due to increased costs.
- Increases in cost of living leads to reduced income for the council, eg reduced council tax.

### **Inherent Risk**

B1 – Critical Risk: Likely / Very High Impact

# Corporate Risk Register (February 2022)

## 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):

- Our level of financial reserves are kept at a sensible level so that shocks to economy can be dealt with.
- The collaborative approach to partnership working and sharing lessons learned during the Covid-19 pandemic (with Welsh Government and the Welsh Local Government Association) has been mutually beneficial and we hope that this same approach could be established should we experience further economic shocks in the future. Working collaboratively, pan Wales, has been an effective way to develop solutions.
- The Section 151 Officer reports regularly to the Budget Board. We are proposing to review the capital contingency budget, and hope to secure approval from the Budget Board with the next few months.
- 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

## Corporate Risk Register (February 2022)

basis: it has revised its expectations further downwards. Also considered in annual budgets and a range of proposals could be implemented should cuts be incurred.

- 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.
- WLGA issued a statement stating that school and care meals are a priority issue for WG, and Denbighshire catering team is monitoring the situation with national body's support. A 5p price increase to school meals will be introduced in April 2022.
- Regular (usually monthly) financial planning meetings between services and management accountants are in place.
- Services routinely monitor supply issues and cost increases.
- The Procurement Team supports services to ensure value for money and explore collaborative procurement where that may be a possibility.
- 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 Budget Board.

### Ancillary controls (*newest first*):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- We provide clear communications around financial challenges and the budget process to Members and we try to ensure our residents are informed about how the council is funded and spends its funds.

Relevant indicators of the effectiveness of controls: The Head of Finance and Property's service plan includes key performance indicators that are associated with effective management of this risk and he provides a monthly budget report to Cabinet.

- FAH201m The % of required efficiency savings identified for next year (Quarterly)
- FAH202m The % of required efficiency savings achieved for this year (Quarterly)

## Corporate Risk Register (February 2022)

- Council reserves (£k)

Assurance:

- Risk Management Internal Audit Review 2021
- Capital Management Internal Audit Review 2021
- High level coverage in Project Management Internal Audit Reviews
- Audit Wales – Financial Sustainability Assessment 2020-21

### 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. **Gain approval the medium term capital strategy**
2. **Action Due Date:** 31/08/2022

**Person Responsible:** Steve Gadd

## Corporate Risk Register (February 2022)

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

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

**Risk Owner:** Graham Boase

### **February update:**

Cyber-attack has been given more prominence in the risk title, description and in our new list of indicators of the effectiveness of our controls. This also reflects recent developments associated with the war in Ukraine.

The risk score has not changed.

### **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. The risk of cyber-attack has very recently increased due to war in Ukraine, with increased potential for infiltration resulting in destabilisation. Across the UK, we are on a heightened level of alert in relation to cyber-attack. On March 1, 2022, the National Cyber Security Centre – part of GCHQ – has called on all UK-based organisations to bolster their online defences. It has said: “While the NCSC is not aware of any current specific threats to UK organisations in

## Corporate Risk Register (February 2022)

relation to events in and around Ukraine, there has been an historical pattern of cyber attacks on Ukraine with international consequences.”

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.

Our approach to this risk is to avoid the risk or minimise the impact of the risk should it occur in the first instance, and this is supported through, for example, adherence to Public Sector IT standards, or flooding management schemes.

### **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. We will, however, closely monitor this risk in relation to events in the Ukraine, together with our usual approach to managing severe weather and ongoing management of Covid-19. We will also 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

# Corporate Risk Register (February 2022)

## Controls to Manage Risk (in place)

Critical controls (newest first):

- We undertake regular reviews to ensure ICT systems are secure, including making updates to our Firewall.
- ICT receives time critical updates from central bodies such as the National Cyber Security Centre.
- We work to strict public sector ICT standards and have Service business continuity plans in place.
- A report with a proposal to review our emergency planning response structure/processes was considered by the Strategic Emergency Management Team and SLT in September 2021.
- Covid-19 Control: SEMT met on a regular basis and responded to the initial Covid-19 emergency. It 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. Covid-19 strategic management controls are beginning to step down and relax.
- A report went 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 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.



## Corporate Risk Register (February 2022)

- 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 (*newest first*):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- 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.

### Relevant indicators of the effectiveness of controls:

- FINPROPHS1001: RIDDOR accident rate (National measure – No. of RIDDOR x 100,000 / No. of FTE employees)
- BIM208i: Denbighshire County Council achieves Public Services Network (PSN) security Standard compliance (0 = pass; 1 = fail)

### Qualitative indicators:

## **Corporate Risk Register (February 2022)**

- Production, and where needed implementation of, Service business continuity plans
- Establishment, uptake and effectiveness of emergency rest centres.

(Please note: some of these indicators are only measured should a serious event occur)

### **Residual Risk**

C3 – Moderate Risk: Possible / Medium Impact

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

Yes

## Corporate Risk Register (February 2022)

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

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

**Risk Owner:** Nicola Stubbins

#### **February update:**

The description has been updated with information about a recent assurance check. The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed.

#### **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.

Most recently, a follow up inspection “Assurance Check” was undertaken in Denbighshire by the Care Inspectorate Wales between June and July 2021. We have received a draft letter outlining their findings, in which they highlight improvements in safeguarding as well as some areas for further development. The interim management arrangements in Education and Children’s Services was noted as an issue, which has since been settled. However, we now have two interim head of service leads in Community Support Service.

## Corporate Risk Register (February 2022)

The Council is aware of the need for stable and consistent management and it is being managed closely.

A paper about a recent Audit Wales report about commissioning older people's care homes will be presented to Governance and Audit Committee shortly. This is a national review with review of regional arrangements, including in North Wales.

### **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.

### **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.

## Corporate Risk Register (February 2022)

- 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 (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- Annual Governance Statement and Performance Self-Assessment are aligned.

Relevant indicator of the effectiveness of controls:

- CH012i: The number of negative reports from external regulators

Assurance:

- Internal Audit reviews forward work programme
- External regulatory bodies. For example, CIW monitor progress through routine performance review activities and through a CIW local authority risk based approach to inspection planning.

### Residual Risk

D3 – Moderate Risk: Unlikely / Medium Impact

## **Corporate Risk Register (February 2022)**

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

Yes

# Corporate Risk Register (February 2022)

## 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

### February update:

The description and controls have been updated. As for other risks, indicators of the effectiveness of controls are specified and these relate to the small number of ASDMs that are currently in place.

The risk score has not changed.

### Description

We have a small number 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 and 2022. The income loss would have occurred regardless of the establishment of the ASDM.

### Anticipated direction of travel:

Any income losses have been covered by the Covid-19 grant from Welsh Government form 2021 and 2022 but the hardship fund finishes in March 2022. The risk will continue to be monitored.

# Corporate Risk Register (February 2022)

## Impact / Consequences

- Financial liabilities.
- 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):

- The contract management framework that is being developed will distinguish between the types of contract and the management arrangements that are needed.
- The framework will support officers to evaluate the risk of the contract to ensure effective monitoring and management is in place. CET has requested to look at contract management in more detail.
- We do have a contingency budget, should we need it.
- There is robust project governance in place for Civica (managed as a project using Verto) and plans to bring the service back into house, which would also achieve some savings, have been approved in principle by Cabinet.
- 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



## Corporate Risk Register (February 2022)

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.

Ancillary controls (newest first):

- Monthly operational board meetings.
- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- [ASDM Toolkit is available on our website](#)
- 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.

Relevant indicators of the effectiveness of controls:

- FIN309a Ensuring best value and effective monitoring of the contract with Civica through the Strategic and Operational Boards meetings
- FIN310a Ensuring best value and effective monitoring of the contract with Citizens Advice Denbighshire through the Strategic and Operational Boards meetings
- FIN318a Ensuring efficient monitoring of the contract with Denbighshire Leisure Ltd, effective monitoring of the contract, ensuring financial sustainability

## Corporate Risk Register (February 2022)

- BIM208m The number of incidents of ICT procurement NOT going through the ICT Service

### 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 (February 2022)

**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

### **February update:**

As for other risks, indicators of the effectiveness of controls are specified.

The risk score has been downgraded from D2 - Major Risk: Unlikely / High Impact to E2 – Moderate Risk: Rare / High Impact and the risk is now within our risk appetite.

### **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.

# Corporate Risk Register (February 2022)

- Criminal prosecution of staff or the organisation.

## 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.

## Corporate Risk Register (February 2022)

- The corporate H&S team carry out a program of targeted monitoring
- An online accident, incident reporting process is in place. There is an expectation that all accidents and incidents are reported

Ancillary controls (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- 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 learners who are not engaging with school.

Relevant indicators of the effectiveness of controls:

- FINPROPHS1001 RIDDOR accident rate (National measure – No. of RIDDOR x 100,000 / No. of FTE employees)
- FAH119m The percentage of properties with a valid Fire Risk Assessment
- FAH123m The percentage of properties with asbestos where a re-inspection has been carried out in line with the asbestos management plan

# Corporate Risk Register (February 2022)

## Residual Risk

E2 – Moderate Risk: Rare / High Impact

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

Yes. Risk Appetite suggests that this should be at most a cautious risk.

