

To: Members of the Performance
Scrutiny Committee

Date: 18 November 2022

Direct Dial: 01824 712554

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Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 24 NOVEMBER 2022** in **COUNCIL CHAMBER, COUNTY HALL, RUTHIN AND BY VIDEO CONFERENCE.**

Yours sincerely

G. Williams
Monitoring Officer

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS (Pages 5 - 6)

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

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

To receive the minutes of the Performance Scrutiny Committee meeting held on 29th September 2022 (copy enclosed).

10.05am – 10.10am

5 PERFORMANCE SELF-ASSESSMENT UPDATE, QUARTER 2 2022 TO 2023 (Pages 15 - 100)

To consider a report by the Strategic Planning and Performance Team Leader (copy enclosed) which provides an update on the Council performance against its functions at the end of quarter 2, 2022/23 and seeks members' observations on performance related matters.

10.10am – 10.40am

6 CORPORATE RISK REGISTER REVIEW, SEPTEMBER 2022 (Pages 101 - 222)

To consider a joint report by the Strategic Planning and Performance Team Leader & Strategic Planning and Performance Officer (copy enclosed) which seeks the Committee to discuss and comment on the risks, scores and controls included in the Corporate Risk Register and Council's approach towards risk management.

10.40am – 11.10am

7 SCRUTINY WORK PROGRAMME (Pages 223 - 244)

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

11.10am – 11.25am

8 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

MEMBERSHIP

Councillors

Councillor Hugh Irving (Chair)

Councillor Gareth Sandilands (Vice-Chair)

Ellie Chard
Chris Evans
Martyn Hogg
Carol Holliday
Alan Hughes

Paul Keddie
Diane King
Terry Mendies
Andrea Tomlin

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All Councillors for information
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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a *member/co-opted member of

*(*please delete as appropriate)*

Denbighshire County Council

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

*(*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

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Public Document Pack Agenda Item 4

PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Council Chamber, County Hall, Ruthin and by video conference on Thursday, 29 September 2022 at 10.00 am.

PRESENT

Councillors Ellie Chard, Jon Harland, Carol Holliday, Alan Hughes, Terry Mendies, Gareth Sandilands (Vice-Chair, in the Chair) and Andrea Tomlin

Co-opted Members for Education, Neil Roberts for item 5

The Lead Member for Education, Children and Families, Councillor Gill German and Lead Member for Welsh Language, Culture and Heritage, Councillor Emrys Wynne were in attendance at the Committee's request for item 5.

ALSO PRESENT

Corporate Director: Governance and Business (Monitoring Officer) GW
Head of Education (GD)
Planning and Resources Manager (IL)
Programme Manager (JC)
Service Manager, Business Support & Communities (NJ)
Contract Officer (E J-D)
Scrutiny Coordinator (RhE)
Committee Administrator, Host (KJ)
Democratic Services Officer, minutes (KE)

KL Care LTD representative for item 7, Hafan Deg Day Centre

1 APOLOGIES

Apologies for absence had been received from Councillor Hugh Irving (Chair) and Councillor Paul Keddie, along with Co-opted Member Kathleen Jones (Catholic Church Education Scrutiny Member). Councillor Elen Heaton, Lead Member for Health and Social Care had also tendered her apologies for business item 6, in her role as Lead Member she had been required to attend a national conference relating to her portfolio.

In the Chair's absence the Vice-Chair, Councillor Gareth Sandilands, chaired the meeting.

Councillor Andrea Tomlin was welcomed to her first meeting as one of the Independent Group's representatives on the Committee.

2 DECLARATION OF INTERESTS

The following Committee members and Lead Members/observers declared a personal interest in business item 5 in their capacities as governors on the following school governing bodies:

Councillor Ellie Chard	Ysgol Tir Morfa, Rhyl
Councillor Carol Holliday	Ysgol Clawdd Offa, Prestatyn
Mr Neil Roberts	Ysgol y Parc, Denbigh
Councillor Gareth Sandilands	Ysgol Clawdd Offa, Prestatyn
Councillor Emrys Wynne	Ysgol Brynhyfryd and Ysgol Borthyn, Ruthin

The Monitoring Officer confirmed that their interests were solely personal as business item 5 referred to the county's schools and education provision in general.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No items of an urgent nature had been raised with the Chair or the Scrutiny Co-ordinator prior to the commencement of the meeting.

4 MINUTES OF THE LAST MEETING

The minutes of the Performance Scrutiny Committee meeting held on 14 July 2022 were submitted. It was:

Resolved: - that the minutes of the meeting held on 14 July 2022 be received and approved as a true and correct record of the proceedings.

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

5 SCHOOL CATEGORISATION ACCORDING TO WELSH MEDIUM PROVISION

The Lead Member for Children, Education and Families introduced the report (previously circulated) on the Welsh Government consultation on Welsh Language categorisation in line with its ambition for a million Welsh speakers by 2050, outlining the potential implications for Denbighshire's schools and pupils.

The Head of Education explained that since 2007 schools in Wales had been designated into five categories, ranging from English medium, English medium with significant use of Welsh, dual language and Welsh medium. There would be three new categories under the proposed new system in the primary sector. It was recognised that the categories could be confusing:

New category 1:	English language (historically category 5)
New category 2:	Dual language
New category 3:	Welsh medium (previously category 1)

There would be a sub-category between each of those categories for schools to use for a transitional period. The majority of schools within Denbighshire already fitted into those three categories.

In line with Welsh Government's Welsh language ambition even schools in category 1 (English medium) would be expected to provide 15% of education curricular and extra curricular) through the medium of Welsh as a minimum.

The few schools which previously fitted into category 4 – provided between 20% and 50% of education in Welsh - would be placed into a transitional category for up to 6 years whilst they prepare to become a dual language setting.

One of the core principles in introducing the new arrangements was that schools should not offer less Welsh-medium provision in the future than had been ~~the~~ offered in the past.

In the secondary sector there would also be 3 new categories, but Category 3 Welsh medium would be divided into two sub-categories:

Category 3:	Welsh Medium
Category 3P:	Designated Welsh Medium

It was anticipated that by January 2024 the categories in the Pupil Level Annual School Census (PLASC), a statutory return that schools needed to complete for Welsh Government, will have changed and existing categories would no longer exist.

If there were any substantive changes under the reorganisation process – regulated alteration under section 42 of The School Standards and Organisation (Wales) Act 2013 – the proposals would have to go out to consultation. The plans would be monitored as part of the Welsh Education Strategic Group's (WESG) work. This Group comprised of the two lead members and two representatives from Scrutiny Committees.

The Lead Member for Welsh Language, Culture and Heritage reiterated the importance of the measure to reach the goal of a million Welsh speakers by 2050. Resources had been implemented to assist teaching staff to improve their Welsh language skills, including a 12-month Welsh language sabbatical course provided by Bangor University that not only taught the Welsh language but also the methodology for teaching Welsh in schools, and for using conversational Welsh as part of normal daily life in schools.

The Minister for Education and Welsh Language had announced that Welsh lessons for teachers in Wales were to be provided free of charge in addition to young people aged 18 to 24 who wished to continue to improve their language skills.

An experienced head teacher had been seconded for the academic year to work on the Welsh Education Strategic Plan (WESP), which included the re-categorisation of schools, and further posts had been funded by the seclusion of grant funding to assist in the transition arrangements for schools.

It was recognised that there were instances where parents of children did not have any knowledge of the Welsh language but it was important to share communication from the Welsh Education Strategic Group (WESG) which highlighted the requirement by many organisations (e.g. North Wales Police) to possess a certain level of Welsh language for their employment policies in order to get parents on board.

It was advised that the WESG, working in partnership with Menter Iaith, Poppeth Cymraeg, Yr Urdd, Mudiad Meithrin, would have a role to play to promote and provide Welsh classes for adults. There were also facilities within Denbighshire's libraries for Welsh learners, both children and adults.

The Welsh Government had already approved the Council's 10-year Welsh in Education Plan in July 2022. However, an action plan had to be submitted to Welsh Government by the end of December 2022 on the implementation of the plan. The action plan would have timescales and key milestones that would require reporting on annually.

There could be implications in relation to Welsh medium transport. Denbighshire operated under the Learner Transport Measure which was likely to be amended by Welsh Government moving forward to dovetail with the categorisation changes. The Authority would need to issue new clarification guidance as to where Denbighshire's Transport Policy sits – historically category 1 and 2 for Welsh medium schools changing to category 3 – until the Learner Transport Policy was revised. Any changes that had a marked impact on school transport would be presented to scrutiny.

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

Resolved: - subject to the above observations to receive the information provided, and –

- (i) acknowledge the changes that will be required in some of the county's schools going forward if the Authority is to ensure compliance with the Welsh Government's vision and requirements in relation to Welsh language education provision; and***
- (ii) that a progress report be presented to the Committee in the autumn of 2023 outlining the planning and implementation work undertaken to date with respect of securing the delivery of Welsh Medium Curricula and Non-Curricula provision in the County's Schools in accordance with the Welsh Government's vision.***

At this juncture, with the Committee's agreement, the order of business on the meeting's agenda was varied with business item 7, the Committee's 'Scrutiny Work Programme' report, discussed ahead of item 6 'Hafan Deg Day Centre Update'.

6 SCRUTINY WORK PROGRAMME

The Scrutiny Coordinator introduced the report (previously circulated). There were four items listed for the next Performance Scrutiny Committee on 24th November:

1. Council Performance Update (quarter 2)
2. Corporate Risk Register (September review)
3. Cefndy Healthcare, options appraisal for future business delivery and
4. Christ The Word – response to Estyn inspection.

It was suggested that the fourth item could be quite an in-depth discussion which would benefit from a pre-meeting to discuss a questioning strategy.

A progress report on Denbighshire's Housing and Homelessness Strategy Action Plan had been deferred to spring 2023 at the behest of the Service pending the conclusion of a review of the Strategy by the Strategic Housing and Homelessness Group.

The next meeting of the Scrutiny Chairs and Vice-Chairs Group was scheduled for 24th November. The Committee members were encouraged to submit referral forms for items they felt that merited scrutiny.

The Committee were referred to appendix 3 of the report – Cabinet's forward work programme – should they identify an item that required scrutinising and appendix 4 progress with Committee resolutions for information.

It was:

Resolved: - subject to the above inclusions and amendments to confirm the Committee's draft forward work programme, attached at Appendix 1, to the report.

The Committee retired for a break at 10.55am prior to reconvening at 11.05am

7 HAFAN DEG, RHYL

The Service Manager, Business Support and Communities introduced the report (previously circulated) which was an update on the effectiveness of the transfer of the facility and the services provided at Hafan Deg day centre to an external provider, focussing on the position post pandemic recovery and looking for scrutiny to support continuing with plans for the Service and the practice of regular monitoring.

The Committee heard that Hafan Deg had closed for business during the pandemic but was now back open, fully operational and had a good attendance by citizens. There were some areas identified for improvement in line with other social care settings. The Council intended to work with the provider to improve and develop the service. Meanwhile, the Contract Team continued its ongoing monitoring of the KL Care Ltd. service provision at Hafan Deg.

The service provider representative in attendance informed the Committee that due to illness attendance numbers were slightly lower than usual at present. Work was ongoing to re-engage with local supermarket eateries to offer lunch trips and afternoon teas for clients and arrangement for a Christmas Dinner was anticipated shortly.

Responding to the Committee's questions officers advised that:

- The day centre was originally outsourced in 2018 due to concerns over its cost effectiveness as the building was deemed to be under used and required maintenance. It was agreed that whoever took over the service would also take over the lease of the building and use it as a community hub in addition to the day care service.
- The day centre was currently open on Tuesday, Wednesday and Friday – 10:30am to 3:30pm.
- The centre had a minibus that was used to pick citizens up for attendance at the day centre, free of charge.
- The minibus service was working at full capacity. It picked up clients from Rhyl and Prestatyn. Dial a ride was recommended for their service if seats were unavailable on the minibus.
- The centre did offer the facility to bathe clients but the service was not often utilised.
- The day centre could accommodate 25 clients comfortably without requiring extra staff, at that time there were on average 10 clients attending the day centre.
- The contract for the day care centre was for 5 years initially, work was ongoing to expand its use throughout the community. A decision would be made within the next 6 months on how to move forward with the contract.
- Prior to Covid leaflet drops were undertaken at GP surgeries to promote the service at the day care centre, it was agreed to restart the leaflet distribution.
- There was an agreed set price for day care service, £54.60 per person, per day plus £6.00 for meals and refreshments. This formed part of the contract between the Council and the provider and was in line with fees set regionally for day care services.

At the conclusion of the discussion the Committee thanked the representative from KL Care for attending the meeting and for answering their questions. Members then:

Resolved: - subject to the above to –

- (i) receive the information provided;***
- (ii) request that elected members be provided with an information report on the background to the decision to outsource the delivery of day care services at Hafan Deg; and***
- (iii) support the continuation of the practice of quarterly monitoring, with a view to securing that plans for the Centre are delivered and key milestones achieved.***

8 FEEDBACK FROM COMMITTEE REPRESENTATIVES

None.

Meeting concluded at 11.35am

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Report to	Performance Scrutiny Committee
Date of meeting	24 November 2022
Lead Member / Officer	Cllr Gwyneth Ellis, Lead Member for Finance, Performance and Strategic Assets Nicola Kneale, Interim Head of Business Improvement & Modernisation
Report author	Iolo McGregor, Strategic Planning & Performance Team Leader
Title	Performance Self-Assessment Update, Quarter 2, 2022 to 2023

1. What is the report about?

- 1.1 To present an update on the Council's performance against its functions as at the end of quarter 2, 2022 to 2023, including Corporate Plan and Strategic Equality objectives, and the seven key areas of governance.

2. What is the reason for making this report?

- 2.1 Regular reporting is an essential monitoring requirement of the council's Performance Management Framework. Quarterly performance reports are routinely shared with the Senior Leadership Team, Cabinet and Performance Scrutiny to support constructive discussion about our performance and the identification of interventions where necessary.
- 2.2 These quarterly performance reports now capture the evidence that forms part of our Self-Assessment of performance against our functions, as required under the Local Government and Elections (Wales) Act 2021.

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 report contained within appendix 1 is the second of four Performance Self-Assessment updates that are produced throughout the year to self-assess our performance against the delivery of our functions, as required under the Local Government and Elections (Wales) Act 2021. Broadly, the report is presented in two parts that seek to outline progress against the following key areas:
 1. **Performance Objectives** – comprised of our Corporate Plan / Strategic Equality Objectives (which also form our Well-being Objectives under the Well-being of Future Generations (Wales) Act 2015).
 2. **Governance Areas** – seven governance areas pre-determined by the statutory guidance on performance under the Local Government and Elections (Wales) Act 2021.
- 4.2 Our quarterly Performance Self-Assessment Update reports are all shared with the Senior Leadership Team, Cabinet and Performance Scrutiny Committee (tabling quarters two and four with committees). Quarter 4 reports are also shared with the Governance and Audit Committee and County Council, including a Self-Assessment Summary for the year. Our reports should be seen as tools to support constructive, open and honest discussion about our performance, helping to identify good practice and areas for intervention or further scrutiny.
- 4.3 Within this report, a summary of data and project updates is provided, together with data tables outlining our current position in full. Recent council activities are also presented that demonstrate our support of the Well-being of Future Generations Act, the Equality Act, and the Socio-Economic Duty.

- 4.4 The council's outgoing Corporate Plan for 2017 to 2022 (which also set our Equality Objectives) set our strategic direction for the five-year period, and was based largely on projects then identified as part of the programme approach that we took. The majority of those projects having now closed or been subsumed into normal business activity, and the new Corporate Plan having been approved in October 2022, the report presented in appendix 1 is the last to be based on the outgoing framework.
- 4.5 The development of the new Corporate Plan framework for 2022 to 2027 will be progressed by the Strategic Planning and Performance Team between October and December, in discussion with the Senior Leadership Team, Cabinet and key service leads. Our next update report (quarter 3) will provide a narrative on our progress (whilst still satisfying what is needed from the perspective of our self-assessment process). Reporting and benchmarking against the new framework will commence properly in quarter 4, January to March, and will be included in our final Performance Self-Assessment Update for the year.

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

- 5.1 This report is about our progress in delivering the Corporate Plan for 2017 to 2022. However, any decisions made based on the content of this report should also consider our new Corporate Plan objectives for 2022 to 2027.

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

- 6.1 There is no additional cost associated with this report.

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

- 7.1 A Well-being Impact Assessment (WIA) is not required for this report. This report provides a retrospective evaluation of the council's performance and has no potential impact on people sharing protected characteristics. A WIA was undertaken

on the Corporate Plan itself, and was presented to County Council when the Plan was approved.

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

8.1 The report has been compiled by the Strategic Planning Team, in consultation with other council services. The performance information contained within the document has been provided by services, and has been drawn from the Verto performance management system. Prior to consideration by Performance Scrutiny, the report has been shared with SLT on November 17, and Cabinet on November 22.

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

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 21 of the Local Government Act, 2000 and Section 7 of the Council's Constitution outline Scrutiny's powers and duties with respect of scrutinising the authority's performance.

Appendix 1

Performance Self- Assessment Update: July to September 2022

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

This document is available in Welsh. Mae'r ddogfen hon ar gael yn Gymraeg.