## Corporate Risk Register (February 2022)

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

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

**Risk Owner:** Graham Boase

#### **February update:**

The impact and consequences section has been updated to reflect the impact the increasingly turbulent economic environment could have on our ability to deliver programmes and projects to scope and within budget (linked to risk 06).

We have completed our 2017 to 2022 corporate plan and are currently developing a new plan.

Controls have been updated, together with the indicators section.

The risk score has increased from C2 - Major Risk: Possible / High Impact to B2 - Critical Risk: Likely / High Impact, to reflect the economic challenges we are facing. The risk is no longer within our risk appetite.

#### **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), Budget Board, Climate and Ecological Change Programme, the regional Growth Deal.

## Corporate Risk Register (February 2022)

A number of programmes and projects have been, or are still, facing delays as a result of Covid-19. Most recently, price inflation in the costs of materials is impacting on ability to deliver our capital projects. Welsh Government has recently said:

“In order to assess the materials cost increases the cost parameter we are now working to is the ONS Index for Materials and Components as at 1/9/2021. This will provide an upper limit for agreed cost increases. The index states that overall materials costs have increased by 22% compared to a year ago and this is the upper limit we will use.”

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.

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.

### **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, together with increasing costs associated with construction projects in particular. The risk is no longer 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 the following impacts:



## Corporate Risk Register (February 2022)

- The council's ambition and the scope of projects and programmes are curtailed due to increased costs.
- 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.
- 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):

- More robust challenge is being directed at project sponsors around costs, contingency allocation and optimism biases; through CET, programme or project boards, at Cabinet, the Strategic Investment Group and through other committees.

## Corporate Risk Register (February 2022)

- Programmes and projects are developed within robust management and governance systems. Corporate Project register goes to CET on a quarterly basis and provides information about the status of projects.
- 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.
- 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 has been reviewed at tranche and end of delivery reviews.
- 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.

## Corporate Risk Register (February 2022)

- 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 (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- As a result of lessons learned previously, Corporate Plan Programme Boards have had a standing agenda item about communications and proactive communications management.
- Communications and stakeholder management are core parts of project briefs, businesses cases and project/programme management.
- The council partakes in government consultations on new legislation (either directly or through the WLGA).

Relevant indicators of the effectiveness of controls:

- CH008i No. of projects on the project register showing as 'compromised'
- PRCORP The percentage of Council projects whose delivery confidence was updated no more than six weeks ago (Corporate Project Register)

### Residual Risk

B2 - Critical Risk: Likely / High Impact

## **Corporate Risk Register (February 2022)**

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

Critical risk. Our risk appetite statement says that at most, this risk should be a major risk at most. The Risk Owner has confirmed that they are comfortable that the scoring accurately reflects the current risk to the council.

### **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 (February 2022)

**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

### **February update:**

The description has been updated with information about the restructure of BCUHB. The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed.

### **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.

## Corporate Risk Register (February 2022)

A BCUHB 'Stronger Together' restructure is planned. An internal BCUHB consultation document was shared with Denbighshire County Council. There are some significant changes proposed to the structure of the Board, which will have a direct impact on the relationship with the council.

The proposal currently sets out a new structure that, for the central area, will comprise of acute, community and primary care. There is a risk that the community agenda will be overshadowed by acute care. The approach of BCUHB in respect of regional collaboration (eg the Regional Partnership Board) is currently unclear. The area's new Director lead within BCUHB will be a clinician (this role has never required a clinician as a prerequisite), and we will strive to develop a new working relationship within them as they implement the new structure, once it is approved. There are opportunities, but we have concerns about the timeliness of decision making in the intervening period.

A restructure of Denbighshire County Council is also being planned but it is too early to say what that will mean for this risk. Our Corporate Director remains the main interface for this risk.

### **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 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) - certainly before and during the proposed restructure - should our controls be ineffective.

# Corporate Risk Register (February 2022)

## 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:

- BCUHB is engaging and consulting all councils in the region on their proposals, and councils are working together to consider their response to these proposals.
- The Regional Partnership Board and the North Wales Social Care and Well-being Improvement Collaborative have reviewed needs in relation to social care and health services as part of our population needs assessment (Social Services and Well-being (Wales) Act 2014).
- Until the restructure is implemented, the Central Area Integrated Services Board is in place and a BCUHB Area Director in place.
- Two Community Resource Teams have been established.
- The Regional Partnership Board is in place to progress cooperation and integration.
- BCUHB is a member of the Conwy/Denbighshire PSB, which has shared priorities and a shared governance vision.

Ancillary controls (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications

## Corporate Risk Register (February 2022)

Team manage media and public relations and internal communications on the matter.

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

Relevant indicators of the effectiveness of controls:

- An indicator that could be a measure of the effectiveness of controls is currently under review by Welsh Government (there are some data accuracy issues associated with it): QSCA001 The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over.

Qualitative indicators that describe what effective management/partnerships looks and feels like may be more appropriate in this instance. Such as, governance (eg Regional Partnership Board) and service level agreements, Memorandums of Understanding.

Assurance:

- Audit Wales has examined Regional Partnership Boards' commissioning of older people's care homes recently and a report will be presented to Governance and Audit Committee shortly.

### 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 (February 2022)

**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

### **February update:**

The description, impact and controls sections include relevant information from the Brexit Risk Register, which is now closed.

The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed.

An update on the further action is outstanding.

### **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.

## Corporate Risk Register (February 2022)

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).

The investments and supply structures held by the council and its commissioned services could be placed in an uncertain position depending on the value of the pound. This is particularly of issue in the viability of some residential care homes, and the subsequent risk to the council if any of those private providers were no longer sustainable. However, Covid-19 restrictions have masked / potentially delayed the impact of Brexit on the economy.

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

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.
- Inflation could result in the need to make greater savings.
- Stretched resources, affecting our ability to deliver on statutory functions.
- Low staff morale.
- Regulatory action, and poor reputation if unprepared.
- Reputational damage.

### **Inherent Risk**

B1 – Critical Risk: Likely / Very High Impact

# Corporate Risk Register (February 2022)

## Controls to Manage Risk (in place)

Critical controls (newest first):

- A budget report is produced for Cabinet every month.
- In relation to the Brexit-related aspects to this risk (transferred from the Brexit Risk Register), we observe the fluctuations in the value of the pound; we have asked Services to continually monitor and report on Brexit-linked supply issues and cost increase and a risk is included within Finance and Property Risk Register “Unforeseen financial consequences that arise specifically due to BREXIT”
- 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.
- 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.

## Corporate Risk Register (February 2022)

- All of these controls are in place to ensure good financial monitoring and robust financial planning.

Ancillary control:

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.

Relevant indicators of the effectiveness of controls:

- FAH201m: The % of required efficiency savings identified for next year (Quarterly)
- FAH202m: The % of required efficiency savings achieved for this year (Quarterly)
- FAH208m: The % of budget monitoring reports completed on time

### 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 (February 2022)

### **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

#### **February update:**

The description and controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

#### **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, one heads of service posts is filled on an interim basis (Community Support Services), and another post will become vacant from March 2022. A Corporate Director post is still vacant following the previous post holder's recruitment into the Chief Executive position.

An SLT review is currently underway with the aim opt put additional capacity in the SLT structure. A full update will be available by our next formal review. See the controls section for more information.

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

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.

# Corporate Risk Register (February 2022)

## 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):

- A proposal will be presented to Council in March 2022, requesting that a new Corporate Director role be created (phase 1), bringing the number of Corporate Directors to three. Phase 2 will commence in the Autumn 2022, looking at Heads of Service level.
- CE and Directors performance manage Heads of Service
- A training plan for management and leadership in the council going forward is being developed.
- HR have completed workforce planning with all services and a corporate workforce plan is being developed.
- 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.

# Corporate Risk Register (February 2022)

Ancillary controls (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- 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.

Relevant indicators of the effectiveness of controls:

- Number of vacant posts

Other qualitative data will be able to describe what effective capacity and skills looks and feels like when it cannot be measured.

## 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 (February 2022)

**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

### **February update:**

The description has been updated with the latest position. The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed.

### **Description**

Denbighshire County Council employs in excess of 4,000, with a significant net revenue budget in the hundreds of millions. 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.

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

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.



# Corporate Risk Register (February 2022)

## Impact / Consequences

- Financial loss.
- 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 conducted a review of ethical culture. As a result, we are introducing clearer guidance about our code of conduct (for Officers) 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, was updated and 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

## Corporate Risk Register (February 2022)

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.