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Contact details and more information

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

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

By POST:

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

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Summary position

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

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

Measures: Good

Projects: Good

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

Measures: Priority for improvement

Projects: Good

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

Measures: Acceptable

Projects: 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: Priority for improvement

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 September, there were 2,190 people on the Single Route to Housing (SARTH) waiting list, which is a slight increase from the last period, April to June (2,075). Our second SARTH measure considers the number of people housed from the register into either council stock or a Denbighshire Registered Social Landlord property. A total of 122 people were housed, which has doubled since the last period, where 61 people were housed.

Corporate Plan Performance Framework: Project Update

Experiencing Obstacles: Ruthin Extra Care Housing

The demolition of Awelon has gone ahead and Reed Construction are on site. Grŵp Cynefin are working with partners to source the grant money necessary to allow them to upgrade facilities within the existing Llys Awelon accommodation to the same standard as the new apartments under construction. We are still working to the revised completion date of February 2024.

On Target: Additional Council Homes

Since the last report, delivery confidence has continued to improve because progress has been made in the following areas:

- Tenders were scored for the conversion of Epworth Lodge in Brighton Road, Rhyl, into 8 units of temporary accommodation.
- Architects were appointed to develop a design for the replacement of the former sheltered housing complex at Maes Emlyn, Rhyl.
- The purchase of a further new semi-detached house provided through the affordable housing obligation at the Cysgod y Graig development in Dyserth was completed.

- Offers were accepted for the purchase of a former council house and a former council flat in Rhyl.
- Planning permission was granted for the construction of a replacement development comprising of two ground floor retail units, and four apartments on the upper storeys of the former Next store site on Rhyl High Street.

Annual or biennial measures

2020 to 2022 data

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 – Benchmarked Locally	5	13	Excellent
The additional supply of council houses provided	14	13	Does not apply (count only)
Number of additional homes provided in Denbighshire – Benchmarked Locally	435	422	Excellent
Number of empty properties brought back into use (old definition) – Benchmarked Locally	184	196	Excellent
The number of private sector homes improved in standard and quality due to intervention from the council – Benchmarked Locally	415	325	Priority for improvement
The additional supply of affordable housing, including social housing, provided during the year – Benchmarked Locally	154	222	Excellent

Measure	2020 to 2021	2021 to 2022	Status
Percentage of households successfully prevented from homelessness (Section 66 duty) – Benchmarked Nationally	52	42	Priority for improvement
Percentage of households successfully relieved from homelessness (Section 73 duty) – Benchmarked Nationally	31	22	Priority for improvement
Number of additional Extra Care Homes supported by the council	0	74	Does not apply (count only)

Stakeholder Surveys 2018 to 2022

Measure	2018 to 2019	2021 to 2022	Status
The percentage of residents reporting they felt satisfied with the availability of housing in their area – Benchmarked Locally	42	30	Priority for improvement
The percentage of residents reporting they are satisfied with the standard of housing in their area – Benchmarked Locally	52	40	Priority for improvement

Quarterly or biannual measures

Measure	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
Number of people on SARTH waiting	2,283	2,378	2,050	2,075	2,190	Priority for improvement

Measure	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
list – Benchmarked Locally						
Cumulative number of people housed from the SARTH register	153	209	261	61	122	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.

Denbighshire Housing Awards

[The Denbighshire Housing Awards](#), held at 1891 Restaurant in Rhyl, was a celebration of all that tenants and communities achieve, as well as showcasing projects they are involved in across the county. The prestigious awards event is a chance to celebrate the achievements and participation of tenants for the work that they do within their communities, supporting projects that are happening across the county.

This year's awards were in **collaboration** with Brenig Construction, the lead contractor on the Llwyn Eirin project in Denbigh, the first new council homes to be designed and built for the Denbighshire area in 30 years. The Awards are to say thank you to our tenants for their continued **involvement**, and hopefully helping to foster a good **long-term** relationship with them. This celebration also gives recognition and support to tenants who

may be at a **socio-economic disadvantage**, whether they are the nominees for the awards or benefit from the good work and projects.

Temporary Accommodation Support Service

The council wants to eradicate its reliance on bed and breakfast style emergency accommodation by implementing a proposal for a [new homelessness temporary emergency accommodation support project](#). This project aims to provide comprehensive 24-hour support to people leaving temporary emergency accommodation, and will be delivered in **collaboration** with a third-sector organisation that has experience and expertise in operating 24 hour supported accommodation. This **integrates** with the Welsh Government's Rapid Rehousing plan and their recognition that there is a need for Local Authorities to work in partnership with the Third Sector, as it is widely accepted that they are value driven and motivated by social, cultural or environmental objectives, rather than simply to make a profit; as well as being committed to reinvesting their surpluses to further their social aims and for the benefit of local people and communities.

This project aims to provide holistic support to citizens placed in temporary emergency accommodation owned by the local authority, to reduce and **prevent** the risk of homelessness reoccurring, and to improve well-being outcomes in the **long-term**. A key element of this project is the **involvement** of individuals with an engaging programme of meaningful activities and interventions. The individuals who will benefit from this new support service will be those who are at a **socio-economic disadvantage**.

Apartments for Social Rent

The council is currently undertaking works to convert the former Rhyl tax office, Llys Anwyl on Churton Street, into accessible apartments available for social rent, with either one or two bedrooms for older people. Work has now begun on the building, which was vacant for years before the council made the purchase to return it to a productive use. A range of energy efficient improvements are being made to the building for the benefit of residents. The property is expected to be completed in 2023 and will be let by Denbighshire Housing.

Wherever possible the council is looking to **collaborate** and work with local suppliers and sub-contractors wherever possible. Also, there will be 'Meet the Buyer' event for those businesses interested in getting **involved** with this project. Ensuring that we adhere to

housing and energy standards will also **prevent** issues occurring in the **long-term**, benefiting the well-being of tenants. This project will benefit those at a **socio-economic disadvantage**, as well as supporting the living conditions of those with one or more protected characteristics, such as **age** and **disability**.

Homelessness and Housing Support Services

At its [meeting in July](#), Partnership Scrutiny received a follow-up Internal Audit report on the homelessness multi-disciplinary service. The report gave members the opportunity to examine the effectiveness of the cross-service corporate approach in addressing homelessness as a wider council priority, and not just that of Community Support Services. It was noted that households in emergency temporary accommodation are staying longer than before the Covid-19 outbreak due to a lack of suitable move-on accommodation. Over the last 18 months the council has secured tenancies for 99 households in social housing following the suspension of the Allocations Policy for Social Housing, of which over 50% have come from Denbighshire's Community Housing portfolio.

The Multi-Disciplinary Team (MDT) within Homelessness Prevention has now been fully implemented. The progress made and the ongoing efforts to implement new practices have been recognised within the follow-up audit report. Work is ongoing to develop a robust monitoring framework for quality and performance, but this has been slightly delayed as we wait for guidance from Welsh Government. Every citizen entering statutory homelessness provision receives a full 'What Matters' conversation in line with the Social Services and Well-Being Act, and the most appropriate member of the MDT is allocated to the individual or household. Ongoing support will continue to address any identified needs once a permanent tenancy has been sourced to reduce the risk of cyclical homelessness.

This multi-disciplinary team and cross-service corporate approach has been implemented with the aim of providing **long-term** benefits, prevent homelessness, and to **integrate** and work **collaboratively** across the council and with our partners. This work will benefit those at a **socio-economic disadvantage**.

Energy Improvement Works

Preparations are underway to carry out the Welsh Government funded energy improvements to the remaining Denbighshire Housing properties on Rhydwen Drive, Rhyl.

The move comes following Cabinet's agreement to award the contract to the supplier currently undertaking phase one of the works. Phase two will see the remaining 40 houses undergo the energy improvement work from late September onwards. The work will include fitting solar panels that will generate electricity and also store it in connected batteries to allow energy use in the evenings. External wall insulation will also be fitted to help reduce drafts and keep in the energy needed to heat each home, especially during winter time.

This **collaborative** project, **integrating** with the Welsh Government's ambition for warm homes, will provide **long-term** benefits to the Well-being of our tenants, as well as potentially **prevent** them from running into financial difficulty as a result of rising fuel costs. It will support those at a **socio-economic disadvantage**, and in its delivery we will at all times seek to work with and **involve** our tenants.

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

The coverage of superfast broadband in Denbighshire is now at 94.2%, a very small increase of 0.09% since our last report. 3.6% of premises had broadband of 10mbps or below. This is a 0.25% decrease since the end of June. 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.

50% of public transactions with the council were undertaken through its website during July to September 2022, compared to the total number of transactions undertaken using all access channels. This is the same as April to June's figure.

Unfortunately, capacity issues mean that it is not possible to provide data within this report for the percentage of damaged roads and pavements made safe within target time. These issues are being actively addressed by the Service, and we will look to provide an update in our next report.

Corporate Plan Programme Board: Project Update

Project Brief: Travel to Work, Education and Services

A draft Sustainable Travel Plan, which includes Active Travel, will be presented to Cabinet on November 22, 2022. Officers will seek approval to commence public engagement on the Plan.

Annual or biennial measures

2020 to 2022 data

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

Wales Index of Multiple Deprivation 2014 to 2019

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 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
The percentage of Superfast Coverage in Denbighshire (>30 Mbps) – Benchmarked Locally	92.75	93.37	93.92	94.11	94.2	Priority for improvement
The percentage of premises with Broadband of 10 Mbps or below – Benchmarked Locally	4.33	4.18	3.95	3.85	3.6	Priority for improvement
The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels – Benchmarked Locally	48	51	53	50	50	Acceptable
Percentage of damaged roads	64	51	43	Data pending	Data pending	Priority for improvement

Measure	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale) – Benchmarked Locally						

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.

Decarbonising Highways Maintenance

In addition to our routine highways maintenance programme, Parc Y Dre, in Ruthin, underwent an innovative net carbon zero resurfacing scheme during the period. The road was the first in North Wales resurfaced using an innovative surfacing material, lowering the overall carbon of the process significantly from that of traditional treatments, and delivered and offset by the only accredited carbon neutral surfacing contractor in the UK, Miles Macadam. Parc Y Dre was chosen for this process because the existing carriageway is constructed of concrete, which makes it a suitable site.

Highways maintenance is one of the most carbon-heavy activities we undertake as a council. This scheme is part of the council's efforts to become a Net Carbon Zero and Ecologically Positive Council by 2030. Working **collaboratively** with communities and contractors, these works seek to maintain the overall good condition of our roads in the

long-term and **prevent** incident or injury, whilst reducing our carbon footprint. Our improvement programme is informed through the **involvement** of local members and resident feedback.

Street Lighting Energy Reduction

August saw the completion of a project to reduce the carbon output of our county's street lights by converting all of the street lights to lower wattage LED's. Overall, the council maintains a total of 11,690 street lights, and following some small initial trial programmes, it was decided to replace the remaining units with low energy LED lights over a 7-year project in order to achieve savings in both carbon output and electricity costs. Our own in-house Street Lighting Team have delivered the project in its entirety from procurement to design and installation. The equipment installed has utilised the most up-to-date technology in terms of energy efficiency, including part night dimming and constant lumen output.

The project has significantly reduced the carbon output from street lights over the seven-year period from 1,800 tonnes annually during 2015 to 2016, to just 400 tonnes for 2021 to 2022. This is a great **long-term** solution that helps **prevent** further harm and damage to our environment.

Improving Rural Transport

During this period, the council partnered with the South Denbighshire Community Partnership (SDCP) to relaunch the county's rural community car scheme. The community car scheme aims to assist rural residents to access local facilities such as shops, visiting friends and relatives, visiting a doctor or dentist, and to undertake personal business. The partnership will see the SDCP taking over the operation of the scheme, with impressive plans to see it expand to cover as many rural areas in Denbighshire's south as possible.

Again, working **collaboratively** and **integrating** with the ambition of communities and partners, we are building on the community car scheme to **involves** residents in innovative transport solutions, improve access for people to **prevent** isolation, helping those with one or more protected characteristics, such as **Age** and **Disability**, or experiencing **socio-economic disadvantage**.

Decarbonising Travel

A new multi electric vehicle charging hub began installation in August at West Kinmel Street Car Park in Rhyl, the largest of its kind in Wales. The charge park, the second current largest in the UK, will offer capability for charging 36 vehicles simultaneously. The introduction of the hub, funded by the Welsh Government, follows the successful installation of chargers at Kings Avenue car park at Prestatyn. Located at the west end of the car park, the hub will be a mix of 'fast' 7kwh chargers for local users who have no access to off street parking and 'rapid' 50kw chargers for a quick top-up. It will also assist local taxi drivers on the uptake of electric vehicles by minimising disruption to operational work time. All the chargers at the hub will be open for public use, and three of the parking bays and charging units will be specifically allocated for disabled users. Work on the site is expected to be completed by the end of October, with the charge park going live towards the end of November.

A new long wave green taxi has also been added to the pilot taxi scheme in Denbighshire. The Kia can cover up to 328 miles on a single charge and is designed to allow taxi drivers to confidently work a complete shift, including airport transfers, without the need for charging.

These examples of zero emission travel and demand responsive travel 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. In the case of the charging hub, the scheme will benefit people with the protected characteristic of **disability**.

Supporting businesses

In July, the council installed temporary barriers on the promenade side of the Rhyl High Street pedestrian zone. The barriers are closed between 10am and 5pm every day to prevent motorists driving and parking within the pedestrian zone. This action came after the council had received numerous complaints from the local community and business owners about some drivers persisting to drive along the pedestrian zone, causing safety concerns. This was in despite of additional enforcement by civil enforcement officers; with over 400 penalty charge notices issued in this location over the last two years. Delivery vehicles are permitted to drive into the zone from 5pm until 10am the following day. An

emergency contact number is provided should emergency access be required between 10am and 5pm. Loading bays have been created on both East and West Parade near to the top of the High Street, as well as twenty free one-hour parking spaces in the Central Car Park, providing alternative nearby locations for people to use if needed.

This action demonstrates that we are listening to our communities and **involve** them in solutions. This option of a temporary barrier allows is a short-term measure while the council finds a permanent barrier solution for the **long term**. The free parking and additional loading bays will also benefit the protected characteristics of **Age** and **Disability**, as well as those facing **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 34.3% decrease in the number of repeat victims of domestic crime for July, August and September 2022 in comparison to the same period last year. Figures reduced from 405 to 266. As a whole, North Wales has seen a 7.5% decrease in repeat victims of domestic violence for July to September. The number of repeat offenders of Domestic Abuse has also decreased in Denbighshire from 33 this time last year to 28 this year, equating to a 15.2% reduction. The overall picture for North Wales is a reduction of 8.1% for same period.

Within the national Dewis Cymru website the number of resources for Denbighshire has increased from 553 to 556 in this last period. There are currently 10,959 resources for Wales on Dewis Cymru, and 2,535 for North Wales.

100 carer assessments took place between July and September, bringing the financial year total to 197 (cumulative since April). The figure is, however, a decrease of 11% for the same period last year (221).

Data for the average length of time adults (aged 65 years or over) are supported in residential care homes has decreased from 1,059 (April to June) to 1,043 for July to September. This figure was 1,050 days for the same period last year.

Corporate Plan Programme Board: Project Update

Experiencing Obstacles: Involvement in shaping and improving services

Year three research by ONEDAY was finalised for launch during July to September. Work with Democratic Services to develop the Participation Strategy to satisfy the Act has not been undertaken, however, a working group has been set up by Welsh Local Government Association for council engagement leads to share their experiences and best practice. This will likely now form a separate workstream.

Work has been undertaken to secure a replacement for the County Conversation Portal (which has been funded by this project up until the end the Corporate Plan 2017 to 2022). Pending the publication of the Engagement Policy and the replacement of the Portal being agreed, the plan is to officially close this project on Verto at the by October 2022.

On Target: County-wide Community Development

The Community Development Team has continued to oversee and monitor the delivery of the 14 UK Community Renewal Fund (UKCRF) projects in Denbighshire, which are due to be completed at the end of December. Mid-term monitoring will be completed during October and reported to the UK Government. The team has also co-operated with an assurance review for the administration of UKCRF, which has returned positive feedback. Work has been undertaken to collate available funds and prepare communication messages in readiness for the 2022 to 2023 round of the open Space Commuted Sums grant fund. The fund will be live for applications between the first week of November and the end of January; there will be just over £100,000 made available to communities across the county and internal departments for the improvement of open space recreation areas and play areas. In addition to supporting the grant administration functions described above, the team has offered guidance to 20 new community projects or enquiries and provided ongoing support to 35 projects.

The Digital Officer continues to support several communities to explore broadband connectivity improvement options. This work is increasingly complex to navigate due to alterations in the funding available to support improvements, and Openreach's current pause on the acceptance of new Fibre Community Partnership requests. The Digital Officer is currently compiling reports for each City, Town and Community Council area in Denbighshire, setting out the local connectivity landscape, opportunities and challenges. These will be used to help develop further local connectivity improvement plans over the coming months.

On Target: Assistive Technology

A robot has been provided to Coleg Llandrillo and the computing department is working with the social care department to consider social care applications. Students are working on the robot to program new functions. Live Telecare systems and peripherals have been

installed in the Coleg Llandrillo social care department. The Assistive Technology Officer will be providing training to Health and Social Care tutors.

On Target: Digital Information, Advice and Assistance

The council has recently received a national award for being digitally inclusive thanks to a variety of work. The group, chaired by Digital Communities Wales (DCW), continues to meet regularly to look at digital solutions, and another reminiscence bike is now available. A DCW representative spoke recently at an event with the Older People's Commissioner for Wales, looking at the ways we help to prevent older people being digitally excluded. Further discussions are being undertaken with the Community Equipment Integrated Service (CESI) to determine whether popular items of equipment can be displayed or trialled at Talking Points. The Health and Social Care Regional Integration Fund (RIF) bid for a digital equipment coordinator as part of the Dementia Action Plan was rejected as it was not felt to be a pan-Wales opportunity (too localised).

Digital equipment remains available for provision to combat digital isolation and have proved exceptionally popular. Internet access can be an issue around the county, however. Meetings continue with the Financial Assessment Team and Webteam to progress moving assessment forms online. Draft forms are being trialled amongst teams. Other Community Support Services webpages being updated are for support budgets and direct payments, and climate and ecological changes for health and social care.

Annual or biennial measures

Data 2018 to 2022

Measure	2018 to 2019	2021 to 2022	Status
The percentage of people reporting they have received the right information or advice when they needed it – Benchmarked Locally	88	No data No survey	Acceptable
The percentage of carers reporting they feel supported to continue in their caring role – Benchmarked Locally	55	No data No survey	Priority for improvement
The percentage of people reporting that they know who to contact about their care and support – Benchmarked Locally	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" – Benchmarked Locally	59	63	Good
The percentage of people who feel able to influence decisions affecting their local area – Benchmarked Locally	27	20	Priority for improvement

UK Resettlement Project figures for Denbighshire 2020 to 2022

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

Quarterly or biannual measures

Measure	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	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)	405	509	678	126	266	Does not apply (count only)
The cumulative (year to date) number of repeat offenders of Domestic Abuse (3 or more in 12 months)	33	60	83	11	28	Does not apply (count only)
The number of live resources on the Dewis Cymru Platform – Benchmarked Locally	620	532	533	552	556	Good
The number of assessments of need for support	221	302	390	97	197	Does not apply (count only)

Measure	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
for carers undertaken during the year						
The average length of time (measured in days) adults (aged 65 or over) are supported in residential care homes – Benchmarked Nationally	1,050	1,044	1,028	1,059	1,043	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.

Extreme Heat Warning

In July, experts at Public Health Wales warned people to take extra care in the extreme heat that was forecast, a message that the council helped to promote with residents. Temperatures were expected to reach the early to mid-thirties in some parts of Wales during the first two weeks of the month. We were advised that very hot weather that lasts for a few days, or more, can cause dehydration, overheating, heat exhaustion and heat stroke. It's very important to look after children, the elderly and those with underlying

health conditions. Residents were encouraged to check in regularly with loved ones, friends, family and neighbours, and to make changes to their usual routines to cope with the extreme heat. This included avoiding strenuous activity in the middle of the day when the sun is at its hottest, drinking plenty of water and wearing a hat, sun cream and light coloured, loose clothing, ideally with long sleeves. Advice offered including keeping rooms cooler by closing blinds and curtains and closing windows.

Encouraging vigilance and preparedness under these circumstances will have directly benefitted the protected characteristics of **Age** and **Disability**. It is a good example of **collaboration** that seeks to **involve** people who may be vulnerable, as well as their families and friends. This integrates our common desire to keep everyone safe, well informed, and **prevent** any harm.

Award for Anti-Social Behaviour Initiative

Issues of anti-social behaviour had been reported at the Botanical Gardens in Rhyl, including intimidating behaviour and vandalism, which included damage to the bowling green. The council's Streetscene Team worked closely with the Friends of the Botanical Gardens and police, as well as local councillors, schools, Denbighshire Youth Service, the Community Safety Partnership and the local MP and MS to address the issues that were causing concern locally. A series of measures were introduced after discussion with partner organisations, including additional and improved CCTV coverage, gates closed at night, a fence installed around the bowling green, enhanced local police patrols, and improved lighting in parts of the park. The project was shortlisted for the North Wales Police POP (Problem Orientated Policing) awards and reached the final in July where it was awarded second place.

By **involving** the community and working **collaboratively**, partners have come together, to **integrate** our common desire to keep everyone safe and **prevent** any harm.

Community Catalysts

Community Catalysts offer free professional advice to help people work for themselves and provide care and support across the county. Thanks to this initiative there are now 16 micro-providers working for themselves in Denbighshire, and now the scheme is offering support for budding entrepreneurs to make a difference to the lives of young

people. Over 70 people within the county have already benefitted through Community Catalysts to get the support they need in their own home, whether that is help around the house, companionship, helping someone get out and about, or providing personal care. With a further 25 micro-providers coming through the programme, in the future more people in Denbighshire will be able to utilise these services to help them be happier and safer in their own home.

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 Payments

The council is administering the Welsh Government's winter fuel payments scheme to assist households financially with their increasing energy costs. £90 million has been made available to support households across Wales, and eligibility for the scheme has been extended to allow more households to qualify for the £200 payments. Please refer to [our website](#) to see the benefits that will qualify customers for the Winter Fuel Scheme, as well as other means of support available in the face of the rising cost of living. This scheme is in addition to Welsh Government's fuel voucher scheme, the Cost of Living £150 payment, and the unpaid carers payment. It has been open for applications since 26 September, 2022, with payments expected to be made in October 2022.

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 in **socio-economic disadvantage**. Due to the nature of eligibility for this funding, this should support people with several protected characteristics, such as **Age** and **Disability**, and our more vulnerable community members.

Cost of Living Support

The council is working through applications for the Cost of Living Discretionary Fund and the main Cost of Living Scheme on behalf of Welsh Government. In September, we learned there were already 4312 payments, worth £495,195, that had been made for the Cost of Living Discretionary Fund to qualifying residents in Band E who pay by Direct

Debit. For the main Cost of Living Scheme, a total of 27,014 payments of £150 had been made to qualifying residents, totalling a value of £4,052,100. This scheme closed on September 30. Further details about the two schemes is available on [our website](#).

The Community Resilience Team gave out information and advice to residents during the present cost of living crisis through a series of 20 summer roadshows held across the county. The roadshows were delivered in partnership with a host of organisations, including Welsh Water, Citizens Advice Denbighshire, Stop Loan Sharks Wales, South Denbighshire Community Partnership, Cambrian Credit Union, NEST, Warm Wales and Ground Work North Wales.

These **collaborative** initiatives directly benefit those living at a **socio-economic disadvantage**. Our roadshows encourage engagement and **involvement**, and will hopefully bring to fruition new ideas to **prevent** harm and meet unrealised needs in the **long-term**. This will **integrate** our mutual ambition with partners, to **prevent** hardship at least in the short-term, but also with an eye on opportunities for **longer-term** collaboration.

Age-Friendly Denbighshire

Residents and communities across Denbighshire were urged to get creative in September, to share their thoughts on what would make the county more age-friendly. Ideas and contributions received were displayed, subject to permissions, to coincide with a visit from Helena Herklots, Wales' Older People's Commissioner when she visited the county to mark International Day of Older People (October 1) on October 5 at the Ruthin Rugby Club. This was a special meeting for the Ageing Well in Denbighshire Group and the Dementia Friendly Council Group, which have recently merged to offer support for intergenerational work within the County. Ideas were welcomed on a range of topics, including transport; housing; outdoor spaces; social participation; respect and social inclusion; civic participation and employment; communication and information; and community support and health services. The combined groups will be moving forward together, along with Conwy partners and Age Connects, to work towards becoming an Age-Friendly Community in Wales. More information will be shared in our next quarterly update.

This initiative particularly benefits the protected characteristics of **Age** and **Disability**. It is an excellent example of **collaboration** and **integration** that seeks to immerse and

involve older people, keeping them occupied and taking an interest in community activity. This will also contribute to reducing isolation and loneliness, and to address support on a **long-term** basis to **prevent** harm.

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

Measures: Good

Projects: Excellent

Corporate Plan Performance Framework: Measures Update

Recently published data for the total economic impact of tourism in Denbighshire has seen a dramatic but unsurprising increase from £213m in 2020 to £432m in 2021. Although this remains lower than pre-pandemic figures (£552m in 2019), this increase is encouraging and indicates the resilience of the tourism sector and its continued economic significance to the county. The council will continue to support the tourism economy in Denbighshire, and in October in fact, Businesses have been invited to a free Tourism Forum, which includes a strong line-up of guest speakers. The Forum provides a great opportunity for delegates to hear about the latest developments and meet other like-minded businesses and share experiences.

The council had redeveloped its Tourism Strategy Action Plan to include Destination Management. This will help us better coordinate activity in the county and ensure a positive experience for visitors, residents and businesses. Prior to the busy season this year we made preparations to manage the expected increase in visitors, which included providing additional car parking at Moel Famau and Horseshoe Falls, and the deployment of extra countryside rangers at beauty spots, including Loggerheads and Moel Famau country parks and Horseshoe Falls. Extra street cleaning provision was put in place during to focus on busy areas in towns and parks, while increased bin emptying was in operation at tourist hotspots. For those interested in history, new audio guides were made available at Nantclwyd y Dre; and for those wanting to visit Llangollen, the recently completed Llangollen 2020 project provided more space, improved pedestrian crossing facilities, and an improved experience for pedestrians walking around the sights of the town. Plas Newydd House and Gardens in Llangollen were open to the public again and new displays told the fascinating story of the Ladies of Llangollen. There were also great opportunities to travel smart across the county through our transport network, saving costs and supporting the local environment, for example, through the Dee Valley's Picturesque Landscapes bus. Visitors were reminded, however, that Covid-19 has not gone away and

to act safely, responsibly and respectfully when needed. Information on discovering Denbighshire is available at [our Tourist Information centres](#).

Corporate Plan Programme Board: Project Update

Experiencing Obstacles: Climate and Ecological Change

Delivery confidence continues to be reported as experiencing obstacles. The successful delivery of projects appears probable, but significant issues exist that require close management attention. These appear resolvable at this stage, and if addressed promptly should not present a cost or schedule overrun. Ecologically Positive work is doing well at this early stage in the programme. Supply chain reduction work is still ongoing with an agreed method to be applied for local benefit. Various business cases and funding bids have also been progressed during this period through the Strategic Investment Group and Budget Board, including for phase II of our Electric Vehicle Charging Infrastructure. We have also submitted our carbon report to the Welsh Government.

In July the council formally received a Carbon Literate Organisation Bronze Award, being just one of 52 carbon literate organisations in the UK and Ireland. This award acknowledges our continued drive to becoming carbon neutral. Protecting and improving our environment is a top priority for us and we are fully committed to continue reducing our carbon footprint and increasing biodiversity across Denbighshire.

On Target: Moorland Management

This project is ongoing and remains on target, with a completion date of October 2023. We have worked hard on this project to try and alleviate the risk to our scenic countryside. The Royal Welsh Show held in July was an opportunity for us to showcase this collaborative project, sharing our learning with landowners and farmers, and promoting proactive land management techniques and the benefits of working together to make Wales more resilient to wildfires in the future.

A serious wildfire incident was averted in August thanks to public vigilance and swift action by the Area of Outstanding Natural Beauty (AONB) Ranger Team at Coed Moel Famau. Upon hearing of the report, Rangers immediately investigated and discovered an abandoned campfire in a remote location within the forest. Even after they had attended to it, the fire later reignited the leaf litter, pine needles and peaty soil and spread a few

metres. Again AONB Rangers checking on the site were able avert disaster by calling for assistance from the Ruthin Fire Station to soak the surrounding forest floor with several thousand litres of water. This collaborative action prevented a potentially serious incident from occurring.

At Risk: Energy Efficient Council Homes

Although delivery confidence has been compromised since Covid-19, we have made good progress in increasing the number of properties, currently totalling at 1,347, that have achieved an energy target of a C rating or above.

The [Welsh Housing Quality Standard 2023](#) consultation has now closed, and a draft document is 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.

Central Rhyl and Prestatyn Coastal Defence Schemes

At its [meeting in September](#), Communities Scrutiny considered a report on the value and benefits of investing in both the Central Rhyl and Prestatyn schemes. Members supported the recommendations to progress their approval for the schemes to be taken to the Strategic Investment Group (SIG), Cabinet and County Council successively for their respective approval.

Wildflower Project Update

The Wildflower Project is a collaborative project between Biodiversity Team, Streetscene and other sections, that aims to create urban and peri-urban local provenance meadows through a reduced 'cut-and-collect' mowing regime. This project is vital to halt and reverse the loss of biodiversity and tackle the Climate and Ecological Emergency. As the flowering season came to an end in August, Streetscene staff visited sites across the county carrying out cutting with specialist mowing equipment. The cuttings were removed off the meadow sites to help lower the richness of the soil and also support a low nutrient ground that our native wildflowers and grass need to grow. Already this year the council has recorded an early purple orchid, a pyramidal orchid and nine bee orchids on sites where they had previously not been recorded.

At its [meeting in September](#), Communities Scrutiny received a report that provided information regarding the effectiveness of the steps taken to improve engagement and increase publicity with all stakeholders of the Wildflower Project. The committee confirmed their approval of progress made to date in delivering expected benefits, and pledged their continued support for the project.

Annual or biennial measures

2020 to 2022 data

Measure	2020 to 2021	2021 to 2022	Status
Total carbon tonnage emitted through staff commuting – Benchmarked Locally	1,719	2,045	Priority for Improvement
Total carbon tonnage emitted through business travel – Benchmarked Locally	126	163	Excellent
Total carbon tonnage emitted through supply chains – Benchmarked Locally	22,206	31,409	Priority for Improvement
Percentage of council owned and operated land in the highest categories of species richness – Benchmarked Locally	38.1	41.0	Acceptable
STEAM - Total Economic Impact of Tourism (£ million) – Benchmarked Locally	213.00	432.00	Priority for improvement
The percentage of existing and acquired council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above – Benchmarked Locally	46	53	Priority for improvement
The annual number of trees planted to increase canopy cover in Rhyl and Denbigh – Benchmarked Locally	4400	3,500	Excellent

Measure	2020 to 2021	2021 to 2022	Status
The number of properties with a reduced risk of flooding – Benchmarked Locally	No data	1,650	Excellent

Stakeholder Surveys 2018 to 2022

Measure	2018 to 2019	2021 to 2022	Status
How satisfied are people with their local open spaces? – Countryside – Benchmarked Locally	87	85	Excellent
How satisfied are people with their local open spaces? – Beaches – Benchmarked Locally	70	69	Good
How satisfied are people with their local open spaces? – Parks – Benchmarked Locally	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.

Green Guide to Improving the Environment.

The Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB) have published an illustrated guide to the Llangollen Green Infrastructure (GI) initiative. Developed in consultation with the local community and led by the AONB's climate change lead officer, the guide identifies six well known locations in the town and how they would benefit from GI additions. Each of the locations are linked together by a GI route, which is a mainly traffic free green corridor that should encourage active travel. The guide looks at the existing situation in the town, sets out the basic principles necessary to provide a joined-up network of green spaces that would benefit the local ecosystem, and recommends improvements that would realise the GI objectives.

By **involving** the community, working in **collaboration** and **integrating** with partners and organisations, this publication marks the start of a discussion that moves us towards the **longer-term** objective of creating a more sustainable Llangollen for future generations, **preventing** further harm to the environment. Printed versions of the guide are available from the AONB's Llangollen office and also the Loggerheads Country Park office.

E-Cargo Trike

In June this year an E-Cargo trike was loaned by Sustrans as a trial at Rhyl's Brickfield Pond site to tackle the area's daily work schedule. It was designed to help reduce emissions, reduce operating costs, and help improve engagement with community members while out working. While at the nature reserve it was used to carry out fencing work and to allow Rangers to carry tools and equipment between their base and a variety of sites where strimming, brush cutting and pruning works were needed to maintain public access. Countryside staff enjoyed putting it through its paces.

Adapting how we work and **involving** our staff in these sorts of alternative solutions is important for the sustainability of what we do in the **long-term**, **preventing** harm to the natural environment through constructive **collaboration** and **integration**.

Reuse Shop at Rhyl Recycling Centre

A brand new, innovative charitable re-use shop has officially opened its doors to the public in Rhyl. Every year many items that are perfectly reusable are taken to our recycling centres as waste, but these items could actually be used by someone else. This project,

developed in **collaboration** with Bryson Recycling, the council, St David's Hospice, and support from the Welsh Government's Circular Economy Fund, is a great way to **involve** people and change the way that people think about unwanted items in the **longer-term**. It also benefits the protected characteristics of **Age** and **Disability**, as well as those at a **socio-economic disadvantage**, and **integrates** with the Welsh Government's 'Beyond Recycling' ambitions. We would encourage everyone to take advantage of Rhyl Reuse, which is open seven days a week from 9am to 4.30pm (9am to 4pm November to March) and from 9am – 3.30pm on Sundays.

Microchipped Bins

Residents in parts of West Rhyl have taken delivery of brand new bins as part of a wider programme of changes being introduced to waste and recycling services in the county next year. Brand new, larger black bins have been delivered to over 900 properties across 26 streets as part of a pilot project; and some properties have also received brand new blue bins. Both are microchipped, which allows the council to identify bins belonging to individual properties so that we can improve our communications in the future. The council often needs to contact the users of the bin to provide support and advice around where to store their bins, and what waste goes in each bin. Being able to locate the correct people to talk to straight away saves valuable time and decreases the risk of waste escaping into the environment, or good recycling becoming contaminated.

Involving residents more and more in good recycling habits will improve recycling rates in our county and help **prevent** poor waste management practices and harm to our environment in the **longer-term**. We are also **integrating** and **collaborating** with the Welsh Government's ambitions for Wales to remain one of the highest recycling nations in the World. We look forward to working with our residents over the coming months to make this new scheme a great success for their community.