- 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 (newest first):

- The Communications team has a close working relationship with Internal Audit and low assurance rated reports are flagged up at an early stage.
- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- Engagement with the National Fraud Initiative (NFI)
- E-learning modules on Whistleblowing and Code of conduct

Relevant indicators of the effectiveness of controls:

- LHRD11i: Number of procurement challenges

## Corporate Risk Register (February 2022)

- BIM207i: The number of data protection breaches that were reported to the Information Commissioner's Office
- CH014i: Negative news stories as a percentage of all news stories about the council.
- CH013i: No. of Internal Audit low assurance reports, financial year to date

### 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 (February 2022)

### 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

#### **February update:**

The description has been updated to reflect an announcement from Welsh Government about the Real Living Wage for registered social workers. The anticipated direction of travel for the risk has been reviewed. The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed.

The further action due date has been extended.

#### **Description**

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

Covid-19 has highlighted the fragility of residential and domiciliary care. Since our last review in September 2021, Welsh Government has announced that it will fund the Real Living Wage (RLW) for registered social workers and we are currently looking at our fee-setting.

This RLW funding has been made available from April 2022 therefore the expectation is, at a minimum, that implementation of the uplift to the RLW rate of £9.90 should commence from April 2022. Whilst it is not the case that all eligible workers will receive the payment from April 2022, Welsh Government expects the funding to reach worker's pockets as quickly as possible. However, it acknowledges this will take time to implement and that year 1 will be a 'transition' year.

## Corporate Risk Register (February 2022)

The council has been given an amount in the settlement but we will need to determine how we get that money to the providers and ensure that employees receive those wage increases. There are a number of complexities to implementation, and implementation will be a significant piece of work for the next few years at least.

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

Whilst we expect this to be a static risk that consistently features in our corporate risk register, implementation of the RLW settlement is based on calculations that may not meet the actual cost of providing the RLW. We will continue to manage this risk, and implementation of RLW funding, closely to ensure controls are working as they should be and are having the desired effect. There could be a change to the risk score as a result of the settlement to fund the RLW.

### **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.
- Eligible workers do not receive the RLW uplift in their pay packets.

### **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:

# Corporate Risk Register (February 2022)

## Critical controls:

- Conwy's Director is leading on the RLW work for ADSS Cymru so we are well informed and engaged across the region.
- 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 (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- Opportunities arising from the Healthier Wales Transformation Programme.

## Relevant indicators of the effectiveness of controls:

- The Budget Board and CET closely monitor budgets and what is happening at a national, regional and local level.
- Service budget variance for CSS and ECS

# Corporate Risk Register (February 2022)

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

Block C Awel y Dyffryn is the Complex disability block of the extra care housing scheme in Denbigh (commenced 28/01/22). Commencement of the main block Awel y Dyffryn is due very soon. The project in Ruthin is delayed.

**Action Due Date:** 01/09/2022

**Person Responsible:** Ann Lloyd

## Corporate Risk Register (February 2022)

### 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

#### February update:

The description has been updated with the latest position. The impact/consequences section has been updated. The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed. This continues to be a critical risk.

The further action includes an update on progress.

#### 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).

This continues to be a significant risk. We are now in a position of having had over 1000 hours of domiciliary care being handed back to the council due to staff shortages. This means people are waiting for domiciliary care agency allocation. However, there are signs are that the number of hours being handed back is reducing, but this is still being managed extremely closely.

As previously highlighted, the reasons for this situation 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 a sometimes perceived lack of esteem/value in the care career path. Even internally in DCC, we struggle to recruit to care work positions.



## Corporate Risk Register (February 2022)

- **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. There are still 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
- Individuals with eligible needs unable to receive suitable domiciliary care due to lack of resources and service provision

## Corporate Risk Register (February 2022)

- 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
- Reputational damage.

### Inherent Risk

B2 – Critical Risk: Likely / High Impact

### Controls to Manage Risk (in place)

Critical controls (newest first):

*These critical controls relate to action being taken to deal with the current demand and challenges for domiciliary care provision in the county:*

- An update paper will be presented to Cabinet for discussion shortly.
- Implementation of Welsh Government's decision to fund the Real Living Wage (RLW) for registered social workers.
- Recruited a dedicated HR Social Care Specialist.
- A new corporate Social Care Recruitment and Retention Group has been established, chaired by our Corporate Director. The Group is initially focussed on internal recruitment and retention but it will have implications on external recruitment and retention. That Group is also reviewing our pay scales across children's and adult's social care, from entry level care right up to qualified social workers, Occupational Therapists, senior practitioners etc.
- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- We have agreed regionally to stand back up the silver health and social care Covid-19 group, to function as a response group (Omicron) not a recovery group.

## Corporate Risk Register (February 2022)

- 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.
- Continue to explore 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.

## Corporate Risk Register (February 2022)

- 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
- 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.

### Relevant indicators of the effectiveness of controls:

- Delivery of the Social Care Recruitment and Retention Group's action plan.
- Vacancies (internal and external) and recruitment activity

## Corporate Risk Register (February 2022)

- Budget variance
- CSSAGGR02.1 Number of assessments of need for care and support undertaken during the year and of those, the number of assessments that led to a care and support plan

### Assurance:

- CIW monitor progress through routine performance review activities and through a CIW local authority risk based approach to inspection planning.
- A follow up inspection “Assurance Check” was undertaken in Denbighshire by the Care Inspectorate Wales between June and July 2021. We have received a draft letter outlining their findings, in which they highlight improvements in safeguarding as well as some areas for further development. The interim management arrangements in Education and Children’s Services was noted as an issue, which has since been settled. However, we now have two interim head of service leads in Community Support Service. The Council is aware of the need for stable and consistent management and it is being managed closely.

### 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 (February 2022)

## Further Actions

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

The construction for the Assessment Centre was again put out for tender. Representatives from Denbighshire were part of the evaluation process for the received bids. Conwy County Borough Council who are leading on the project, are currently undertaking their internal processes to award the tender. Welsh Government remain support of the aims of the project.

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

**Person Responsible:** Rhian Morrle

## Corporate Risk Register (February 2022)

**Risk 36: The risk that the economic and financial environment worsens beyond current expectations, and has a detrimental impact on local businesses and economic hardship for the local community**

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

**Risk Owner:** Emlyn Jones

### **September update:**

The risk title has been updated to reflect the economic environment generally. It has been changed from “The risk that any negative impacts of leaving the European Union cannot be mitigated by the council”, to “The risk that the economic and financial environment worsens beyond current expectations, resulting in economic hardship for, or failure of, local businesses”. This adjustment allows us to manage the risk of economic trauma and ensure controls are in place to manage the impact for local businesses in particular, whereas risk 06 focuses exclusively on the impact of economic trauma for the council, its budget and services.

The description, impact and controls sections have all been updated and include relevant information from the Brexit Risk Register, which is now closed. Given the economic turbulence globally, we will need to keep this risk under close management.

### **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 and the global economic turbulence. 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. Supplies have been affected by Covid-19 and staff shortages in certain sectors, which is affecting costs and availability. Please note supply issues and cost implications for the council are

## Corporate Risk Register (February 2022)

considered under risk 06, and the risk of recruitment and retention issues for the council is captured under risk 48.

Supply of goods and services that affect businesses include:

- Labour shortages and vacancies across sectors leading to delays
- Fuel and energy costs, commodity (including food) supply and price increases (including in transport and freight, and in relation to supply of goods)

According to the Local Government EU Advisory Panel, which last met in January 2022, there is general consensus that global supply chains will continue to be adversely affected for the foreseeable future. Issues around supply of food have escalated following events in and around Ukraine. The need for more sustainability in supply chains is evident far beyond the coronavirus pandemic. There is evidence that some businesses are trying to address this for the long term building more resilient supply chains and moving from the 'just in time' model to the 'just in case' model (a 'just-in-time' inventory aims to reduce excess supply and create a lean production process, while a 'just-in-case' inventory is used to avoid running out of stock due to a sudden increase in demand). The Panel concluded that business operations are trying to adapt to the new situation and will probably face changes for the foreseeable future.

The potential consequences associated with Brexit could still include an economic downturn in the short to medium term and reduced funding over the medium to long term. This could lead to business loss from the Denbighshire economy resulting in greater demand on DCC services, e.g. economic development, housing, and mental health support by the agricultural community. The loss of multiple small businesses or a small number of large businesses could have cascading impacts. Furthermore, changes to the direct payments to farmers could result in new stipulations that require adaptation. It is also likely that there will be an increased administrative burden and cost to exporting goods outside of the UK. Where farmers are not supported to adapt, there is a risk to human and animal well-being. The new Welsh Government (WG) agriculture policy does not include like for like funding for rural development / communities but may include provision for similar initiatives. A rapid response framework to prioritise and mobilise support for businesses facing difficulty is in place from Welsh Government.



## Corporate Risk Register (February 2022)

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. Whilst a deal with the European Union is now in place, it is too early to quantify impacts; positive or negative, especially as the world continues to deal with the effects of COvid-19 and continued economic turbulence, not least very recently as a result of tough economic sanctions on Russia.

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

We would hope and expect that small Denbighshire-based businesses will continue to respond and adapt to changing circumstances arising from Brexit in the immediate / short term. 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.

Controls have established clear lines of communication and information sharing that has been critical during a long period of uncertainty. However, the recent economic sanctions imposed on Russia are likely to add further tension to the global economy. Strong mechanisms are in place to allow ongoing monitoring of the risk as a result.

### **Impact / Consequences**

- EU funded projects (e.g. skills, poverty and regeneration projects; rural and business funding) come to end and the project ceases or operates on a scaled-back version.
- Impact on supply chains and procurement of goods and services.
- Foreign Direct Investments in Denbighshire could be affected.
- Legislative change could result in delays and uncertainty for legal proceedings.
- Impact on farming and agriculture:
  - Inflation continues to affect agriculture causing significant price rises for some products such as fertilizer.

## Corporate Risk Register (February 2022)

- Increase in the number of farming businesses facing financial hardship.
- Mental well-being of farming community.
- Physical welfare of animals.
- Denbighshire businesses that import / export to European Union areas. For example, Cefndy exports medical equipment products.
- Collapse of key businesses serving communities
- Vacancies or loss of employment in the county
- Financial hardship, impacting the most on those already in poverty.
- Impact on mental well-being of residents
- Potentially negative impact on broader public sector provision
- Increased pressure on social and public / animal protection services
- All the above would lead to increased pressure on public services.
- Reputational damage.

### Inherent Risk

B1 – Critical Risk: Likely / Very High Impact

### Controls to Manage Risk (in place)

Critical controls:

- Regional working on economic development through the Growth Deal, Covid-19 recovery plans, the economic prospectuses that have been agreed with Welsh Government, and the Regional Regeneration Officers' Group for example.
- Tackling Poverty Operational Group (DCC and Partners) meets to highlight and address issues as they arise
- WG Funding – eg Families First, Flying Start, Communities for Work etc
- UK Govt Funding: Levelling Up and Shared Prosperity Funding is focussed on addressing issues outstanding after the end of EU funded programmes (capital and revenue funding).

## Corporate Risk Register (February 2022)

- As requested by the Welsh Local Government Association, Denbighshire has two named Brexit lead contacts: Corporate Director: Economy and Public Realm and the Leader.
- 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,
- The Corporate Procurement service will work with Services' contract managers to identify the critical contracts and mapping their supply chains.
- Services identified supply chains that could be at risk during negotiations around Brexit.
- The council was represented on the WLGA Brexit Working Group.
- The Statement of Accounts considers Brexit and the impacts of Brexit.

### Ancillary controls (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- SLT and Cabinet are regularly briefed on emerging areas of concern.
- The regeneration and economic development team will consider opportunities to lobby for green/sustainable solutions to increases in the cost of fuel and energy.
- Ensured that Brexit preparedness materials are available to businesses including funding from the £10 million Brexit readiness fund.
- Communication with Social Care Wales to identify risks to agricultural communities.
- Links to the Business Wales Brexit Portal has been added to the business support pages of the DCC website.
- UK Government Brexit information being shared across social media (details found in internal updates).
- Working with relevant trade bodies (such as FSB, Chambers of Trade etc.) and the Rural Development body Cadwyn Clwyd for next steps / advice clinics.

## Corporate Risk Register (February 2022)

- Meetings held with the Farming Unions to gauge what concerns have been raised by their members in the run up to Brexit, liaise with Business Improvement and Modernisation on issues raised.
- Provide input where possible to inform any new agriculture policies to be introduced by Welsh Government.
- Risk added to Planning, Public Protection and Countryside Services Risk Register: "Brexit - Negative impact of leaving European Union with a "No Deal".
- Promotion of the "Fit for Farming" booklet and wellbeing support from the DPJ foundation.
- Regular updates from professional bodies liaising with central government departments on behalf of all local authorities 3bn Fund.
- Direct work involving the farming community has largely been devolved to Cadwyn Clwyd and farming connect, who are providing advice.
- Welsh Government with Defra and other devolved administrations has developed a UK-wide contingency plan in response to the potential impacts on the sheep sector and funding may be available in the future.
- 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.

### 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 (February 2022)

**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

### **February update:**

The description has been updated with the latest position. The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed.

### **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 (February 2022)

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.

What is more, increases to the cost of living is becoming an increasing risk to communities and the council, whereby our capacity to support people struggling with the cost of living may be limited or people may make decisions about how they allocate their household budget, prioritising rent or mortgage over council tax, for example.

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.

## Corporate Risk Register (February 2022)

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 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.
- Increases in cost of living leads to reduced income for the council, eg reduced council tax.

### 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 to

## Corporate Risk Register (February 2022)

assess need in the local area is currently being consulted on. These pieces of work are informing the development of the new Public Service Board's (PSB) Well-being Plan and the council's new corporate plan.

- The implementation of the Welsh Government's announcement to fund the Real Living Wage for registered social workers.
- 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.
- 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 control:

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.

Relevant indicators of the effectiveness of controls:

- The Welsh Index of Multiple Deprivation (WIMD)

Other qualitative data will be able to describe what effective capacity and skills looks and feels like when it cannot be measured. Such as:



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- Production of the Public Service Board's Well-being Assessment and Well-being Plan
- Delivery of the Rhyl Regeneration Board's plans and other community development programmes
- Activity: CSS20/4002a Work with partners to focus on recruitment to care and career pathways for young people – Agencies (Imogen Blood) / Micro enterprises / FE Colleges /Volunteer groups

Assurance:

- Feedback from the Welsh Government and the Future Generations Commissioner on the Public Service Board's Well-being Assessment and Well-being Plan.

### 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.

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### **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

#### **February update:**

The description and controls have been updated. The risk score remains D2 – Major risk: Unlikely / High Impact, and remains outside of our risk appetite.

#### **Description**

The Additional Learning Needs and Education Tribunal (Wales) Act, 2018 has replaced the Special Educational Needs Code of Practice for Wales (2002). This new Act is 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 has created a single system, with a single statutory plan, the Individual Development Plan (IDP). This plan replaces 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 are dual registered and those with more complex needs) and the duty to reconsider decisions made by school governing bodies.

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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).

Clarification is still needed from Welsh Government around some aspects of the ALN Code, these include Elective Home Education and Looked After Children.

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

This risk continues to be escalated from the Education and Children's Service Risk Register to reflect both the residual risk score, and 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 still 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 processes procedures and systems are embedded in schools, *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. We anticipate the likelihood becoming rare but the impact will always remain high.

### **Impact / Consequences**

Not meeting 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

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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 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):

- A position update paper is going to SLT in January/February 2022. This paper outlines in detail the approach taken by the council to implement the legislation.
- Denbighshire continues to work collaboratively with colleagues across the region and we are leading on the Educated Other Than At School (EOTAS) and Looked After Children (LAC) working groups. The main focus for the region over the past 6 months has been implementing the Welsh Government's Implementation Guidance that was published in November 2021
- A comprehensive training programme is in place, and underway.
- Schools have been completing a 'Costed Provision Map' which is a recording spreadsheet for them to show the amount of funding that is being spent across the school on learners needing support. Proposals for amendments to the 3 year rolling average budget will be presented to the School Budget Forum in January 2022.
- The Eclipse IT system is now live in Denbighshire with local authority and school staff now having access. As part of this ongoing collaboration, a Memorandum of Understanding has been established to avoid duplication of effort.
- We have conducted a review of the Team Around the School (TAS) and this will be an ongoing process to ensure that the TAS continues to function well and provide the support needed.
- We are working with schools to map out provision that ranges from universal to targeted. We will develop a strategy to review provision.

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- We are working regionally to ensure consistency. A comprehensive 'Inclusion Guidance' document is in the process of being finalised which will signpost schools to relevant parts of the ALN Code and highlight key local authority processes around Inclusion.
- The Additional Learning Needs Education and Tribunal Act Wales 2018, has placed upon the Local Authority the duty to determine if a child has additional learning needs from birth if requested to do so by health, parents or any other source. In response to this new duty, the Pre School Team have extended the universal service to provide advice and guidance to all childcare providers. Prior to the implementation of the Act, 39 funded pre-school settings were supported by the central team; this has now increased to 96 pre-school childcare providers to include childminders and private day care settings. This has been achieved with no additional cost through collaboration between Flying Start, Family Link Service, the existing Pre-School SEN team and the creation of the Pre - School Outreach Service. The new system supports early identification and intervention with the view to enabling children with developmental delay to progress. Close collaboration between these services has provided an additional benefit in enabling a holistic approach incorporating support for children and families.
- There are ongoing budget requirements associated with implementation, for example recruiting Educational Psychologists, additional learning team members or implementing and housing the Eclipse IT system.

### Ancillary control:

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.

### Relevant indicators of the effectiveness of controls:

- CH012i: The number of negative reports from external regulators
- CUECS: The % of external complaints upheld or partly upheld over the last quarter

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- QECSM24: The percentage of assessments for children completed during the year that were completed within 42 working days from the point of referral

Other qualitative data will be able to describe what effective capacity and skills looks and feels like when it cannot be measured. For example, ALN being identified (by Estyn) as a recommendation for schools going into a statutory category, or learners' responses to the Pupil Attitudes to Self and School (PASS) survey.