Living Wall

A further project to the one above in Rhyl has seen a living wall recently being erected on the Rhyl City Strategy (RCS) Hub building on the corner of Wellington Road and Elwy Street. The development includes twelve metres square of vertical planting in a modular system, has an irrigation system to provide water and feed the plants automatically, and a tank beneath to allow for water to be recycled.

Delivered in **collaboration** and **integrating** with the Welsh Government's Transforming Towns funding, this project forms part of a wider town centre greening initiative that seeks to **involve** communities and **prevent** harm to our environment in the **longer-term**.

Benefits will include improved air quality and increased biodiversity through nesting space and food for birds and insects, whilst also improving people's well-being in an area of **socio-economic disadvantage**.

Beach Maintenance

In partnership with Rhyl Town Council, Rhyl Business Improvement District, and Keep Wales Tidy, the council has obtained a new surf rake to enable an enhanced standard of cleansing, leaving Rhyl beach free of cigarettes, plastic, glass and other detritus throughout the summer months, **preventing** harm and protecting this area of natural beauty from poisonous toxins and ensuring a high standard of cleanliness is maintained for locals and tourists. The rake will complement the already great work undertaken to keep Rhyl beach tidy by volunteering community groups, such as Surfers Against Sewage and their regular beach cleans.

In addition to the beach rake, Streetscene have recently purchased with contributions from key partners, electric waste collection carts that will be deployed in busy pedestrian areas to carry waste where it is difficult to access with traditional vehicles during busy periods and during events, such as Rhyl Air Show. We have also jointly funded an electric Glutton street cleansing vacuum cleaner, which is deployed in the Rhyl Town centre area.

These steps will benefit an area of **socio-economic disadvantage** and help foster a sense of pride in Rhyl as a local area, hopefully encouraging the **involvement** of residents and visitors in the maintenance of the beach and town in the **longer-term**, and **preventing** harm to the built and natural environment. We have worked with numerous partners to help bring these measures into fruition, showing great **integration** and **collaborative** working.

Gronant

The group of Little Terns found at Gronant beach near Prestatyn is the largest breeding colony found in Wales. The 2022 season marks the eighteenth year Denbighshire Countryside Services has dedicated to protecting the colony. A return to full engagement

activities on the site following the lifting of Covid-19 restrictions saw 1,138 visitors visit the beach to support and view the colony. There were 211 breeding pairs recorded this year, the highest count seen at Gronant, and a 23% increase on the previous count in 2018. The baseline for sustaining a Little Tern colony is widely accepted to be 0.74 fledglings per pair, and this season's colony saw a figure of 0.99, providing an encouraging sign about the future of these endangered birds. Nearly 300 children also visited the site this season thanks to the work of the project's engagement officer and wardens. Over 200 children were additionally involved in the project through visits to schools.

This season saw individuals from the North Wales Little Tern Group, Denbighshire Countryside Services, Merseyside Ringing Group, Bangor University, Prestatyn High School and the Royal Society for the Protection of Birds (RSPB) contributing time to volunteer on the project. This support totalled well over 600 hours of volunteering. The volunteers helped to chase away kestrels trying to prey on the ground dwelling chicks, as well as helping with other tasks ranging from post knocking to photo identification.

The dunes at Gronant were first awarded Keep Wales Tidy's prestigious Green Flag Award last year, which provides a national quality standard and framework for green space. In September we welcomed the news that Gronant Sand Dunes had kept its Green Flag status for 2022 to 2023; a sign to the public that a park or green space boasts the highest possible environmental standards, is beautifully maintained, and has excellent visitor facilities.

Success is attributed to working **collaboratively, involving** people to ensure the **long-term** future of the breeding colony, preservation of the beach, and the **prevention** of harm to this beautiful natural environment. It is a site that directly benefits those experiencing **socio-economic disadvantage**, as well as the protected characteristics of **Age**, and **Disability**.

Fostering Tourism

An online Wales Ambassador Scheme, which provides a series of training modules and knowledge on the special qualities of areas in Wales, continues to grow. The modules covered include welsh language, communities, culture, history, sustainable tourism, cycling and walking. The training is totally free and open to everyone. Residents, volunteers and local community groups are particularly encouraged to become

Ambassadors to learn more about the unique characteristics of each area. Denbighshire was the first to launch an online course of its kind in Wales. Snowdonia and Brecon Beacons National Parks, Conwy and Gwynedd have since launched courses and Flintshire, Anglesey, Ceredigion, and Carmarthenshire are busy preparing to launch later this year. To date, over 2,600 people have enrolled onto at least one of the courses on the website with 1,684 achieving the bronze level certificate across 5 courses. In total, 4,330 bronze, silver and gold certificates have been awarded to Ambassadors. For more information on the scheme and to sign-up please visit the website for [Ambassador Wales](#).

‘Clwyd’ was featured at this year’s The Royal Welsh Show, with Denbighshire, Conwy, Flintshire and Wrexham working under the Clwyd host counties banner to focus the spotlight on the ‘North Wales Way’, one of the three routes (together with the ‘Cambrian Way’ and the ‘Coastal Way’) that make up the ‘Wales Way’. The North Wales Way follows an old trading route for 75 miles along the northern coast into Anglesey. At the showground, the four counties provided visitor information displays, with a broad range of promotional literature; films promoting the region, and showcased local food and drink produce. To find out more information about the North Wales Way, please visit [the North East Wales website](#).

Integrating with the ambition of local businesses, residents and visitors, promoting our tourism and supporting continuous learning through great **collaborative** programmes such as the Ambassador Scheme will help more people become invested and feel **involved** in the historic, cultural and environmental richness of our county; as well as support its economic success in the **longer-term, preventing** stagnation. It can have a positive impact on people’s well-being; whether looking to learn more about the area, improve job prospects or meet new people. There are also benefits to those with the protected characteristics of **Age** and **Disability**, as well as those at a **socio-economic disadvantage**.

Tackling Phosphorus Pollution

At its [meeting in September](#), Cabinet was advised that new phosphorous standards for the nine Welsh riverine Special Areas of Conservation (SAC) had been set, with around 38% of surveyed waterbodies in the ‘River Dee and Bala Lake SAC’ compliance areas having failed to achieve the targets. Wrexham County Borough Council and Flintshire County Council had committed to form a Nutrient Management Board (NMB), and it was

recommended that Denbighshire County Council join the partnership to enable a catchment-wide approach to improving water quality in the River Dee, and ensure the council could deliver local community projects and an efficient Planning Service under the Habitats Regulations 2017. The report set out the legal framework, structure, potential resource requirements and early workload. Cabinet recognised the importance of tackling phosphate pollution both for environmental reasons, and the impact on planning applications, including future housing provision, and were fully supportive of the joining the NMB.

Integrating and **collaborating** with our partner authorities, and recognising the ambition of the Welsh Government, to work on this important issue will **prevent** harm to our important waterways and maintain their beauty and delicate ecosystems for the enjoyment of future generations in the **long-term**. We cannot do this alone, however, and will need to **involve** landowners, farmers, foresters, land managers and businesses.

Colomendy Industrial Estate

In September the enabling works by Jones Bros at the industrial estate for the council's new Waste Transfer facility for domestic, trade and highway waste was recognised by the 2022 Institute of Civil Engineers (ICE) Wales Cymru Annual Awards, being shortlisted for two awards – the Roy Edwards Award and the Alun Griffiths Award for Community Engagement. The awards showcase the outstanding work done by civil engineers from across the region over the previous year.

We were delighted that this innovative **collaboration** project was recognised by the ICE Awards, particularly recognising the **involvement** of the community. It is hoped that the project will provide a **long-term**, sustainable solution to support our important waste management efforts that protect and **prevent** harm to the environment. The jobs and opportunities that will come from this scheme will benefit the protected characteristics of **Age**, and those at a **socio-economic disadvantage**.

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 is only one update to give in this report to our data framework for Young People; this relates to the 18 to 24 claimant count. Data for July to September reveals a slight increase in Denbighshire's claimant count, now resting at 5.3% (up from 4.9% in June). This increase appears to reflect national trends, with both the Wales and UK averages also rising. We remain behind the Wales average at 4.3% (up from 4.1%). The UK claimant count has also still not recovered its pre-pandemic levels (which were historically lower than Wales), now at 4.6% (up from 4.3% in June).

Following Welsh Government guidance, we continue to be unable to use attendance and attainment data to benchmark the performance of our schools. However, we must note congratulations to those pupils that received their GCSEs, AS and A level results this summer. Learners have continued to face significant challenges over the last year, and there has been a great deal of work undertaken by pupils, families, schools and partners to ensure that the best possible results are achieved.

In other good news, the council's Oak Tree Centre in Rhyl, which provides full day care for children between the ages of eight weeks and 12 years, has received a positive report following a recent inspection by Care Inspectorate Wales and Estyn. Two recommendations have been made for improvement, which the council will take forward. The full report may be viewed on the [Care Inspectorate Wales website](#).

Corporate Plan Programme Board: Project Update

Experiencing Obstacles: Modernising Education

Following a notice of motion in January 2022, which had originated from concerns over the condition of Prestatyn High School, County Council requested that the condition surveys of all schools be reviewed to see whether they had changed to such an extent as to call into

question the current priority order of schools. It was resolved at Cabinet's [meeting in July](#) that no significant change had occurred in respect of the condition of school buildings, and that the current policy order of schools was still current and correct.

The Outline Business Case was recently approved by Welsh Government for the Ysgol Plas Brondyffryn project and the pre-planning consultation was live until October 18. Options for the proposed Ysgol Pendref land swap are being reviewed for with a view to the Trust meeting to consider the options. The findings of the feasibility works for the Ysgol Bryn Collen / Ysgol Gwernant scheme are also being awaited.

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

Experiencing Obstacles: Childcare Settings

The programme continues to progress a number of small projects under the Child Care Capital Grant / Flying Start Capital Grant. Progress has been slow on the works at the Oaktree Centre in Rhyl, with the scheme behind the initial completion date. A revised tender for Twm o'r Nant project has been received and this was again over the forecast budget. The project at Ysgol Dewi Sant has also seen an increase in the anticipated costs and has stalled due to issues over drainage.

At Risk: Work Start

The project is now at risk as there are continued delays to the announcement of the UK Government's Shared Prosperity Fund, which was due in August but is now not expected until the end of October. No further funding has been agreed to support the project beyond December, which places staff at risk of redundancy. We remain, however, on track to deliver current targets until the end of December 2022.

On Target: Volunteering

HR Business Partners will work with services to refresh their representation on the Internal Volunteers Network. This will allow services that have not yet been involved to think about where there is scope to provide volunteering opportunities going forward. In the meantime, live volunteering opportunities were promoted at the recently held Recruitment Fair co-ordinated by HR, and there are new templates for volunteer managers to complete ahead

of upload to their dedicated webpages. In addition to this, the volunteers email is back-up and running, and there is now an online form that people who wish to participate in volunteering can use to register. This is then matched against volunteering opportunities available.

Annual or biennial measures

2020 to 2022 data

Measure	2020 to 2021	2021 to 2022	Status
Percentage of pupil attendance in primary schools – Benchmarked Nationally	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 – Benchmarked Nationally	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) – Benchmarked Nationally	71.8	No data due to Covid-19	Priority for improvement
Local Authority Points Score Average - KS4 Welsh Baccalaureate Skills Challenge Certificate Indicator – Benchmarked Nationally	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	No data due to Covid-19	No data due to Covid-19	Acceptable (based on 2019 to 2020)

Measure	2020 to 2021	2021 to 2022	Status
(Level 4, Key Stage 2) – Benchmarked Nationally			
The number of schools providing education through suitability and condition categories C and D – Benchmarked Locally	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 – Benchmarked Locally	87.2	No data due to no Survey.	Good
The percentage increase in the salaries of young people enrolled in the Employment Bursary Project – Benchmarked Locally	17	16	Excellent

2018 to 2022 data

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 – Benchmarked Locally	19	19	Priority for improvement
The percentage of residents that are satisfied that there are opportunities for young people to develop their skills – Benchmarked Locally	28	26	Priority for improvement
The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people – Benchmarked Locally	50	40	Priority for improvement

Quarterly or biannual measures

Measure	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
Percentage of the population aged 18 to 24 claiming Job Seekers Allowance – Benchmarked Nationally	7.5	6.9	6.2	4.9	5.3	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.

Summer of Fun and National Play Day

A 'Summer of Fun' returned for children and young people in Denbighshire this year, with the council once again providing a range of free sporting, cultural and play based bilingual activities as part of the Welsh Government's Summer of Fun project. Events took place across the county between July 1 and September 30, and were open to young people aged between 0 to 25.

During the first week of August, the council organised a great day out for the whole family in Rhyl. The annual National Play Day celebrations took place at Ysgol Christchurch playing fields. The free event featured a host of activities, including den building, arts and crafts, messy play, cardboard box city, dressing up, forest schools, bouncy castles, circus skills, painting, water-play, bird box making, giant games, inflatable bungee and much more.

Delivered in **collaboration** with the Welsh Government, **integrating** our aims to encourage healthy expression through play activity, our events sought to support the well-being of our residents by **involving** communities, young people and their families. Events such as this **prevent** isolation, directly benefit the protected characteristic of **Age**, and help those at a **socio-economic disadvantage**; as well as hopefully creating lasting **long-term** memories and supporting child and skills development.

Summer Reading Challenge

Children aged between 4 and 11 were encouraged to visit local libraries in Denbighshire during the summer to meet the 'Gadgeteers' and to get involved in a science and innovation themed Summer Reading Challenge. With free materials from libraries and online through the [Challenge website](#), children will be able to join six fictional characters and use their curiosity and wonder to understand the science behind a whole range of interests, from fashion and technology, to cooking and music. Summer Reading Challenge events at libraries will include science workshops with Xplore, and Lego workshops with G2G, Words and Wiggles story and dance sessions with Eleni for under 5s, and Bookstart baby rhymetimes.

It is important that we continue to **collaborate** and **integrate** with our partners to deliver worthy schemes such as this that will benefit the well-being and development of our young people in the **long-term**, **preventing** deprivation and isolation through **involvement**. This work directly benefits the protected characteristics of **Age** and helps those at a **socio-economic disadvantage**.

Climate Change

Denbighshire pupils have been asked to post a message through time to help us create a better future by imagining that we have moved ahead to 2050. They have been asked to send a postcard back to their younger selves to explain how climate change is potentially impacting on their lives. Those taking part are encouraged to imagine what has been done over the years to help the environment and reduce climate change, the impact of new technology on people and the environment, how animals are surviving in the future, and the effects of the weather.

Our young people have an excellent understanding of how climate change is and will impact our everyday lives, and it is hoped that **involving** them in this project will lend a megaphone to their views and promote **collaborative** and **integrated** action for change, **preventing** further harm to our environment in the **long-term**. The competition directly benefits the protected characteristic of **Age**, and is supported by the Centre for Alternative Technology (CAT). Information on the competition is available on [our website](#). The winning pupils and schools will be revealed on December 12.

TRAC and Llwybrau

TRAC, a project that supports young people disengaged in education to realise their potential, celebrated its achievements at a special event in July. Supported by the European Social Fund through the Welsh Government, the project started in 2015 and has worked with 18 local companies to deliver 126 bespoke courses to young people in Denbighshire to address their needs and provide quality engagement and accredited provision. To date 1,995 young people have been supported through various providers, including support mentors, youth officers, counselling, bespoke courses and support from Careers Wales. 304 young people secured qualifications through the support they received, and 471 had a reduction in becoming NEET (Not in Education Engagement or Employment). Of the participants 78.8% have continued in full time education, and a further 13.3% moved on to a full-time higher level course in college. Over the lifespan of the project the NEET figures in Denbighshire have reduced steadily from 3.1% to 1.7%.

With European Funding for the project coming to an end this year, Education colleagues are taking forward plans for a project, 'Llwybrau', to continue to tackle socio-economic disadvantage, supporting vulnerable children and young people in schools. Llwybrau will be a smaller, but still substantial solution using learning from data analysis and the independent Wavehill interim evaluation to focus and adapt those areas of the TRAC project that have proven most impactful. The intention is that this will be funded through the UK Government's Shared Prosperity Fund.

The success of TRAC as a **collaborative** project that **integrated** the aims and ambitions of sponsors and providers to help all young people to remain engaged in education and achieve their potential cannot be downplayed. **Involving** young people in the identification of alternative, more suitable pathways to learning has been key, and has ultimately led to the **prevention** of circumstances that could lead to **long-term** hardship for those

individuals. The project directly benefits the protected characteristic of **Age**, and helps those at a **socio-economic disadvantage**.

School Meals

During the summer holidays the council supported the continuation of the 'Food and Fun' School Holiday Enrichment Programme (also known as SHEP). This is a school-based education programme that provides food and nutrition education, physical activity, enrichment sessions and healthy meals to children during the school summer holidays. Food and Fun has developed into a national, fully funded Welsh Government programme administered by the Welsh Local Government Association (WLGA).

As with previous years, the council made free school meal arrangements during the summer holidays to directly pay parents and guardians £19.50 per child per week to meet the costs of buying and preparing meals for free school meals. Denbighshire administered the fund on behalf of the Welsh Government, benefitting 4,275 children.

Finally, the council and schools have worked hard to put in place preparations for the rollout of Universal Free School Meals in primary schools, with the initial phase being for reception children from September. Following receipt of £859k from the Welsh Government, works to increase the capacity of 13 primary school kitchens has taken place. The offer will increase our catering service's daily meal count from 3500 to 7687. Delivery of the project has been a significant challenge and within very tight timescales. However, the support from local suppliers, contractors and the Welsh Government has been excellent. The next phase will focus on ensuring that all primary schools are able to deliver to year 1 and 2 pupils by Easter 2023.

Our work in this areas to support healthy eating directly benefits the protected characteristic of **Age** and those at a **socio-economic disadvantage**. In all these endeavours we have **collaborated** and **integrated** well with partners at a national and local level, focussing on providing **long-term** quality services that will benefit the nutritional well-being of our young people and **prevent** hunger and negative eating behaviours. We also seek to **involve** young people in the design of our menus to keep them engaged with healthy and nutritional diets.

School Uniform and Equipment Grants

Parents and guardians have been encouraged to apply for the Pupil Development Grant, which is being administered by the council on behalf of the Welsh Government. Parents or guardians who receive a qualifying benefit can receive a grant of £225 if their children are in reception or years 1 to 11, or £300 if the child is just starting in Year 7. The grant may be used to cover the costs of school uniforms; sports kits; sports outside of school; uniforms for wider activities (such as scouts and guides); equipment for activities to support the curriculum (such as design and technology); equipment for out-of-school hours' trips, including outdoor learning; Duke of Edinburgh activities; and computers, laptops and tablets. For more information on what support is available, visit our [Cost of Living Support webpage](#).

Working in **collaboration** with the Welsh Government, **integrating** our ambition that no child is left behind in their learning, this grant will help ensure that those at a **socio-economic disadvantage** are supported to have equal access to educational opportunities, **preventing** deprivation and supporting **long-term** development. It directly benefits the protected characteristic of **Age**.

Curriculum for Wales

At its [meeting in July](#), Performance Scrutiny received a report from the Principal Education Manager and GwE officers on the implementation of the Curriculum in Wales and the support given to Denbighshire schools. The new curriculum is very different to that which previously followed, being more skills based, with schools being encouraged to shape the learning experience around their learners. Although it is not prescriptive, it gives a clear structure to ensure that Denbighshire's 16,500 students become ambitious, capable, enterprising, creative, healthy, confident and ethically informed. The curriculum would be statutory in all Welsh primary schools from September 2022 and secondary schools from September 2023.

The committee resolved to receive a further report in 12 months' time detailing the effectiveness of the Curriculum's implementation in the county's primary schools, including the lessons learnt during the implementation stage, and outlining the measures taken to prepare for the Curriculum's delivery across the County's secondary sector from September 2023.

Considerable **involvement** and **integration** work has taken place to prepare schools for the new curriculum, in **collaboration** with GwE, our school improvement partners, and the Welsh Government. It is critically important that the new curriculum works for both schools and learners to support **long-term** delivery and development, and **prevent** educational deprivation. This work directly benefits the protected characteristic of **Age**.

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

Measures: Priority for improvement

Governance: Good

Corporate Health Performance Framework: Measures Update

With this report, 51% of our Corporate Plan measures currently present as a priority for improvement, which is consistent with our last report. Two of our corporate projects are currently presenting as 'compromised' (Dewi Sant Childcare, and the Ysgol y Castell extension), with 100% of projects being regularly updated by project managers.

The Dewi Sant Childcare project is facing an issue with drainage on the site that means the project cannot move forward at present. The project is dependent on the completion of the Ffordd Derwen flood risk management scheme, which is currently in the detailed design and full business case stage, with works on site not anticipated to start until late 2023 to early 2024. Works on this scheme have to be done before the Dewi Sant project can link in. Timescales will be discussed with Welsh Government as the above impacts on the funding programme.

The second compromised project, the Ysgol y Castell extension, is effectively on pause at present due to a lack of funding. Alternative funding options have been explored but have proved unsuccessful. All stakeholders are being kept informed.

55% of our Corporate Risks were found to be inconsistent with our risk appetite during our most recent review, which commenced in August. 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), and there have also been no low assurance reports in this period from internal audit.

Our measure on budget variance (i.e. what we have and receive versus what we are spending) has increased from 1,109k in June 2022 to 2,661k in September 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 increased slightly to 11% between July and September. The April to June figure was 10%. This represents 84 negative stories out of a total of 734. The percentage of external complaints upheld or partly upheld over the last quarter has increased from 46% to 67%. This represents 55 complaints upheld or partly upheld.

As at September 2022, sickness absence stood at 10 days, down from 10.18 in the last period. This compares to 7.54 days in September 2021. As at September 2022, the percentage of staff who have had at least 3 one-to-one meetings in the last 12 months stood at 52%, up from 45% in the last period.

By the end of September, 35% of the council's spend was with local suppliers and 64% of contracts (over £25k and under £1,000k) during the period contained community benefits. Two collaborative procurement activities were completed during the period, and none were missed. There are now 17 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 July to September we successfully supported 8 additional placements, bringing our annual cumulative total to 163.

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.

Develop a new Corporate Plan by October 2022

A workshop was held with County Council on July 12 where constructive input was given on the nine draft objectives developed for the 2022 to 2027 Corporate Plan. Subsequently a final round of public engagement was launched in August to 'check-in' with our stakeholders that we were concentrating on the right things. We received positive feedback, with some 220 respondents contributing in this phase. The final Corporate Plan for 2022 to 2027 is to go forward for County Council approval on October 11.

Senior Leadership Team

Two new Corporate Directors were appointed in July ([see below](#)) addressing capacity issues at the Corporate Executive Team level. Both took up post in September, and work to now review the Head of Service tier can begin. Initial discussions with managers and staff will take place during the autumn, seeking to bring forward proposals for member consideration in December. In the meantime, interim arrangements continue to be in place, with middle managers acting up to cover vacant head of service roles.

Committee Appointments

At its [meeting in July](#), the work of County Council continued with the appointment of various committees and positions, including to appoint elected members to the Democratic Services Committee and to appoint the committee's chair; the appointment of an elected member to the North Wales Police and Crime Panel; the appointment of directors to the Board of Denbighshire Leisure Ltd; and the appointment of a Town, City and Community Council representative to the Standards Committee. The council also agreed it's committee dates for 2023. A survey of members is to take place to determine whether meetings held during the day is a detriment to working members where employers are reticent to release staff to attend meetings.

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

With restrictions on office working now eased, the New Ways of Working Project continues to assess staff behaviour in terms of office and home working patterns; this includes a survey of staff that was launched during the summer. We will also monitor staff habits in the upcoming colder months where we may see a change. Our analyses will better inform our long-term asset strategy and policies. There is also ongoing work to review health and

safety procedures within our buildings, including signing in and out, and the availability of fire wardens and first aiders.

A recent Audit Wales report on the council's asset and workforce management in the wake of the pandemic was discussed by the Governance and Audit Committee at its [meeting in July](#). Four recommendations were made by the report:

- Consider learning and areas for improvement from the pandemic to help inform future use of assets and workforce, where the pandemic has highlighted such opportunities.
- Clarify the council's vision for the shape and size of its building assets and workforce in the short, medium, and long term.
- Develop asset and workforce strategies and delivery plans that build on learning from the council's experience of the Covid-19 pandemic, and deliver the council's vision in these areas.
- Identify the costs of delivering these plans and incorporate these into the medium-term financial plan.

The council's full management response to these recommendations was considered alongside the report by the committee, giving assurance that work had already been done, or was underway to address them, particularly through the work of the New Ways of Working project.

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

One outstanding requirement of the Local Government and Elections (Wales) Act concerns arrangements for a peer 'Panel Assessment' of council functions, to take place once within the electoral term. We are very clear about the need to discuss these arrangements as soon as possible with elected members, so that they may determine when in their term the assessment should take place. However, we are waiting on the Welsh Local Government Association to provide us with detail on their national Peer Assessment offer, including costs. We have been assured that we will have this detail to discuss with members in the spring, with the first panel assessments of local authorities taking place in the autumn of 2023 at the earliest.

Service Challenge Action: Commitment to customer service.

As reported previously, this improvement activity is on hold until the new senior management structure is known. It is hoped that the programme may be run in the spring, but this it to be discussed with the Corporate Executive Team in the autumn to see what is possible in the context of the review of the Senior Leadership Team. It is proposed that the challenges will work as previously to a condensed timetable and reduced paperwork; however, consideration does need to be given 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

Her Majesty Queen Elizabeth II

Following the news of the death of Her Late Majesty Queen Elizabeth II, the Chairman of the County Council, Cllr Arwel Roberts, issued a [statement of condolence](#) on behalf of the council, and laid floral wreaths as a mark of respect at a short ceremony at County Hall, Ruthin, and Russell House, Rhyl. Provision was also made for the public to lay floral tributes and sign books of condolence at locations across the county (including an electronic version available through our website). Planned public meetings of the County Council and its committees were postponed until after the official period of public mourning ended on September 26, and arrangements were put in place to observe the national bank holiday on September 19.

King Charles III

Following the Accession Council's proclamation of the accession of King Charles III on September 9, local ceremonies took place across the United Kingdom. Chairman of the County Council, Cllr Arwel Robert, read out the proclamation in both Welsh and English during a ceremony held at County Hall, Ruthin. The Chairman also expressed his gratitude to those who attended and to those who ensured the arrangements were carried out in a dignified and respectful manner.

Shared Prosperity Fund

The Shared Prosperity Fund is predominantly a revenue funding programme and Denbighshire's individual allocation is £25,647,958, with investment priorities focusing on Community and Place; Supporting Local Business; and People and Skills. At its [meeting in July](#), Cabinet received an update on local arrangements for planning and delivering the Regional Investment Strategy. Approval was given to further develop the Shared Prosperity Fund Programme; delegate authority to the Chief Executive and the Leader to develop and submit Denbighshire's priorities for inclusion in the Regional Investment Strategy; and for Gwynedd County Council to act as lead body for the submission of the Strategy and to lead on the subsequent delivery programme.

Financial Planning

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

Finance Update Reports

At its [meetings in June](#) and [September](#), Cabinet received an update on the council's financial position. The net revenue budget for 2022 to 2023 is £233.696m (up from £216.818m in 2021 to 22). As at September, the position on service and corporate budgets is a forecast overspend of £1.953m (up from £1.936m the previous month). £0.754m had been identified through service savings and inflated fees and charges (no savings having been requested from Community Support Services or Schools). At the end of August, the council's borrowing totalled £239.683m at an average rate of 3.78%. Investment balances were £23.7m at an average rate of 1.5%.

With regards to the Housing Revenue Account (HRA), the latest revenue position assumes a decrease in balances at year end of £570k, which is £567k more than the £4k at the time the budget was approved. The movement relates to a reduction in estimated rental income. HRA balances are therefore forecast to be £1.486m at the end of the year. The HRA Capital budget of £29.9m is largely allocated between planned improvements to existing housing stock (£17m) and new build developments and acquisitions (£13m).

The reports also give a summary of the council's capital plan. The approved capital plan is £66.1m, with expenditure to date of £8.2m. The Capital Plan contingency was increased

by £1.676m to £2.176m (up from the £0.500m agreed in February) due to carrying forward the unhypothecated element of a capital grant received from the Welsh Government in March. After an allocation made to the Waste Project, the contingency level at £1m will help mitigate the risks to the overall programme of the impact of inflation on capital costs.

A particular area of concern was the budget position for Education and Children's Services, where it has progressively worsened month on month with now a forecasted overspend of £2.457m. The majority of the pressure (£1.5m) related to new residential and independent fostering placements. The difficulties in predicting spend for that demand-led service has been well documented previously. The Out-of-County income budget pressure has increased this month by £519k to £611k with a decrease in expected income, due to a reduction in number of pupils from other local authorities. The projected overspend assumes we will receive Welsh Government funding of £0.880m this year, although £0.300m of this is yet to be confirmed. Further discussion will occur in the autumn as to how best to deal with these pressures going forward.

Statement of Accounts

The council has a statutory duty to produce a statement of accounts that complies with approved accounting standards. The audited accounts have to be formally approved by the Governance and Audit Committee at its [meeting in July](#) on behalf of the County Council. The draft accounts have now been finalised and were signed by the Head of Finance, and have been made available for audit and public inspection as required. As happened for the last few years, the Welsh Government issued guidance 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 of May 31 for the Draft Statement of Accounts, and July 31 for the Audited Statement of Accounts. However, the statement confirms that we would achieve the revised deadlines of August 31 and November 30. This decision was taken in consultation with Audit Wales and informed by their assessment of their ability to complete the required audit work.

Certification of Grants and Returns

At its [meeting in July](#), Governance and Audit considered Audit Wales' report on the certification of grants and returns by the council during 2020 to 2021. Grant Funding is

vital in funding local government activity in a number of areas, and this report helps give assurance that there are adequate arrangements in place within the council to administer the grant process. The report finds that the council has adequate arrangements in place for the production and submission of the 2020 to 2021 grant claims. The number of grants that are specifically audited by Audit Wales has reduced dramatically over recent years, however, the seven that remain are very complex and involve a large number of transactions and value. It is pleasing that the total effect of amendments to the Authority's claims and returns was small. It should also be noted that only one of the grants required qualifications.

Annual Treasury Management

At its [meeting in July](#), Governance and Audit considered the Annual Treasury Management report, which outlines the council's investment and borrowing activity for 2021 to 2022. It also provides details of the economic climate during that time and shows how the council complied with its Prudential Indicators. Approximately £0.5bn passes through the council's bank accounts every year. The council's outstanding borrowing at the end of March was £234.7m at an average rate of 3.77%, and the council held £28.7m in investments at an average rate of 0.47%.

Members were reminded of the three priorities considered when investing funds:

- keep money safe (security);
- make sure that the money comes back when it is needed (liquidity);
- make sure a decent rate of return is achieved (yield).

Audit Enquiries

Audit Wales, as the council's appointed external auditors, have a duty to obtain evidence of how management and those charged with governance are discharging their responsibilities for preventing and detecting fraud. A report presented to the Governance and Audit Committee [meeting in July](#) sets out the Audit Enquiries Letter and the council's response to those enquiries, covering the following areas:

- Management processes in place to identify and mitigate against the risk of fraud.
- Awareness of any actual or alleged instances of fraud.

- Processes to gain assurance that all relevant laws and regulations have been complied with.
- Whether there is any potential litigation or claims that would affect the financial statements.
- Processes to identify, authorise, approve, account for and disclose related party transactions and relationships.

The response gives a good overview of many of the issues that the Governance and Audit Committee has had sight of, and gives assurance that there are robust processes in place. Critically, all known or suspected fraud that Internal Audit have been made aware of have been investigated, records maintained, and the Governance and Audit Committee updated quarterly as part of the Internal Audit progress update. Although there have been individual investigations carried out by Internal Audit, there have been no material level frauds identified. We are also not aware of any instances of non-compliance with any relevant laws or regulations.

Regulation of Investigatory Powers Annual Report

The annual report was presented to the Governance and Audit Committee [meeting in July](#), and covers the council's use of its powers of surveillance under RIPA (Regulation of Investigatory Powers Act 2000). The level of RIPA activity, which relates only to 'covert' surveillance, rather than 'overt' surveillance, has reduced dramatically over the past ten years to the point now where little or no covert surveillance is taking place. The council will utilise its RIPA powers only as a very last resort, i.e. where all other means of gathering evidence has been considered and explored.

In the event of a RIPA application being taken forward, there are legal hurdles to overcome before the surveillance can take place, which includes a detailed application form completed by the applicant, a face-to-face meeting with one of the council's Authorising Officers (a member of CET), and then attendance for formal approval from the Magistrates Court. Irrespective of the process, one of the reasons for a reduction in this activity is that the council has other transparent methods in place, in a world where public bodies now share more data than they may have done previously as a way of combatting fraud and crime. The two main areas where the council is more likely to require a RIPA authorisation is in respect of underage sales and fly tipping. However, the council is

required to consider other less intrusive means of preventing or combatting such activities, such as signage or working transparently with publicans and off-licences to ensure they are complying with their duties on alcohol sales.

Since the last Annual Report to the Committee there has been no covert surveillance activity conducted, and this is a trend that is the same throughout all local authorities. The Covid-19 pandemic will also have had an impact on any ability or necessity to carry out such activities.

Performance Management

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

Implement annual process for stakeholder engagement on council performance.

The project team have taken account of lessons learned from the first year of the annual Stakeholder Survey (2021) and revised the survey to focus on only the statutory questions that we need to ask under the Local Government and Elections (Wales) Act 2021, covering the performance of our corporate objectives and governance. The survey and approach were shared with SLT and Cabinet Briefing in September, and will be launched in November. The survey will be promoted through a targeted communications campaign and run until the end of January, with the results analysed in time for inclusion in our end of year Self-Assessment.

Delivering Sustained Improvement

As previously reported, 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. Following the postponement of

the Governance and Audit Committee's meeting in September, the report is now to be considered at its [meeting in October](#), alongside the management response.

Queen's Buildings

Following on from our previous report on the progress of the Queen's Buildings, contractors, Wynne Construction, have started on the groundworks for the site, which includes piled concrete foundations. As part of Wynne's community engagement, the firm hosted two community-facing events at Rhyl Pavilion, including a 'Meet The Buyer' event (open to subcontractors who are interested in joining the supply chain, as well as social enterprise and third-sector organisations looking to provide goods and services during the construction phase); and a job fair for the public (which showcased what will be involved on the scheme, as well as highlighting the local career opportunities that the project will offer). The council is now commencing the process to secure an operator to manage the development, which includes 18 individual units (including 5 hot food units), a double-sided bar and large flexible events space internally, and an external area capable of holding events, markets or seating. Traders interested in trading at the Queens Market are also encouraged to register their interest for a space through [our website](#).