Assurance:

- An update report will be presented to Performance Scrutiny in July 2022.
- GwE, with its support improvement advisors, routinely monitor, challenge and support schools. The council has identified ALN as a priority in GwE's forward work programme for the year.
- School inspections by Estyn, as and when they occur.

### 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.

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### **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

#### **February update:**

The description has been updated with the latest position. The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed.

The due date for completion of further action number 1 has been extended to reflect a loss in personnel. Further action number 2 ("Develop a business case for further funding to deliver the ABD Action Plan") has been removed because the risk owner will monitor financial spend and raise a revenue budget pressure, if required, on an ongoing basis (as agreed at CET).

#### **Description**

ADB is already present in Denbighshire, and our management of ADB will not be "business as usual". 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. We have three inspectors in post, and we are working through a programme of inspections.

We have taken a risk-based approach to our inspections; focussing initially on trees in highest risk areas, i.e. our busiest highway routes, particularly trees along the highway on gritting routes. Around 10,000 tree assets - including circa 8,000 ash trees - have been inspected categorised, and logged on our new software system. We are developing a

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clearer view of the condition of those trees in our riskiest areas and we are still working on getting a county-wide picture of the issue.

We are still working to deliver a draft ADB action plan by end of this financial year, however the project manager role is vacant at present (1 February 2022), so there is a potential risk of a delay in achieving that deadline. The draft will progress through the scrutiny and political process from around the end of summer/Autumn 2022.

The draft ADB Action Plan will cover a number of issues, including how we plan to deal with trees not owned by DCC and how we plan to manage our own tree stock. The tree inspectors will have a key role in both scenarios. One of the key principles of the Action Plan will be that no DCC-owned tree will be removed unless it is entirely necessary to do so. Monitoring and low-level remedial work will be undertaken, where possible. We will also encourage landowners to take a similar approach.

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

Once the draft ADB action plan is approved and starts to be delivered we anticipate that 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.

- Public safety.
- Increased liability.
- Considerable impact on landscape - dead and dying ash trees across the county.
- Impacts on statutory functions and service delivery.
- Staff safety.
- Significant budgetary implications.
- Disruption to infrastructure and communities.



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- 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):

- This risk was discussed by CET as part of a risk deep dive session on 7<sup>th</sup> January. The purpose of the discussion was to determine the effectiveness of controls and to seek some assurance around the planned approach with the draft ADB action plan and budget. During that discussion it was agreed that Highways and Environmental Services would take responsibility for all DCC trees, regardless of which service owns the land.
- Trees along our gritting routes have been inspected. We've been taking steps to deal with those trees where remedial action needs to be taken more urgently. We will be expanding inspections across the county – this work will be extensive.
- The aim is to have a draft corporate ADB Plan in place by the end of March 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.
- Ash Dieback is anticipated to have a significant impact over the next ten years. Our action plan to tackle the issue will require resourcing. It was agreed at CET that we

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would use cash to fund any necessary remedial work for now, whilst we establish whether there is a need for anything more formal/permanent. We have an existing reserve, and an annual revenue budget for this purpose. If this proves to be inadequate to deal with urgent health and safety risks, the project sponsor will raise this as a revenue pressure. We have a revenue budget and reserve for ADB – particularly for trees posing a danger - and will highlight any budgetary pressures following that. The estimated cost of dealing with the current sample of inspected trees (worst case scenario) is potentially significant, around £2m.

- Project updates are reported on a regular basis.
- A briefing paper on our approach went to Cabinet in December 2019.

Ancillary controls (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- The issue is so significant we are focussed solely on critical controls at this stage.
- Whilst no formal collaboration is in place, we will work with neighbouring authorities informally. We have agreed to meet regularly with Conwy to discuss progress informally; to learn from one another's experiences, and to ensure we deal with the problem efficiently - doing things once.
- Carbon absorption and biodiversity improvement, with favourable replanting/habitat/land management ratio, will be considered as part of the ADB action plan.

Relevant indicators of the effectiveness of controls:

- Under development but delivery of the action plan will demonstrate effective control measures have been implemented. Likely indicators to be available include the number of inspections and percentage of inspected trees in highest category of risk.

Assurance:

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- Internal Audit Review Risk Management 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. 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:** 31/05/22

**Person Responsible:** Tony Ward

## Corporate Risk Register (February 2022)

### **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:** Nicola Kneale

#### **February update:**

The risk owner has changed following Alan Smith's retirement. Arrangements will be confirmed in due course.

Controls have been updated, including links to indicators and assurance. The action to "Develop the maturity of the benefit realisation approach for the Programme" has been replaced with a new action to "Conduct a review at the end of year two to map benefits against resources". Further actions will be led by Andrew Cutts.

The risk score has not changed.

#### **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.

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## 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):

- A “deep dive” paper was presented to CET in November 2021, to explore what we could do to reduce the gap in our risk appetite. It was concluded that we should tolerate uncertainty around this the risk for the next 2 years, by the end of which time we should have sufficient information (about our costs, capacity and the results we have achieved to date), to determine whether we are likely to become net carbon zero.
- 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

## Corporate Risk Register (February 2022)

- 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.
- 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:

- Effective programme management is in place, including communications and risk management.
- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.

### Relevant indicators of the effectiveness of controls:

- NCZCORP: Net Carbon Zero - Total carbon tonnage emitted and absorbed by the council (excluding supply chains)
- STOTALCORP: Total carbon tonnage sequestered (Corporately) for the Net Carbon Zero goal
- SRHIGHCORP: Percentage of DCC owned and operated land in highest categories of species richness
- SRLOWCORP: Percentage of DCC owned and operated land in lowest categories of species richness

### Assurance:

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- Internal Audit Review planning prompts for testing-related controls in all relevant projects
- Office Accommodation Internal Audit Review 2020
- Included in Internal Audit 2022/23 plan
- Audit Wales – Delivering Environmental Ambitions 2020-21

### 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:** Jane Hodgeson

- 2. Conduct a review at the end of year two to map benefits against resources**

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

**Person Responsible:** Jane Hodgeson

## Corporate Risk Register (February 2022)

### **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

#### **February update:**

The description has been updated with the latest position. The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The risk score has not changed.

#### **Description**

The Local Government and Elections (Wales) Act 2021 created provision for the establishment of Corporate Joint Committees (CJC). The new North Wales CJC has been established with responsibility to lead, on behalf of the region, on three key functions:

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

It is currently supported by the six local authorities and Snowdonia National Park. It has been agreed in principle that the NWEAB will become a sub-committee of the CJC, although some regulatory changes will be needed to enable that to take place.

The CJC set its budget in January 2022. The functions of the CJC must be operational from June 2022. Scrutiny arrangements have yet to be confirmed.

The CJC offers opportunities to establish a strategic and regional approach to these three functions to develop Denbighshire's economy and communities. However, there is a risk



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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 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 annually.
- Risk of confusion between the CJC and the North Wales Economic Ambition Board, although somewhat mitigated by the agreement in principle (see above).
- 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:

- Denbighshire's Leader is a member of the North Wales CJC
- We continue to meet internally to discuss the CJC (CET plus Leader, Deputy Leader and Head of Planning, Public Protection and Countryside Services)

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- The North Wales Chief Executives are monitoring the implementation of the CJC and a project is in place to support monitoring to take place.

Ancillary controls:

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.

Relevant indicators of the effectiveness of controls:

- The CJC will eventually be subject to performance reporting requirements.

Assurance:

- Scrutiny arrangements are to be confirmed.
- The North Wales CJC will have its own Governance and Audit Committee.
- The North Wales CJC will have its own Standards Committee arrangements.
- CJsCs are likely to be subject to audit arrangements that are similar to local authorities, for example by Audit Wales

### Residual Risk

D3 - Moderate Risk: Unlikely / Medium

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

Yes

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### **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

#### **February update:**

The controls have been updated, including the new information about indicators of the effectiveness of controls and recent and planned assurance.

The two further actions to “Understand the implications of adopting a real living wage policy for DCC and explore whether Welsh Government will implement it nationally and fund it” and “Explore the potential of market supplements for certain roles” are complete and have been removed. Progress in relation to these actions have been included as critical controls, and these will continue to be part of our ongoing control measures for the foreseeable future.

#### **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.

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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.

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.

*Please note:* EU Nationals within DCC were required to apply to the Settled Status Scheme to remain working in the UK. The deadline has now passed. The risk associated with EU nationals was mitigated and the Brexit risk register has been closed.

### **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

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- 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 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:

- A new group has been established looking a recruitment issues in care. This is chaired by Nicola Stubbins.
- HR completed workforce planning with all services in November 2021, and included discussion about recruitment and retention. The subsequent Corporate Workforce Plan has been discussed with CET and SLT. Recruitment and retention has been identified as a corporate concern and a number of actions have been agreed in the delivery plan. HR are, alongside Services, exploring 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. Market supplements and other tools have been discussed for some roles, however to date, no market supplements have been implemented.