The funding for the development has been provided by the council, the Welsh Government Transforming Towns programme, and the European Regional Development Fund. Transforming Towns is supporting work to the value of nearly £25m within Rhyl town centre, improving and adapting underutilised commercial and residential property. Minister for North Wales, Lesley Griffiths, visited some of the projects in the town centre in July, which included the Queen's Market. The Minister also saw some of the areas planned for development in the High Street, including the renovation of three properties to provide small business spaces on the ground floor, and intermediate housing units on the upper floors. For the most up-to-date information about Rhyl regeneration projects, visit the [council's website](#) for information on Rhyl Regeneration.

Address Staff Capacity within Internal Audit

As at September 23, the planning for addressing staff capacity was on track, as the Chief Internal Auditor (CIA), Principal Auditor and two Senior Auditor roles had all been filled, and the team was running with just one vacancy for an auditor. The intention was to convert this vacant post from an auditor to a senior auditor role, and it has been to the

budget board. However, since September one of the Senior Auditors has been successful in being appointed to an external role, and therefore the vacancy list will be two posts by the end of this year. As a consequence, Internal Audit are looking at advertising for the two posts in mid-November, and are exploring different ways of advertising and attracting people to apply.

Improve the feedback received by clients following internal audits

To improve the number of completed post audit questionnaires, the Internal Audit Team is looking at sending the questionnaires out on a six monthly basis. Then after a month, a polite reminder will be sent to hopefully prompt a few more officers to complete the questionnaire. Unfortunately, due to staff shortages the questionnaires will only be going out at the end of October, and the reminder at the end of December. Currently we feel that the questions being asked are relevant and are not going to review them until the next financial year.

Other developments in the last period

Self-Assessment of Performance

The council's Self-Assessment of performance against its functions, the first required under the Local Government and Elections (Wales) Act 2021, was approved by County Council on July 19, and subsequently published on our [performance webpage](#).

Going forward it is our intention to publish each quarterly performance report (which make up our annual Self-Assessment) on this webpage, in addition to tabling every other report (July to September, and January to March) publically with Cabinet and Performance Scrutiny. This July to September update report is the second of our ongoing self-assessment for 2022 to 2023. The previous April to June report may now be viewed through the above link.

Director of Social Services Annual Report

At its [meeting in July](#), Performance Scrutiny received the draft of the Director of Social Services Annual Report. The report is an honest reflection of Adult and Children's Service performance in the context of recovering from the pandemic and the long-term effects that still impact on our ability to deliver social care services. Nevertheless, some significant

achievements have been made and are noted in the report. Overall our performance is comparable with the previous year, with some improvement in areas such as the number of children returned home from care, and the number of assessments for children completed within statutory timescales. This is at a time where we are seeing significant recruitment and retention issues and increasing complexity of need for those entering statutory services. Throughout this year, priority has been on maintaining capacity and resource to deliver our statutory services, which has limited our ability to develop and progress as much as we would have liked. However, we have built on innovative and creative practice that was developed during the Covid-19 outbreak.

During the year we have made good progress in supporting and improving services for young carers, as well as developing a Carer's Charter with our Carers' Strategy Group. There is more work to be done in identifying informal carers, and this will be progressed through Denbighshire's State of Caring Action Plan. The completion of the Bwthyn y Ddôl centre has been delayed, but the multidisciplinary team are now established and are working with children and young people on the edge of care. Both adult and children's social services are developing and enhancing their Edge of Care Teams to provide early intervention and prevention to those individuals and families who may otherwise need support from statutory services.

Moving forward, work will take place to embed the work of the Independent Living Advisers to support individuals and families to have their care and support provided through a direct payment, which will increase choice and control over their own care and support needs. We will continue to support the development of micro-enterprises through our partnership with Community Catalysts, enhancing opportunities for small care and support enterprises across the county, particularly in rural areas. We will also prepare for the implementation of the Liberty Protection Safeguards.

The final Director of Social Services Annual Report is available on [our website](#).

Annual Report on Safeguarding Adults

At its [meeting in July](#), Partnerships Scrutiny received the Annual Report on Safeguarding Adults in Denbighshire. The report detailed the activities conducted by the Safeguarding Team, with a focus on maintaining the consistency of quality safeguard work, including performance against Welsh Government indicators. Denbighshire's performance for the

number of enquiries dealt with within 7 days remained high at 99.7%. It was also noted that the council fully adhered to the Wales Safeguarding procedures. The report includes a great deal data, including the number of referrals received over the last 3 years. It was noted the number of referrals had decreased since the pandemic, but did not concern officers as similar patterns had been observed in neighbouring authorities. There exists a Conwy and Denbighshire Delivery Group, which is a monthly meeting of partner agencies to look at safeguarding data and trends, comparing against Care Inspectorate Wales statistics where appropriate. The Delivery Group also feeds through to the North Wales Safeguarding Board.

Annual Report of Scrutiny

At its [meeting on July 19](#), County Council received the Annual Report of Scrutiny, which highlighted the important role that Scrutiny plays in supporting the delivery and monitoring of the council's Corporate Plan. The report also summarised the conclusions of the review undertaken following the call-in of a Cabinet decision during the year; the work undertaken by a number of Scrutiny task and finish groups; and details of the types of additional work undertaken by Scrutiny members. It was noted that encouraging residents to interact with Scrutiny continues to be a challenge. A positive was the involvement of students from Ysgol Dinas Bran in a discussion on eradicating the use of single use plastics in the school meals service, following which Scrutiny conveyed the students' concerns and observations to Cabinet. Members also expressed their gratitude to the Scrutiny Co-ordinator, Rhian Evans, for her continued support and hard work throughout the year.

North Wales Economic Ambition Board

At its [meeting in July](#), Partnership's scrutiny received an update on the annual and quarterly performance of the North Wales Economic Ambition Board, which included the governance and progress of projects within the North Wales Growth Deal. The North Wales Growth Deal had been agreed on the basis of a portfolio of 5 programmes, covering Agri-food and Tourism, High Value Manufacturing, Low Carbon Energy, Land and Property, and Digital Connectivity. The Head of Planning and Public Protection provided reassurance to members that Denbighshire officers were working closely with the Board. It was hoped that a briefing session on the Growth Deal and programmes could be arranged to brief all councillors.

Hafan Deg

At its [meeting in September](#), Performance Scrutiny considered the effectiveness of the transfer of the Hafan Deg facility in Rhyl to the external provider, KL Care; including the provider's progress in growing and expanding the services available at the centre, and the lessons learnt from the pandemic. The report provides an honest evaluation of the difficulties that services at Hafan Deg have faced due to the ongoing effects of the pandemic. During a recent contract monitoring visit, a number of areas for improvement were identified. However, the report does offer assurance that the centre continues to provide person-centred care to all attendees. An action plan is being developed with KL Care to support the centre to address the identified areas for improvement, and take the corrective and development actions required to enable the service to fully meet the contract requirements. Regular and robust contract monitoring that had been disrupted during the pandemic must now take place to ensure that plans for the centre are being delivered, with key milestones achieved.

Risk Management

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

Corporate Risk Register

Meetings with risk owners commenced in August to review the Corporate Risk Register and scope any new risks not included. It is anticipated that a number of risks have, or will in the near future, escalate in light of the deterioration in the economy and continuing pressures in relation to recruitment and retention and safeguarding. Excluding two risks – on the basis they are proposed for removal – we have a total of 20 risks currently, and 11 are inconsistent with our risk appetite (55%).

In relation to our risk of a serious safeguarding or practice error, the score has been increased on the basis of our assessment that the likelihood of this occurring is currently higher than it was previously. Increasing the risk score will enable the risk to be further prioritised and escalated, which feels appropriate and necessary at this time. Our Corporate Executive Team and Cabinet will monitor this risk and the effectiveness of our management of it.

Other developments in the last period

Risk Owners

Following the election of new councillors in May we have updated the elected member risk owners on the Corporate Risk Register. Restructuring of the Senior Leadership Team is expected to be complete by March 2023, which will likely result in further changes to risk owners over the coming months.

Risk Appetite Statement

The council's [risk appetite statement](#) was last reviewed in September 2020. During this period, preparations have gotten underway to work with senior leaders and Cabinet to consider the statement once again. This review is felt to be timely given that we now have a new council and a new Corporate Plan to work towards. The statement must reflect our appetite now in a post-pandemic, post-Brexit world, where escalating costs and uncertain economic forecasts pose challenges for us in the delivery of services and projects, and threaten shared outcomes around personal and community independence and resilience.

Information Risk Policy

Work has started on a draft Information Risk Policy for the council, which will be reinforced by our existing [Risk Management Strategy](#). The draft will be considered by our internal Information Governance Group over the coming months, prior to seeking member approval. This work will support the production of an annual statement on Information Governance for the council.

Workforce Planning

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

Staff Training, Development and Mental-Health

A survey of staff well-being was carried out during the summer, to which 595 staff responded. 503 members of staff (84%) confirmed that they work two days a week or less from the office, 92 (16%) confirmed that they worked 3 days a week or more from the office, and 54 (9%) confirmed that they worked full time from the office. Staff cited many

advantages to working from home, such as greater efficiency; less unproductive travel time; reduced carbon emissions; and an improved work life balance. However, some staff said they felt isolated, lacked face-to-face contact, or sometimes experienced problems with ICT. Managers should work with staff where such issues exist to find a resolution. Senior managers will continue to monitor the approach and will work closely with staff, trade unions and members to ensure that we can continue to adapt our working practices to improve efficiency and maintain service delivery. For example, staff are encouraged to continue to ensure close working relationships with members, including by having regular face-to-face meetings or site visits, for example.

A review of our current flexible working policy and guidance is underway, to support these new ways of working. Meetings about the draft guidance are planned to take place with trade unions during December. Induction materials and sessions to support staff and managers with the new ways of working will commence early in 2023, once agreement has been sought from the Corporate Executive Team. A 12-month action plan will be developed once Mental Health Champions are in place to support delivery.

Virtual staff roadshows with the Chief Executive and the Leader are planned to take place in November.

Improve the information we have about our workforce

This action includes equality information to support more detailed analyses in future Public Sector Duty Reports. We now have equality information for 76% of staff, compared to 52% previously, and will continue to work to improve this.

Workforce planning

Workforce planning actions are underway to progress the findings of the corporate and service-level workforce planning reviews. There continues to be a significant focus on recruitment, especially in social care and health roles. A six monthly action plan update report will be presented to the Corporate Executive Team in October.

Every August, Denbigh plays host to the Denbighshire and Flintshire Show. This year the council's social care team joined the show to talk about the 'Make People Smile' campaign to recruit people into social care roles in Denbighshire. Officers gave information and

advice on the various roles within social care, the training available, and the opportunities for career progression with flexibility to meet individual needs.

In September, the council also hosted a fair at its Caledfryn offices in Denbigh, showcasing a wide range of careers and job opportunities available in the county. Managers and staff were available to answer questions, as well as offer information on a range of volunteering opportunities. All council jobs are advertised on our website, as well as through the Denbighshire County Council Jobs pages on Facebook.

This action also includes work to consider how best to plan for posts requiring a specific level of Welsh above Level 1. A proposal for how best to plan for posts requiring above Level 1 Welsh has been delayed, but we hope to provide an update on the plan in our next report.

Service Challenge Action: DBS Compliance

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. Our approach during the Covid-19 pandemic was to focus on new employees and that resulted in a backlog for renewals for established employees. Recruitment into a compliance role has been challenging, and as a result DBS and risk assessment indicators have remained a priority for improvement. DBS compliance has fallen from 93% to 85% in this last period. We have now appointed a temporary post, with the post holder commencing in October 2022. The post holder will focus solely on the renewal backlog and we will establish a new fortnightly monitoring report to review the impact the role is having.

Other developments in the last period

Corporate Directors

[County Council in July](#) appointed two new Corporate Directors. Following a rigorous process, Gary Williams, former Head of Legal, HR and Democratic Services, was been appointed Corporate Director for Governance and Business; and Tony Ward, former Head of Highways and Environmental Services, was appointed the new Corporate Director for the Economy and Environment. Both new Directors commenced their new posts on September 1, 2022, and will help bolster capacity at the Corporate Executive level.

Pay Policy Statements

At its [meeting in July](#), County Council considered its Pay Policy Statement, which must be agreed annually in accordance with the requirements of 38 (1) of the Localism Act 2011. Pay Policy Statements must incorporate all existing pay arrangements for the workforce groups within the council, including Chief Officers and the lowest paid employees. Officers presented an updated draft that included new pay awards negotiated nationally through the Joint Negotiating Council, and an updated comparison of the lowest paid against the Chief Executive's salary. The council's policy is that it will abide by and honour any nationally agreed pay award, and County Council accepted the recommended changes to the Pay Policy for 2022 to 2023, made by the Senior Leadership Remuneration Panel.

Assets

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

Asset Management strategy

The Terms of Reference for the Asset Management Group were updated and accepted at the July meeting. The recruitment for a new post in the Asset Management Team resulted in one candidate being shortlisted for interview. Unfortunately, the candidate accepted a role elsewhere prior to the interview date. A further recruitment exercise is ongoing but a decision to appoint may be delayed due to the current financial landscape.

Phase 2 Social Housing Retrofit Work

In line with the council's planned capital maintenance work, Welsh Government funding has been secured for optimised retrofit works for energy saving in homes and the benefit of tenants. Previous funding had enabled Phase 1 energy works to 55 houses on Rhydwen Drive, and the intention is to use the latest funding to continue those works for a further 44 houses along the street. This work falls within the Capital Planned Works with approved Cabinet commitment to a £2.5m spend. It was agreed to proceed with a Direct Award contract to Sustainable Building Services, who is the contractor who is currently undertaking Phase 1 of the works. Phase 2 would also enable the 12 apprentices from Phase 1 to continue their employment and gain relevant qualifications by the end of the second phase. The council is at the forefront of progressing such energy improvement

works, particularly in one of the most deprived areas in Wales, with tenants benefiting from lower energy bills at a time of rising costs.

Service Challenge Action: Remote Meeting Hubs

The aim of this work is to support remote meetings in areas where the broadband connection is poor. This project is awaiting the outcome of grant funding before it can progress any further at this stage.

Service Challenge Action: Supporting Businesses and Partners to Adapt

The plan for wider behaviour change activities as part of our Climate and Ecological Change Programme in 2022 to 2023 has been in development during this period. There have been delays, however, due to staff changes and shortages.

Procurement

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

Biodiversity Protection and Decarbonisation in Procurement

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. The team is in the final phase of preparing the Draft Procurement Strategy, which will have a focus on decarbonisation. In the coming period, a paper will be presented at Cabinet to discuss mandatory weighting against carbon reduction in tender evaluations. Specific resource is required to support this area and we hope to be able to recruit a fixed term role to focus on decarbonisation through Procurement in the coming months.

Since our last update, our Community Benefits Hub is now requesting connection to the national grid over local diesel generator power, where appropriate. The Hub is also trying to reduce distance travelled in contract delivery.

Decarbonisation Procurement Expertise

The Procurement Team hopes to secure agreement for more specialist experience within the team to progress decarbonisation in our procurement and the supply chain. However, recruitment across the council and wider public sector remains extremely challenging.

Contract Procedure Rules

Contract Procedure Rules will be updated to reflect new UK Public Procurement legislation due in 2023 to 2024. We will continue to report on progress through this report in the meantime.

Contract Training for Staff

In our last update, we identified a further 39 officers, in addition to the 81 that have already received training, that could be put forward for Proactis Contract Management training. Four officers are booked onto a session to take place in the next period, October to December 2022. The team will continue to provide training on the Contract Management Module of Proactis as and when required.

Service Challenge Action: Sustaining the Community Benefits Hub

The Community Benefits Hub continues to work with the Climate Change team to develop a range of applicable Community Benefit questions and expectations. Some support for project work undertaken at the county's tree nursery in St Asaph has been secured. As the new Social Partnership and Procurement Bill will be introduced next year, the Welsh Government has formed a Welsh Government Social Value Working Group. The group is made-up of representatives of all public sector bodies in Wales, including local authorities, health boards, emergency services, and Natural Resources Wales. Denbighshire's Community Benefits Hub Manager has been voted to become Chair of the Group. Whilst this does not secure funding for the Hub, it will raise the profile of our approach.

Annual or biennial measures

2019 to 2021 data

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)

2020 to 2022 data

Title	2020 to 2021	2021 to 2022	Status
The percentage difference in the mean hourly rate of pay for women – Benchmarked Locally	-13.5	6.7	Acceptable
The percentage of the lowest paid salaries (bottom quarter) that are women – Benchmarked Locally	79.9	79.3	Priority for Improvement
Member attendance (expected and present), year to date (%)– Benchmarked Locally	89	84	Good
Net Carbon Zero – Total carbon tonnage emitted and absorbed by the council (excluding supply chain) – Benchmarked Locally	10,277	11,656	Excellent

2018 to 2022 data

Title	2018 to 2019	2021 to 2022	Status
Overall satisfaction with the council (%) – Benchmarked Locally	40	32	Priority for Improvement
Partners that agree the council works well with them (%) – Benchmarked Locally	New to 2021	62	Good
Councillors and council employees who agree that there is a good working relationship between political leaders and senior management (%) – Benchmarked Locally	New to 2021	63	Good
Stakeholders who agree that the council manages its performance well (%) – Benchmarked Locally	New to 2021	28	Priority for Improvement
Stakeholders who agree that the council manages its risks and challenges well (%) – Benchmarked Locally	New to 2021	30	Priority for Improvement
Stakeholders who agree that the council manages its finances well (%) – Benchmarked Locally	New to 2021	26	Priority for Improvement
Stakeholders who agree that the council has long-term plans in place (%) – Benchmarked Locally	New to 2021	31	Priority for Improvement
Stakeholders who agree that the council treats its workforce well (%) – Benchmarked Locally	New to 2021	35	Priority for Improvement
Stakeholders who agree that the council makes best use of its assets and resources (%) – Benchmarked Locally	New to 2021	20	Priority for Improvement

Title	2018 to 2019	2021 to 2022	Status
Stakeholders who agree that the council purchases its goods and services in a fair and efficient way (%) – Benchmarked Locally	New to 2021	25	Priority for Improvement

Quarterly or biannual measures

Title	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
The percentage of Corporate Plan Measures showing as 'Priority for Improvement' – Benchmarked Locally	45	43	47	51	51	Priority for improvement
The number of projects on the project register showing as 'compromised' – Benchmarked Locally	2	2	1	1	2	Acceptable
The percentage of projects whose delivery confidence was updated in the last three months –	90	84	100	95	100	Excellent

Title	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
Benchmarked Locally						
The percentage of corporate risks inconsistent with the council's risk appetite statement – Benchmarked Locally (six monthly)	62	No data	64	No data	55	Priority for Improvement
The cumulative number of negative reports from external regulators – Benchmarked Locally	0	0	0	0	0	Excellent
The cumulative number of Internal Audit low assurance reports, financial year to date – Benchmarked Locally	1	3	4	0	0	Excellent

Title	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
Corporate and Service Budget Variance (£k)	2,445	2,731	-2,399	1,109	2,661	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 – Benchmarked Locally	6	8	9	10	11	Priority for Improvement
The percentage of external complaints upheld or partly upheld over the last quarter – Benchmarked Locally	67	52	60	46	67	Excellent
The rolling average number of working days / shifts per full time equivalent (FTE) local authority	7.54	9.03	9.57	10.18	10	Priority for improvement

Title	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
employee lost due to sickness absence – Benchmarked Locally						
The percentage of staff who have had at least 3 one-to-one meetings in the last 12 months – Benchmarked Locally	42	36	43	45	52	Priority for Improvement
The percentage of spend with suppliers based within Denbighshire – Benchmarked Locally	38	40	36	39	35	Good
The cumulative percentage of Denbighshire contracts over £25k and under £1m containing community benefits –	88	88	88	100	64	Excellent

Title	Quarter 2 2021 to 2022	Quarter 3 2021 to 2022	Quarter 4 2021 to 2022	Quarter 1 2022 to 2023	Quarter 2 2022 to 2023	Status
Benchmarked Locally						
The cumulative number of work experience placements offered within the council	110	134	143	155	163	Does not apply (count only)

Improvement Actions

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

- Survey of elected members to determine the timing of meetings.
- Briefing for all councillors on the North Wales Growth Deal.

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. For July to September 2022, the council has supported the following through promotion and publicity:

- June – promotion of the Anti-Racism Wales Action Plan.
- July – flag raising to show gratitude on NHS, Social Care and Frontline Staff Day.
- July – promotion of the Welsh Language Annual Monitoring Report.
- August – promotion of the campaign highlighting the importance of the [Welsh Language in social care work](#).
- September – flags raised to pay tribute to those who have served in the Merchant Navy, and to honour Emergency Services Day.

Strategic Equality and Diversity Group

During July to September, work was undertaken at various fora to plan for the first Strategic Equality and Diversity Group meeting, which will take place on October 26. This Group will oversee internal arrangements to support and monitor equality and diversity within the council. It is currently proposed that the group will meet quarterly, and there will be a review after the first twelve months to assess its achievements.

UK resettlement programme

The Welsh Government has renewed its call for more hosts that can offer a home to support those resettling in the UK as a result of the atrocities in Ukraine to come forward, and the council is supporting them to share information and reach local communities. The council has worked closely with Welsh Government to welcome families and individuals to Denbighshire, and teams from the council have been working to carry out checks at properties put forward as a sanctuary. Teams are also working to support people's health and well-being needs, as well as supporting families to find places in school for their children.

Additional Learning Needs

At its [meeting in July](#), Performance Scrutiny received an update on the council's compliance with the statutory requirements of the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The report provided an update on the progress made to ensure that the Local Authority and schools were ready to meet their statutory requirements under the Act, which commenced September 2021 but for which implementation will be phased until 2024. The Committee requested that a further report be provided in 12 months' time on the council's compliance with the Act, and on the effectiveness of the ECLIPSE system in identifying, monitoring, managing and supporting pupils who have additional learning needs.

School categorisation according to Welsh Medium Provision

At its [meeting in September](#), Performance Scrutiny considered a report by the Head of Education outlining the conclusions of the recent Welsh Government consultation on Language Categorisation and its implications for Denbighshire schools and pupils. The current policy for categorising schools has been in place since 2007. The publishing of 'Cymraeg 2050: A million Welsh speakers in 2017', and more recently the Curriculum for Wales, highlighted the need to review the policy around the categorisation of schools according to the Welsh-medium provision. The number of school categories are essentially being reduced to three in both the primary and secondary sector, with two transitional categories (see appendix 1 within the meeting papers). In Denbighshire, the 27 current English Medium primary provision will transfer to be classified Category 1, and the 14 Welsh Medium provision will transfer to be classified Category 3. The remaining schools will need to be allocated to either one of the three main categories, or one of the two transitional categories if appropriate. Scrutiny requested that a progress report be presented to the Committee in the autumn of 2023.

North Wales Market Stability Report 2022

At its [meeting in July](#), Performance Scrutiny was provided with an overview of the North Wales Market Stability report 2022, which has been produced as a requirement of the Social Services and Well-being (Wales) Act 2014. The report assessed the sufficiency of care and support, as well as the stability of the market, informed by the North Wales Population Needs Assessment. It highlighted a number of concerning issues already

known to us in Denbighshire, including, but not limited to, reduced capacity within the care home and domiciliary sector, increasing fees and costs, rise in those presenting with complex needs, limited respite care, and a lack of short-term foster placements. A great deal of work has already, and continues to take place to address all of these issues, and the key objectives for the council in the next 12 months will be to attain stability in domiciliary care, looking to support from micro-enterprises and rural providers; to implement fostering friendly policies in Denbighshire; and to prepare for the launch of the residential assessment unit, Bwthyn y Ddôl. The final version of the Market Stability Report will be going to the Regional Partnership Board (RPB) for final sign off in November, before being submitted to the Welsh Government.

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Report to	Performance Scrutiny Committee
Date of meeting	24 November, 2022
Lead Member / Officer	Nicola Kneale, Interim Head of Business Improvement & Modernisation Cllr Julie Matthews, Lead Member for Corporate Strategy, Policy and Equalities
Report author	Iolo McGregor, Strategic Planning & Performance Team Leader and Emma Horan, Strategic Planning and Performance Officer
Title	Corporate Risk Register Review, September 2022

1. What is the report about?

- 1.1. An update on the September 2022 review of the Corporate Risk Register and the Risk Appetite Statement.

2. What is the reason for making this report?

- 2.1. This report asks the committee to review the risks facing the Council (appendix 1) and our risk appetite statement (appendix 2).
- 2.2. We ask the committee to consider whether it is satisfied with risk management within the council.

3. What are the Recommendations?

- 3.1. Scrutiny discusses the risks, scores and controls included in the Corporate Risk Register (appendix 1), including the status of each risk against our Risk Appetite Statement (appendix 2).

3.2. Scrutiny considers the risk appetite statement and accepts a verbal update on any changes (appendix 2).

4. Report details

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

4.2. Following each review, the revised register is presented to Performance Scrutiny Committee, and is shared with Governance and Audit Committee.

4.3. The last review was undertaken in February 2022. [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. During this latest review, there have been a number of updates. These changes have been made to the risk register and are specified at the start of each risk in appendix 1. In summary (summary at appendix 3), the most significant changes include:

- Risk 01: The risk of a serious safeguarding or practice error, where the council has responsibility, resulting in serious harm or death, has increased in both its inherent score (A1 – Critical Risk Almost certain / Very high impact) and residual score (A1 – Critical Risk Almost certain / Very high impact). The risk score has been increased on the basis of our assessment that the chance of this occurring is currently higher than it was previously. Although we do not regard the likelihood as “almost certain to occur in most circumstances” (which is the definition of Risk Likelihood A in our risk methodology), the risk has certainly increased. It therefore feels appropriate to increase the Risk Likelihood score, and that means increasing it from B to A. Increasing the risk score enables the risk to be further prioritised and escalated, which feels appropriate and necessary at this time.
- Risk 12: The risk of a significantly negative report(s) from external regulators. The risk score has increased to C3 – Moderate Risk: Possible / Medium Impact.
- 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. The inherent and residual scores have increased.

- 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. We are proposing to de-escalate this risk for it to be managed by the Service.
- 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. The risk owner is now Head of Planning, Public Protection and Countryside Services. On the basis of better intelligence, inherent and residual risk scores have decreased (but remain outside of our risk appetite).
- 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. We are proposing to de-escalate this risk for it to be managed by Service(s).

4.6 It should be noted that the Corporate Executive Team (CET) has undertaken a review of Risk 01: Safeguarding (17 October 2022).¹ CET will review this risk monthly, and Cabinet will be receiving a verbal update every month at Cabinet Briefing.

4.7 Risk appetite

- Risks 1, 6, 13, 18, 21, 27, 33, 34, 36, 44, and 45 are currently inconsistent with the council's Risk Appetite Statement (appendix 2).
- Excluding risks 43 and 47 on the basis they are proposed for removal, we have a total of 20 risks and 11 are inconsistent with our risk appetite (55%). Our February 2022 review included 22 risks and 14 were inconsistent with our risk appetite (64%).

¹ We also recommended adding economic risks in relation to the council's finances (risk 6) and businesses and the community (risk 36) to CET's forward work programme.

4.8 Risk appetite statement

- The Council's risk appetite statement (summary at appendix 2 and [full statement here](#)) was last reviewed in September 2020.
- The statement will be reviewed, by Cabinet, on November 14 (after the date this report was submitted). This review is timely, given we now have a new council and a new corporate plan.
- The statement should reflect our appetite now in a post-pandemic, post-Brexit world, where escalating costs and uncertain economic forecasts pose challenges for us in the delivery of services and projects, and threaten shared outcomes around personal and community independence and resilience.
- We draw particular attention to our currently open risk appetite in relation to financial projects, which may be appropriate given increasing financial pressures.
- Our minimalist risk appetite in relation to Workforce: Terms and Conditions (see appendix 2 or pp.36-38 [here](#)) is to be amended to a cautious risk appetite, to reflect the way we are 'flexing' recruitment processes – in a safe way – to alleviate challenges in filling roles.

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 Director, relevant Heads of Service), also including input from officers leading on further actions for instance. A report has been presented to CET.
- 8.2. The register is then discussed by CET, SLT and Cabinet to agree and / or make further amendments.
- 8.3. Governance and Audit will be examining this September's risk review on November 23, 2022.

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. The Council's Constitution outlines the roles and responsibilities of senior officers and stipulates that clear procedures and processes must be in place to manage risk effectively.
- 11.3. Section 21 of the Local Government Act 2000 and Section 7 of the Council's Constitution sets out Scrutiny's powers in relation to examining 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.

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Corporate Risk Register (September 2022)

Changes are summarised under each risk title summary.

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

Lead Member(s): Councillor Gill German and Councillor Elen Heaton

Risk Owner: Nicola Stubbins

September update:

The title has been updated to include 'practice error' (previously 'The risk of a serious safeguarding error, where the council has responsibility, resulting in serious harm or death'). The description and controls have been updated.

The inherent score has increased to reflect the pressures the council is facing and the impacts of changes in the external environment (these are set out in the description). The inherent score has increased from B2 – Critical Risk: Likely / High Impact to A1 – Critical Risk Almost certain / Very high impact. The residual score has increased from D2 – Major Risk: Unlikely / High Impact to A1 – Critical Risk Almost certain / Very high impact.

The risk score has been increased on the basis of our assessment that the chance of this occurring is currently higher than it was previously. Although we do not regard the likelihood as "almost certain to occur in most circumstances" (which is the definition of Risk Likelihood A in our risk methodology), the risk has certainly increased. It therefore feels appropriate to increase the Risk Likelihood score, and that means increasing it from B to A. Increasing the risk score enables the risk to be further prioritised and escalated, which feels appropriate and necessary at this time.

Corporate Risk Register (September 2022)

The impact has been increased because we know the risk is higher in terms of likelihood and despite our controls, we are at the limits of what can be done to reduce the likelihood of the risk. The risk is beyond our appetite.

An actions log is in development to support monthly reviews of the risk and our management by CET. A draft actions log is included for information.

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 recruitment and retention issues in social care is significantly impacting on the council's ability to deliver statutory social care functions. As at September 2022, we are deeply concerned that a death could occur as a result of insufficient staffing resources.

There is a national recruitment and retention crisis in social care (see also [risk 48](#)). Social care frequently loses staff due to the superior pay and conditions offered by recruitment agencies, other local authorities and the health board, often for similar but less demanding roles. Our services are often only able to replace experienced staff with newly qualified or inexperienced workers that require significant support and are unable to independently work with the increasingly complex cases referred to the service. Many new starters are younger, newly qualified staff and rates of maternity leave in some teams are high.

There were already reported shortages in social care and health sector. However, an impact of Covid-19 is a significant movement of the workforce away from social care and health. As described above, fewer social workers are entering the profession than are leaving. The market is extremely competitive and there is no national pay structure in place in the sector (like there is for education). Other employers offer more competitive and attractive packages that the council cannot compete with.

At the same time, caseloads are becoming more complex and are increasing. There is a risk of people not being supported, or not being seen with the right intensity.

Corporate Risk Register (September 2022)

Recruitment and retention challenges, together with more demanding cases and workloads, are impacting social care services' ability to deliver its statutory responsibilities; are placing increased pressure on remaining staff in the teams, negatively impacting their well-being and increasing levels of unplanned absence.

Failure of social care services to deliver its statutory responsibilities could result in:

- Death, injury or neglect to vulnerable citizens and their carers
- Legal challenge
- Financial damage
- Reputational damage
- Sanction by Regulatory Body

Anticipated direction of travel:

This has been a static risk that consistently features in our corporate risk register. However, the impact of Covid-19, the continued pressures with recruitment and retention, the deterioration in the economy and the pressures people are facing, have all escalated this risk in terms of its inherent and residual risk scores. We will ensure continued extremely close management at the most senior operational, corporate and political levels of the council, and we continue to raise this risk at a national level.

Impact / Consequences

- Individual(s) experience significant harm or death.
- Significant reputational loss.
- Possible intervention by Welsh Government or Care Inspectorate Wales.
- Legal/compensation costs.
- Poor staff well-being and sickness

Inherent Risk

A1 – Critical Risk Almost certain / Very high impact

Corporate Risk Register (September 2022)

Controls to Manage Risk (in place)

In addition to the controls listed further below, CET has introduced a key actions log to aid monthly risk reviews. Please note this log is in draft.

Level	Action	Owner(s)	Latest update (narrative and date)
Operational	Line managers to closely manage staff and their workloads to ensure staff morale and health and well-being	Ann Lloyd, Interim Head of Service, Business Support Services David Soley, Interim Head of Service, Operational Services Rhian Morrle, Head of Children Services	
	Weekly meetings between line and middle managers and Heads of Service	Ann Lloyd, Interim Head of Service, Business Support Services David Soley, Interim Head of Service, Operational Services Rhian Morrle, Head of Children Services	

Corporate Risk Register (September 2022)

<p>Operational</p>	<p>Operational decisions are informed by a risk-based assessment on a daily basis, prioritising for example, child protection</p>	<p>Ann Lloyd, Interim Head of Service, Business Support Services</p> <p>David Soley, Interim Head of Service, Operational Services</p> <p>Rhiain Morrllle, Head of Children Services</p>	
<p>Corporate</p>	<p>Safeguarding to be a standing item on CET agendas whereby this log and the risk register is to be reviewed every month</p>	<p>Nicola Stubbins, Corporate Director</p>	
<p>Corporate</p>	<p>Deliver actions of the Recruitment in Social Care Group</p>	<p>Nicola Stubbins, Corporate Director</p>	
<p>Political</p>	<p>Heads of Service to discuss safeguarding and recruitment and retention at their regularly 121 meetings with their Lead Members</p>	<p>All Heads of Service</p>	

Corporate Risk Register (September 2022)

<p>Political</p>	<p>Cabinet at Cabinet briefing to review the risk register and the actions log every two months (agenda item or part of 'state of the nation'- TBC)</p>	<p>Councillor Gill German and Councillor Elen Heaton</p>	
<p>Political</p>	<p>Work with Welsh Government and WLGA, and other national bodies, to address issues we are unable to tackle at a local level, eg a national pay structure for social workers</p>	<p>Nicola Stubbins, Corporate Director</p>	

Critical controls:

- Risk focus session for CET took place (October 17, 2022) urgently following the escalation of this risk and discussion at CET on October 13, 2022. CET agreed to develop a key actions log, which it will review every month. The log contains critical operational, strategic and political actions the council is undertaking to manage this risk.
- [Governance and Audit Committee received a report on October 4, 2022](#), about a Care Inspectorate Wales inspection. The report highlighted recruitment and retention challenges and the Committee was reassured that safeguarding was being managed as a critical risk on the council's corporate risk register and that steps were being taken to try to alleviate the situation.
- Meetings with Welsh Government have taken place to discuss the extent of our concerns and how the risk has escalated. We are having internal meetings involving

Corporate Risk Register (September 2022)

CET, and with the Leader and lead members. There has been some future movement on a draft memorandum, which is being led by Social Care Wales.