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- A Recruitment to Care Group has been established and is being chaired by the Corporate Director Communities. A project plan for the Group has been agreed and a new recruitment specialist has been created to support the delivery of the project plan.
- A Real Living Wage (RLW) workshop was held with full Council on September 14, 2021, and options and implications of the Council becoming a RLW employer were discussed. The outcome was:
  - The council would continue to pay all staff on the basis of the nationally negotiated and agreed rates of pay.
  - The current pay offer for 2021/22 would, if accepted, mean that all staff would be paid at or above RLW rates.
  - This is a complex and difficult issue to resolve locally without completing a complete review of the council's pay structure and procurement position which would be time consuming and costly. The payment of RLW across the sector would appear to require a coordinated and consistent national approach.
  - It was recommended that the council engages with the debate at national level to ensure that any future solution is practicable and funded.
- 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 too place with Full Council on 14 September 2021.

## Corporate Risk Register (February 2022)

Ancillary control (newest first):

- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.
- 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.

Relevant indicators of the effectiveness of controls:

- LHRD10i: % of people who started in the last 12 months and who are still working for DCC
- SHR105i: The percentage of services that have completed the annual workforce planning review at Quarter 3

Qualitative indicators (delivery of activities):

- CSS20/4002a Work with partners to focus on recruitment to care and career pathways for young people – Agencies (Imogen Blood) / Micro enterprises / FE Colleges /Volunteer groups
- WFP1a: Refresh the workforce planning template and programme

### Residual Risk

B3 – Major Risk: Likely / Medium Impact

## **Corporate Risk Register (February 2022)**

**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.



## Corporate Risk Register (February 2022)

**NEW Risk 49: The risk that the future funding regime doesn't allow the council to continue to support the most vulnerable learners and disengaged young people in the way we have been through EU funding**

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

**Risk Owner:** Nicola Stubbins

### **February update:**

This risk is a new risk to the corporate risk register that has been transferred from the council's Brexit risk register (now closed). The risk was formerly known as "The risk that the future UK Prosperity fund leads to a decrease in provision for Denbighshire residents (Council Risk)".

Currently a Critical risk. Our Risk Appetite suggests that this should be at least a Minimalist risk.

### **Description**

The European Structural Fund (ESF) 2014-2020, supported four projects within Denbighshire. For example, ESF supported the TRAC and ADTRAC 11-24 project that provides interventions aimed at vulnerable learners identified as being at risk of disengaging from education.

The effective work and interventions of the TRAC officers have led to more safeguarding concerns being identified. The effectiveness of the project being an integral service in Education and Children's Services has also led to a wider understanding and capacity to support some of our most vulnerable young people. ADTRAC has also proven to be effective in reducing young people at risk of becoming disengaged or NEET (not in education, employment or training).

Funding ceases at the end of the 2021-22 academic year. Funding from the ESF is expected to be replaced by a UK Shared Prosperity Fund. A White Paper is due

## Corporate Risk Register (February 2022)

imminently (before pre-election period), and this Paper – it is hoped – will confirm that the Shared Prosperity Fund may be used to fund elements of the current provision.

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

EU funding will stop, that is certain. However, at this point in time, the future outlook is very uncertain and our assessment of this risk reflects this lack of information or confirmation about the future of the UK Shared Prosperity Fund. We have low level confidence that some funding will be available but on the basis of current information, the anticipated direction of travel for this risk is uncertain.

On the basis that we are unlikely to see a like for like provision, and until such time funding is confirmed, the residual risk score is the same as the inherent risk score.

### **Impact / Consequences**

The range of interventions available are currently keeping the most challenging, vulnerable and disengaged learners and young people in education, employment or training. A significant proportion of participants are identified as having additional learning needs. This has had a positive impact on Not in Education, Employment or Training (NEET) outcomes. Loss of this provision could lead to:

- Educational provision that does not meet the needs of learners at risk of disengaging
- More learners leaving school without qualifications and a greater number of young people becoming NEET
- Decrease in school attendance and an increase in exclusions from schools;
- Worse health and well-being, including an increase in the number of learners and young people in Denbighshire with mental health difficulties but not receiving support, particularly boys
- Increased risk of disengaged learners becoming involved in risky and/or anti-social behaviours and the impact of this on families and communities;
- Reduced counselling capacity and availability

## Corporate Risk Register (February 2022)

- Missed safeguarding opportunities and / or later referrals at child protection level  
Greater pressure on wider public services, including significant additional resource pressures on schools absorbing the caseloads

### Inherent Risk

A2 – Critical Risk: Almost Certain / High Impact

### Controls to Manage Risk (in place)

Critical controls:

- We are currently working on an assumption that we will be able to draw down Shared Prosperity funding to fund the most critical interventions (TRAC (school-aged) and ADTRAC (non-school aged young people)) that were funded by ESF funds.
- A paper will be presented to the Budget Board in February to explore any internal/temporary solutions to the funding gap.
- A report (“TRAC and the risks exposed by the conclusion of ESF”) was discussed by SLT in October 2021.
- The council has interim arrangements in place for managing the Community Renewal Fund for 2021 to 2022.
- The worst case scenario, should the UK Shared Prosperity Fund be unavailable, is that, from an education point of view, those disengaged learners will return to school. However, we know that this would not be in their best interests. We are also confident we would still see an impact on young people’s unemployment.

Ancillary controls:

- We will keep in touch with Welsh Government on the Youth Progression Framework (because TRAC and ADTRAC are interventions to address disengagement and reduce learners and young people from becoming NEET).
- Monitoring updates from WLGA to find out when we have a chance to influence the allocation of the fund.

## Corporate Risk Register (February 2022)

- Opportunity to lobby more as a region.
- Managers ensure the Communications Team is fully briefed, as early as possible, on any situation that may cause significant reputational loss. The Communications Team manage media and public relations and internal communications on the matter.

Relevant indicators of the effectiveness of controls:

- NEET rate
- Attendance at school

Assurance:

- For now, regular reports to the Regional Engagement Team (EU).

### Residual Risk

A2 – Critical Risk: Almost Certain / High Impact

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

On the basis that we have an Open Risk Appetite in relation to operational and policy delivery, no. Currently a Critical risk. Our Risk Appetite suggests that this should be at least a Major risk. Our management of this difficult risk is in its early stages and progressing our controls is dependent on confirmation that the UK Shared Prosperity Fund will be available to fund elements of our existing interventions. Should that funding be confirmed, it is likely that this risk will be brought closer within our risk appetite.

## Corporate Risk Register (February 2022)

### **NEW Risk 50: The risk that Welsh Government's commitment to eliminate profit from the care of Looked After Children results in an unstable or unsuitable supply of placements**

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

**Risk Owner:** Nicola Stubbins

#### **February update:**

This is a new significant risk that has been agreed by all six Directors of Social Services for inclusion in corporate risk registers. We have slightly amended the wording of the title of the risk agreed regionally to more clearly reflect the risk as we see it.

#### **Description**

The Welsh Government's Programme for Government makes a commitment to 'eliminate private profit from the care of looked after children during the next Senedd term'.

The objective of removing profit is a positive one and it has the region's resounding commitment. However, it is imperative that Welsh Government take steps in pursuit of not-for-profit arrangements that do not disrupt children and young people's lives in the short term.

Our key concern is that providers become unsettled and the sufficiency and suitability of placements will be affected, affecting the lives of Looked After Children.

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

This is a new risk, which has been regionally agreed. We will review the anticipated direction of travel as our management of this risk progresses over the next few months.

#### **Impact / Consequences**

- Reduction in the number of placements for Looked After Children both generally and within the region or reasonable travel distance to the region.

## Corporate Risk Register (February 2022)

- Current placements will be destabilised.
- Reduced investment in the area to develop local supply by private providers.

### Inherent Risk

B2 – Critical Risk: Highly likely / High Impact

### Controls to Manage Risk (in place)

Critical controls:

- Work with Welsh Government to ensure children are supported as close to home as possible.
- Raise the issues connected with this approach with Welsh Government and stress that a detailed and informed approach, attuned timing, and compatible messaging is essential to the competent management of the journey.
- Identify other alternative provision that is available
- Raise awareness within the Regional Partnership Board and partner organisations.
- Apply caution with the ongoing work of the NWWB and the investments required in ASC
- The Regional Commissioning Board to consider other models such as In-house delivery

Ancillary controls:

- None.

Relevant indicators of the effectiveness of controls:

- Costs associated with care for LAC will be available.

### Residual Risk

C3 – Moderate Risk: Probable / Medium Impact

## **Corporate Risk Register (February 2022)**

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

On the basis that we have an Open Risk Appetite in relation to operational and policy delivery, yes.

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## 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:

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

# **Corporate Risk Register**

The Council's Corporate Risk Register (CRR) contains the Council's most serious risks. It is owned by Cabinet and the Senior Leadership Team (SLT).

We define our risks using a scale of likelihood of the risk occurring and the impact of the risk occurring. We also determine whether the risk is in line with our risk appetite. Risk appetite is the level of risk we are prepared to tolerate or accept in pursuit of our long term, strategic objectives.

The Risk Management Strategy is available [on our website](#).

**CONTINUED OVERLEAF**

## Summary of current corporate risks and score (February 2022)

We have 22 corporate risks on our register. 64% (14) are outside of our risk appetite.

<p><b>NON-FINANCIAL AND REGULATORY</b></p> <ul style="list-style-type: none"> <li>• Safeguarding (D2 – Major Risk: Unlikely / High Impact)</li> <li>• Negative reports from external regulators (D3 – Moderate Risk: Unlikely / Medium Impact)</li> <li>• Health and safety (E2 – Moderate Risk: Rare / High Impact)</li> </ul>	<p><b>OPERATIONAL</b></p> <ul style="list-style-type: none"> <li>• Ineffective response to a serious event (C3 – Moderate Risk: Possible / Medium Impact)</li> <li>• Demand for specialist care cannot be met locally (A2 – Critical Risk: Almost certain / High Impact)</li> <li>• Recruitment and retention issues (B3 – Major Risk: Likely / Medium Impact)</li> <li>• Ash Dieback Disease (B2 – Critical Risk: Likely / High impact)</li> <li>• Vulnerable and disengaged learners (A2 – Critical Risk: Almost Certain / High Impact)</li> <li>• Placements for Looked After Children (C3 – Moderate Risk: Probable / Medium Impact)</li> </ul>
<p><b>FINANCIAL</b></p> <ul style="list-style-type: none"> <li>• Economic and financial environment worsens (council) (B2 – Critical Risk: Likely / High Impact)</li> <li>• Economic and financial environment worsens (businesses and communities) (C2 – Major Risk: Possible / High Impact)</li> <li>• Alternative models of service delivery (C2 – Major Risk: Possible / High Impact)</li> <li>• Budgetary decisions are not taken or implemented quickly enough (C2 – Major Risk: Possible / High Impact)</li> <li>• Fraud and corruption (E2 – Moderate Risk: Rare / High impact)</li> <li>• Cost of care is outstripping the council's resource (C2 – Major Risk: Possible / High Impact)</li> <li>• Additional Learning Needs and Education Tribunal (Wales) Act 2018 (D2 – Major risk: Unlikely / High Impact)</li> </ul>	<p><b>STRATEGIC</b></p> <ul style="list-style-type: none"> <li>• Strategic misalignment between the Health Board and the Council (C2 – Major Risk: Possible / High Impact)</li> <li>• Programme and projects don't deliver (B2 - Critical Risk: Likely / High Impact)</li> <li>• Senior leadership capacity and skills (C3 – Moderate Risk: Possible / Medium)</li> <li>• Partnerships and inequalities and deprivation (C2 – Major risk: Possible / High Impact)</li> <li>• Net carbon zero and ecologically positive council (B2 – Critical Risk: Likely / High)</li> <li>• North Wales Corporate Joint Committee (D3 - Moderate Risk: Unlikely / Medium)</li> </ul>

For more information, or to see the full Corporate Risk Register, please contact the

[strategicplanningteam@denbighshire.gov.uk](mailto:strategicplanningteam@denbighshire.gov.uk)

<b>Report to</b>	<b>Performance Scrutiny Committee</b>
<b>Date of meeting</b>	<b>9 June 2022</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 (see Appendix 1). This draft work programme has been passed to the new Committee from its predecessor Committee. The Committee is therefore asked to review its contents. As part of its review 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 prioritising matters which the Committee deems important to scrutinise.

## **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 is scheduled to hold its first meeting of the new Council term on 30 June 2022.

## **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 its 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
14 July	<i>Cllr. Gill German</i>	1. Curriculum for Wales <b>[Education]</b>	To detail the progress made to date towards the implementation of the new Curriculum for Wales 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	Assurances that all educational establishments and staff are fully equipped 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	Geraint Davies/James Brown/GwE	June 2021 (rescheduled by SCVCG Jan 2022)
	<i>Cllr. Gill German</i>	2. Additional Learning Needs (ALN) Transformation <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 (rescheduled by SCVCG Jan 2022)
	<i>Cllr. Elen Heaton</i>	3. Social Care Market Stability Report	To examine the Regional Market Stability Report based on the Population Needs Assessment as per the requirements of the SSWB Act	To make recommendations in relation to the final version of the document to ensure that there is stability within each of the market sectors to allow sufficient quality provision to meet the future care and support needs of the local population	Ann Lloyd	February 2022

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	<b>Cllrs. Gill German &amp; Elen Heaton</b>	4. 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/Ann Lloyd/Rhiain Morelle/David Soley	July 2021
29 September	<b>Cllr. Gill German</b>	1. <i>Provisional External Examinations and Teacher Assessments [Education]</i>  (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>	July 2021
	<b>Cllr. Elen Heaton</b>	2. Hafan Deg, Rhyl (tbc)  <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>  (the report to include an updated Well-being Impact Assessment)	<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>Ann Lloyd/Katie Newe/Ben Chandler</i>	September 2019 (Rescheduled October 2020, January & March 2021 due to COVID-19)
	<b>Cllrs. Gill German &amp; Emrys Wynne</b>	3. School Categorisation according to Welsh—medium Provision  <b>Education</b>	<i>To outline the conclusions of the recent Welsh Government consultation and its implications for Denbighshire schools and pupils</i>	<i>Identification of potential changes to the Council's education policies and any associated costs and budget implications</i>	<i>Geraint Davies/James Curran</i>	January 2021
	<b>Cllr. Gill German</b>	4. Learner Travel Measure (Wales) 2008  <b>Education</b>	<i>To outline the conclusions of the recent Welsh Government consultation on the Measure and its implications for Denbighshire schools and pupils</i>	<i>Identification of potential changes to the Council's learner travel policy and any associated costs and budget implications</i>	<i>Geraint Davies/Ian Land</i>	January 2021

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
24 November	<b>Cllr. Gwyneth Ellis</b>	1. Council Performance Update (July – Sept)	To present details of the Council's performance in delivering against the Council's strategic plan and services	Identification of areas for improvement and potential future scrutiny	Iolo McGregor	December 2021
	<b>Cllr. Gwyneth Ellis</b>	2. Corporate Risk Register (Sept Review)	To consider the latest version of the Council's Corporate Risk Register and risk appetite statement	Effective monitoring and management of identified risk to reduce risks to residents and the Authority	Iolo McGregor/Emma Horan	December 2021
	<b>Cllrs. Rhys Thomas &amp; Elen Heaton</b>	3. Denbighshire's Housing and Homelessness Strategy Action Plan	To examine the progress made to date in delivering the revised Strategy and Action Plan approved by County Council in December 2020	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	Emlyn Jones/ Angela Loftus/Jane Abbott	January 2022
	<b>Cllrs. Elen Heaton &amp; Gwyneth Ellis</b>	4. 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	Ann Lloyd/Nick Bowles	October 2021
January 2023	<b>Cllr. Gill German</b>	1. Verified External Examinations <b>[Education]</b>	To review the performance of schools and that of looked after children; and GwE's impact on the educational attainment of the County's pupils.  The report to include actual figures in addition to percentages along with school absenteeism and exclusion data.	Scrutiny of performance leading to recommendations for improvement	Geraint Davies/GwE	July 2021

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
				<i>The report to incorporate GwE's Annual report and information on the 5 year trend in relation to educational attainment in Denbighshire</i>			
	<b>Cllrs. Rhys Thomas &amp; Emrys Wynne</b>	2.	Library Service Standards 2021-22	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>January 2022</i>



**Future Issues**

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>Dolwen Residential Care Home</i>	<i>To consider the Task and Finish Group's recommendations relating to the future provision of services at Dolwen Residential Care Home, Denbigh</i>	<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>	<i>Task and Finish Group/Phil Gilroy/Abbe Harvey</i>	<i>July 2018 (currently on-hold due to COVID-19)</i>
Post 16 provision at Rhyl College (suggested for scrutiny during service challenge)  Date tbc following the easing of COVID-19 restrictions	<i>To examine the post 16 provision at Rhyl College</i>	<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>	Rhyl College (and invite Geraint Davies & John Evans – post 16 officer from DCC)	By SCVCG July 2020

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**Information/Consultation Reports**

Date	Item (description / title)	Purpose of report	Author	Date Entered
<b>September 2022 &amp; March 2023</b> [Information]	<i>Council Performance Update Q1 &amp; Q3</i>	<i>To present details of the Council's performance in delivering against the Council's strategic plan and services</i>	Iolo McGregor/Heidi Barton-Price	September 2018
<b>Feb/May/Sept/November each year</b> [Information]	Quarterly 'Your Voice' complaints performance to include social services complaints	To scrutinise Services' performance in complying with the Council's complaints and identify areas of poor performance with a view	Kevin Roberts/Ann Lloyd	November 2018

		<p>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>		
Information Report <b>(June 2020 rescheduled to December 2022)</b>	Housing Services – Review of the effectiveness of the new working model for Housing Officers and the development of new ways of working with residents from the lessons learnt through COVID-19	To review the effectiveness and impact of the new Housing Officer model in delivering personal advice and support to tenants, particularly those who reside in older people’s schemes	Geoff Davies	March 2019 (rescheduled May 2019 & then Jan & Dec 2021 at officers request due to COVID-19 pressures)

**Note for officers – Committee Report Deadlines**

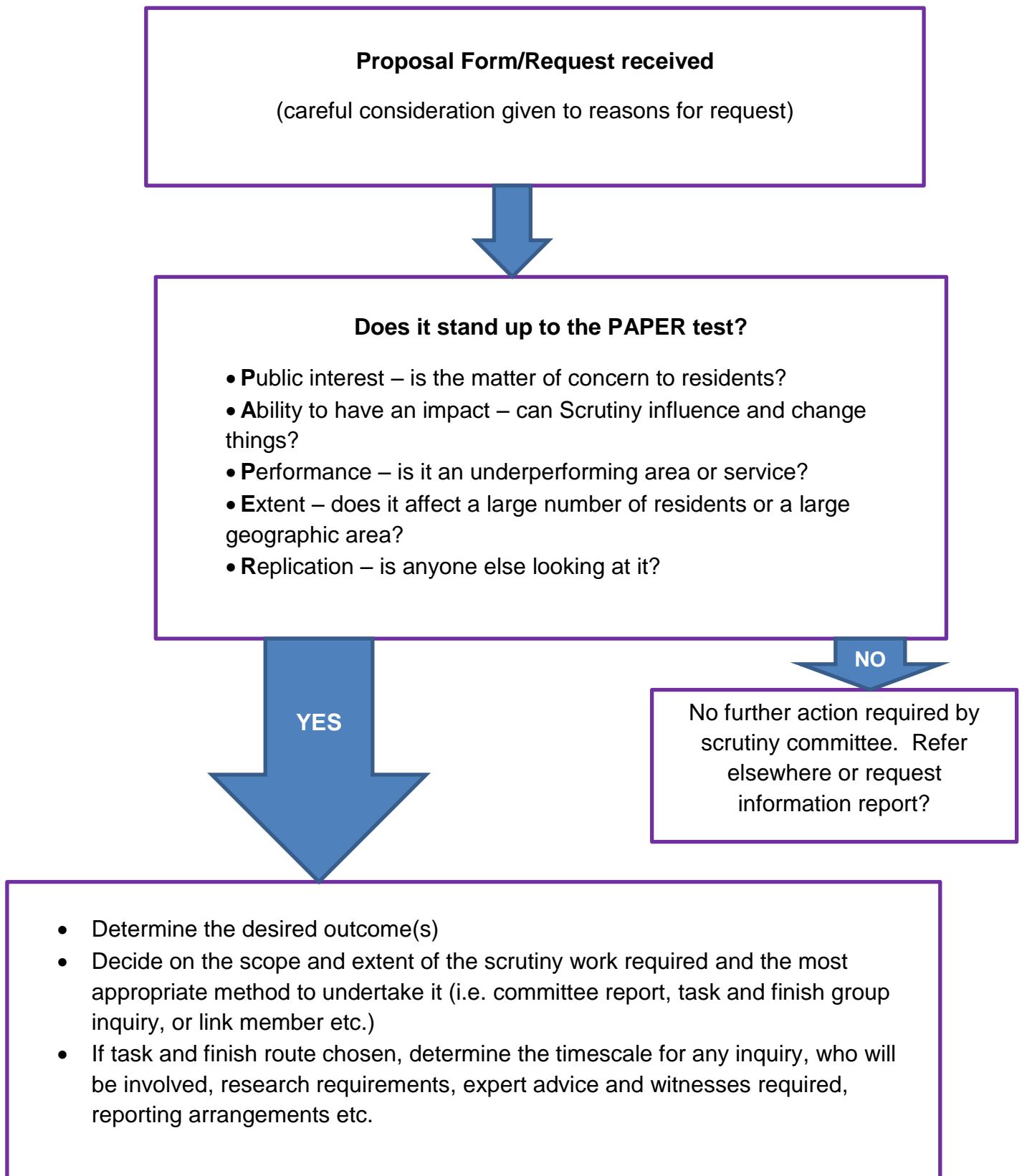
Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
14 July	<b>30 June</b>	29 September	<b>15 September</b>	24 November	<b>10 November</b>

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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> (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> (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> (if 'yes' please state which priority/priorities)	<b>YES/NO</b>
<b>To your knowledge is anyone else looking at this matter?</b> (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
<b>28 June</b>	1	Future of the North Wales Construction Partnership (NWCP) – Main Contractor Framework	To update Cabinet on the delivery of the NWCP programme of works and decide whether to re-procure or extend the current NWCP framework for up to one year	Yes	Cllr Gwyneth Ellis Lead Officer Gary Williams Report Author Tania Silva
	2	Corporate Equality Diversity Group	To inform Cabinet of the introduction of the Group to Council and agree Cabinet membership and have insight into the equality training and Public Sector Equality Duty requirements	Yes	Cllr Julie Matthews Lead Officer Gary Williams Report Author Nicola Kneale
	3	Temporary Accommodation Support Project	To seek Cabinet approval to tender for the project	Yes	Cllr Rhys Thomas Lead Officer Ann Lloyd Report Author Hayley Jones
	4	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
<b>26 July</b>	1	North Wales Consultancy	To seek approval of the	Yes	Cllr Gwyneth Ellis

## Cabinet Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer	
	Framework	Business Case to set up a regional Consultancy Framework to be used by the six North Wales authorities with Denbighshire County Council as the lead authority		Lead Officer Gary Williams Report Authors Tania Silva / Sion Evans	
	2	Items from Scrutiny Committees - Review of Cabinet Decision relating to the Proposed Scheme of Delegated Decision Making for Land Acquisition (Freehold and Leasehold) for Carbon Sequestration and Ecological Improvement Purposes	To consider any issues raised by Scrutiny for Cabinet's attention	Yes	Cllr Barry Mellor Cllr Gwyneth Ellis Lead Officer/Report Author – Scrutiny Coordinator
	3	Shared Prosperity Fund	To consider the regional investment plan for formal sign off	Yes	Cllr Jason McLellan Lead Officer/Report Author Liz Grieve
	4	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator



## Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
<b>20 Sept</b>	1	Annual Treasury Management Report 2021-22	To give a review of the Treasury Management activities over the previous financial year (2021-22)	Tbc	Cllr Gwyneth Ellis Lead Officer Steve Gadd Report Author Rhys Ifor Jones
	2	Draft Sustainable Transport Plan	To seek Cabinet approval of the draft Sustainable Transport Plan for consultation	Yes	Cllr Barry Mellor Lead Officer/Report Author Mike Jones
	3	Temporary Accommodation Support Project	To seek Cabinet approval to award the contract for the project	Yes	Cllr Rhys Thomas Lead Officer Ann Lloyd Report Author Hayley Jones
	4	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
<b>18 Oct</b>	1	Central Rhyl Coastal Defence Scheme and Central Prestatyn Coastal Defence Scheme	To seek endorsement to proceed with the schemes	Yes	Cllr Barry Mellor Lead Officer Tony Ward
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	3	Items from Scrutiny Committees	To consider any issues	Tbc	Lead Officer – Scrutiny

## Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			raised by Scrutiny for Cabinet's attention		Coordinator
<b>22 Nov</b>	1	Council Performance Update – July to September	To consider the Council's performance in delivering against the council's strategic plan and services	Tbc	Cllr Gwyneth Ellis Lead Officer Nicola Kneale Report Author Iolo McGregor
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
<b>13 Dec</b>	1	Housing Rent Setting & Housing Revenue and Capital Budgets 2023/24	To seek approval for the proposed annual rent increase for council housing and to approve the Housing Revenue Account Capital and Revenue Budgets for 2023/24 and Housing Stock Business Plan	Yes	Cllr Gwyneth Ellis Lead Officer/Report Author Geoff Davies
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd

## Cabinet Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	3 Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>28 June</i>	<i>14 June</i>	<i>26 July</i>	<i>12 July</i>	<i>20 September</i>	<i>6 September</i>

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Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
17 March 2022	5. STAFF ABSENCE AND TURNOVER FIGURES FOR DENBIGHSHIRE COUNTY COUNCIL DURING 2020/21 & 2021/22	<p><b><u>Resolved:</u></b> <i>having considered and discussed the Absence and Turnover data provided along with the associated documentation submitted and additional information provided during the course of the debate; to</i></p> <p><i>(i) receive the statistical information and support the work underway within the Council to manage staff absences and turnover; and</i></p> <p><i>(ii) request that a further report on the subject, including national data for comparison purposes, be submitted to the Scrutiny Chairs and Vice-Chairs Group following the end of the 2022/23 financial year to enable it to determine whether the situation merited detailed examination by one of the Council's Scrutiny Committees at that time.</i></p>	Lead Member and relevant officers advised of the Committee's observations and recommendations. A further report, as per recommendation (ii), has been scheduled into the Scrutiny Chairs and Vice-Chairs Group's forward work programme for late spring/early summer 2023.

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