- Ongoing discussions with HR are taking place and we are taking action as part of our efforts to resolve recruitment and retention issues in social care and health and more widely across council service ([see also controls for the recruitment and retention risk 48](#)). A new group has been established looking at recruitment issues in social care. This is chaired by Nicola Stubbins, who escalates issues, when appropriate, to CET. An action plan has been developed and is being delivered for social care workers. This includes a review of career grades. A new recruitment specialist has been created to support the delivery of the project plan.
- The Corporate Director presented the situation to the WLGA in September 2022. WLGA is gaining momentum in its work to support local authorities on this.
- 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 have asked other councils in North Wales how they are evaluating and managing any safeguarding risks on their corporate risk registers.
- We have responded 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.
- 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.

Corporate Risk Register (September 2022)

- 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.
- 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

Corporate Risk Register (September 2022)

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

Assurance:

- A report about recruitment and retention will be presented to Governance and Audit Committee in November 2022.
- A review of recruitment and retention will be undertaken by Internal Audit during January and March 2023.
- A follow up inspection “Assurance Check” was undertaken in Denbighshire by the Care Inspectorate Wales between June and July 2021. The follow up inspection highlighted improvements in safeguarding as well as some areas for further

Corporate Risk Register (September 2022)

development. A report taken to [Governance and Audit Committee](#) on October 4, 2022.

- The North Wales Safeguarding Children Board Local Delivery Group, developed by Denbighshire, has been recognised as good practice.

Residual Risk

A1 – Critical Risk Almost certain / Very 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 minor risk. The Risk Owner has confirmed that the scoring accurately reflects the current risk to the council.

Corporate Risk Register (September 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 Gwyneth Ellis

Risk Owner: Steve Gadd

September update:

The description, anticipated direction of travel and controls sections have been updated.

The action to “Gain approval the medium term capital strategy” has been extended to 31/12/2022.

A thorough consideration of this risk in light of recent economic events, and uncertainty over short to medium term projections, has taken place. The risk score has not changed.

Description

The Local Government Settlement for 2022 to 2023 included indicative average settlement increases of 3.5% for 2023 to 2024 and 2.4% for 2024 to 2025 (estimated DCC figures would 3.3% and 2.2%). Although this was very welcome from a planning perspective it does indicate that difficult decisions will be required over the coming years. Since then however there have been a growing list of significant economic and demand pressures related to inflation (e.g. pay, energy), social care, waste budgets, benefits, the supply of goods and services in the supply chain (and the impact on our capital plan).

The economy has suffered several shocks in recent years. Leaving the European Union, Covid-19, war in Ukraine and increases in cost of living. Recent economic sanctions imposed on Russia have added further tension to the global economy. Cost of fuel, goods and services have increased and led to concerns around the level of inflation in the UK, prompting The Bank of England to increase base rates and predictions currently expect this trend to continue. Higher, or increasing, interest rates will place mounting pressure on businesses and communities across Denbighshire.

Corporate Risk Register (September 2022)

The current projections of pressures indicate that pressures of £19m at least in each of the next two years will require funding. Even after taking into account an annual Council Tax increase of 3.8%, and the indicative RSG settlements eluded to above, shortfalls remain in excess of £8-9m in each year. Similar pressures are being experienced by other Welsh local authorities.

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.

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. The outlook has deteriorated significantly over the last six months, worsening over the last few weeks. The outlook for public bodies has worsened very recently, and we are expecting a return to austerity - at least in the near term. We continue to work closely with the WLGA and Welsh Government to ensure everyone is aware of the situation.

Corporate Risk Register (September 2022)

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

Controls to Manage Risk (in place)

The council has no control over the global economy or the WG settlement. Therefore, the inherent and residual risk scores are likely to remain high.

Critical controls (newest first):

- The new Lead Member has agreed the continuation of existing financial management processes, which include the operation of the Budget Board.
- 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 continuing to implement the capital contingency budget, and seek approvals from the Budget Board.

Corporate Risk Register (September 2022)

- The new budget process worked well last year and continues to be the model we use to deliver a balanced budget. 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.
- We try to reduce the likelihood of this risk occurring, where we can, for example through individual, regional, national lobbying and through other meetings/fora.
- Annual, detailed budget setting process that considers economic environment
- The Medium Term Financial Plan (MTFP) contains different scenarios to ensure it can deal with changes in the external environment, and is considered on a quarterly basis: it has revised its expectations further downwards. 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.
- 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.

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.

Corporate Risk Register (September 2022)

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)
- 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: 31/12/2022**

Person Responsible: Steve Gadd

Corporate Risk Register (September 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): Councillor Barry Mellor, Councillor Julie Matthews and Councillor Win Mullen-James

Risk Owner: Graham Boase

September update:

Description and controls have been updated.

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 extreme heat, wild fires as well as flooding, 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, since March 1, 2022, we have been on a heightened level of alert in relation to cyber-attack.

In terms of terrorism, the current national threat level to the UK (England, Wales, Scotland and Northern Ireland) from terrorism is “substantial”.

Corporate Risk Register (September 2022)

Public health events, such as Covid-19, put 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 will closely monitor this risk in relation to events in the Ukraine, together with our usual approach to managing severe weather, and should there need to be further management of Covid-19. We will review the risk once the new emergency planning response review, which will identify the council's senior responsible officer for emergency planning, is complete.

Impact / Consequences

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

Inherent Risk

A2 – Critical Risk: Almost Certain / High Impact

Controls to Manage Risk (in place)

Critical controls (newest first):

Corporate Risk Register (September 2022)

- We are reviewing emergency planning alongside our senior leadership restructure. This will identify the council's senior responsible officer for emergency planning going forward. In the meantime, the Corporate Director: Economy and Environment chairs 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 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. Covid-19 strategic management controls are have been stepped down.
- 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.

Corporate Risk Register (September 2022)

- Vulnerable people mapping tool is in operation.
- Planning and Public Protection has plans in place to manage responses to pandemics such as bird flu or foot and mouth for instance, with a focus on how we will work with partners in such times.
- 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:

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

Corporate Risk Register (September 2022)

(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 (September 2022)

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

Lead Member(s): Councillor Gwyneth Ellis and Councillor Jason McLellan

Risk Owner: Nicola Stubbins

September update:

The description and controls have been updated.

The risk score has increased from D3 – Moderate Risk: Unlikely / Medium Impact to C3 – Moderate Risk: Possible / Medium Impact. This increase in likelihood is as a result of increased risks elsewhere (such as [risk 01](#)), and the anticipated critical feedback the social care and health sector across Wales, is likely to receive in coming months.

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. The follow up inspection highlighted improvements in safeguarding as well as some areas for further development. The interim management arrangements in Education and Children’s Services - noted as an issue - have 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

Corporate Risk Register (September 2022)

consistent management and it is being managed closely. A report was due to be taken to [Governance and Audit Committee](#) on September 21, 2022, but has been cancelled while public meetings cease during a period of national mourning. The meeting will be rescheduled.

A further piece of work, this time focussed on children's services highlighted some issues, such as - once again - recruitment. CiW is currently undertaking a national study of child placements in unregulated settings. We will likely have an update on this in our next report.

A paper about Audit Wales's report about commissioning older people's care homes has been presented to Governance and Audit Committee. This was a national study that included a 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 risk to always feature in our corporate risk register, but one that may increase or decrease in line with other factors. This risk 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

Corporate Risk Register (September 2022)

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). Information, studies and other reports are also published by other commissioners such as the Welsh Language Commissioner for Wales or the Older People's Commissioner for Wales.

Critical controls:

- Relationship management and ongoing communication with external regulators.
- The corporate performance management framework (PMF) is the main control in this area.
- Interim 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:

Corporate Risk Register (September 2022)

- See the [description](#) for a detailed update on assurance reports.
- 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. CiW is currently undertaking a national study of child placements in unregulated settings.

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 (September 2022)

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

Lead Member(s): Councillor Julie Matthews

Risk Owner: Steve Gadd

September update:

The description and controls have been updated.

The risk score has not changed.

Description

We have a small number of alternative service delivery models (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 was impacted by Covid-19 but Welsh Government provided significant financial support during Covid-19 restrictions to cover the significant loss of income (the income loss would have occurred regardless of the establishment of the ASDM). The year 2022 to 2023 will be the first year of Denbighshire Leisure Limited functioning without Covid-19 restrictions (at least none are anticipated as at September 2022).

Civica will be moved back in-house from late autumn 2022.

Anticipated direction of travel:

Any income losses between 2021 and 2022 were been covered by the Covid-19 grant from Welsh Government. The year 2022 to 2023 will be the first year of Denbighshire Leisure Limited functioning without Covid-19 restrictions (at least none are anticipated as at September 2022). The risk will continue to be monitored but no significant issues have been raised so far.

Corporate Risk Register (September 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.

Corporate Risk Register (September 2022)

- Effective contract management arrangements are in place and appropriate monitoring is carried out throughout the life of the contract, including to ensure compliance with current legislation and approved accredited standards as appropriate.
- Council is entitled to representation on Boards, and Heads of Service providing strategic advice to facilities.
- Intervention measures are exercised by the council if relationships with arm's length organisations are difficult to manage.
- Resources have been committed to improve financial monitoring of facilities and services
- A register of all ASDMs was created some time ago.
- 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

Corporate Risk Register (September 2022)

- FIN318a Ensuring efficient monitoring of the contract with Denbighshire Leisure Ltd, effective monitoring of the contract, ensuring financial sustainability
- 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 (September 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 Julie Matthews

Risk Owner: Steve Gadd

September update:

The risk has been reviewed and the controls have been updated. The risk score has not changed.

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 had previously been heightened as a consequence of risks associated with Covid-19. The risk has been reviewed and is considered to be static.

Impact / Consequences

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

Inherent Risk

C2 – Major Risk: Possible / High Impact

Corporate Risk Register (September 2022)

Controls to Manage Risk (in place)

Critical controls (newest first):

- Covid-19 restrictions have been removed. Many staff continue to work from home some or most of the time. The New Ways of Working Project team, led by our Corporate Director: Communities, continues to monitor the situation. There may be risks associated with a potential lack of fire wardens and first aiders in the office buildings under these current working arrangements. This is being explored and any actions or solutions identified will be added to our controls.
- Strategic leadership is provided by the Head of Finance & Property, with delegated responsibility for Health and Safety.
- Competent H&S advisors are employed by the organisation to provide support, guidance and training on H&S.
- A Corporate Health and Safety Policy is in place, which defines the H&S organisation and arrangements in the council.
- There is an established H&S Management System in place.
- H&S training program focussed on council activities and the way we manage H&S.
- “Managing safely in Denbighshire” training is mandatory for all managers.
- The corporate H&S team carry out a program of targeted monitoring
- 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.

Corporate Risk Register (September 2022)

- Significant H&S related accidents, incidents and near misses are investigated internally.
- Schools have effective health and safety practices.

Relevant indicators of the effectiveness of controls:

- FINPROPHS1001 RIDDOR accident rate (National measure – No. of RIDDOR x 100,000 / No. of FTE employees)
- FAH123m The percentage of properties with asbestos where a re-inspection has been carried out in line with the asbestos management plan
- FAH119m The percentage of properties with a valid Fire Risk Assessment (*please note asbestos, fire, water, gas, electricity etc. are building compliance risks rather than health and safety risks, although failure to manage will have a health and safety impact*)
- Gas servicing, fixed wire testing and water hygiene are relevant indicators that are also monitored regularly

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 (September 2022)

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

Lead Member(s): Councillor Gwyneth Ellis

Risk Owner: Graham Boase

September update:

The description and controls have been updated.

The risk score has not changed.

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.

A number of programmes and projects have been, or are still, facing delays as a result of Covid-19. Most recently, fuel and 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.”

Corporate Risk Register (September 2022)

There are a range of Welsh Government and UK Government funding streams for some of our programmes and projects (eg 21st 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 was heightened in February 2022 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. With inflation and the recent interest rate increase, together with economic projections not looking favourable for some time to come, the risk score remains the same. Strong controls are in place. However, the risk remains outside 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:

- 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

Corporate Risk Register (September 2022)

- 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):

- The content of the new Corporate Plan is being developed with officers and Members. This document will capture the ambition of elected members for their term of office. It will be put forward for ratification in October 2022.
- The development of the new Corporate Plan has been an opportunity for residents, businesses, councillors and partners to consider what to prioritise for the next five years, and we will put in place ambitious but deliverable plans.
- 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.
- 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.

Corporate Risk Register (September 2022)

- 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 2017 to 2022 was reviewed at tranche and end of delivery reviews.
- Heads of Service assume responsibility for the implementation of new legislation, supported by the Strategic Planning Team where appropriate.

Ancillary controls (newest first):

Corporate Risk Register (September 2022)

- 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

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.

Corporate Risk Register (September 2022)

Further Actions

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

Action Due Date: 31/03/2023

Person Responsible: Graham Boase

Corporate Risk Register (September 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 Elen Heaton

Risk Owner: Nicola Stubbins

September update:

The description and controls have been updated.

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.

A BCUHB 'Stronger Together' restructure is still planned and the current Chief Executive is retiring. 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.

Corporate Risk Register (September 2022)

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. There are an increasing number of interim posts, and this is affecting decision making and there is some organisational memory loss.

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

As at September 2022, there is a great deal of focus on challenges in acute hospitals and delayed transfers of care.

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, which 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 (September 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 (newest first):

- 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 council will form part of two interview panels for two posts within the proposed structure.
- 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):

Corporate Risk Register (September 2022)

- 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.
- NWWSIC 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 was [presented to Governance and Audit Committee](#) in March 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.

Corporate Risk Register (September 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): Councillor Gwyneth Ellis

Risk Owner: Steve Gadd

September update:

The description and controls sections have been updated.

The risk score has not changed.

The further action has been extended to 31/12/2022.

Corporate Risk Register (September 2022)

Description

The Local Government Settlement for 2022 to 2023 included indicative average settlement increases of 3.5% for 2023 to 2024 and 2.4% for 2024 to 2025 (estimated DCC figures would 3.3% and 2.2%). Although this was very welcome from a planning perspective it does indicate that difficult decisions will be required over the coming years. Since then however there have been a growing list of significant economic and demand pressures related to inflation (e.g. pay, energy), social care, waste budgets, benefits, the supply of goods and services in the supply chain (and the impact on our capital plan).

The economy has suffered several shocks in recent years. Leaving the European Union, Covid-19, war in Ukraine and increases in cost of living. Recent economic sanctions imposed on Russia have added further tension to the global economy. Cost of fuel, goods and services have increased and led to concerns around the level of inflation in the UK, prompting The Bank of England to increase base rates and predictions currently expect this trend to continue. Higher, or increasing, interest rates will place mounting pressure on businesses and communities across Denbighshire.

The current projections of pressures indicate that pressures of £19m at least in each of the next two years will require funding. Even after taking into account an annual Council Tax increase of 3.8% and the indicative RSG settlements eluded to above, shortfalls remain in excess of £8-9m in each year. Similar pressures are being experienced by other Welsh local authorities.

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. Decisions may become more challenging as the financial and economic environment becomes tighter.

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

Corporate Risk Register (September 2022)

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.

Anticipated direction of travel:

This risk remains outside of our risk appetite, and has the potential to worsen, as the scale of financial challenge has become clearer. The outlook for public bodies has worsened very recently, and we are expecting a return to austerity - at least in the near term.

Services have already made significant savings over the last 12 years and it is increasingly likely that further savings will result in reductions in service which will be more difficult to prioritise and deliver.

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 (September 2022)

Controls to Manage Risk (in place)

Critical controls (newest first):

- The new Cabinet has agreed the continuation of existing financial management following elections in May 2022.
- 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 Budget Board is likely to be asked to consider some controversial suggestions going forward 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 (September 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: 31/12/2022

Person Responsible: Steve Gadd

Corporate Risk Register (September 2022)

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

Lead Member(s): Councillor Gwyneth Ellis

Risk Owner: Graham Boase

September update:

The description and controls have been updated.

The risk score has not changed.

Description

The current structure of the Senior Leadership Team was developed some time ago and was built on the strength and experience of current post holders. 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 was also great pressure on the Senior Leadership Team, who were managing services remotely through the pandemic, whilst trying to manage business as usual. Remote management continues as some staff continue to work from home. An SLT review is currently underway with the aim to put additional capacity in the SLT structure. An update will be available by our next formal review. See the controls section for more information.

Currently, three heads of service posts are filled on an interim basis (Community Support Services, Business Improvement and Modernisation and Highways and Environmental Services). Two Corporate Director posts have been filled, and have been in post since the beginning of September 2022.

Anticipated direction of travel:

Corporate Risk Register (September 2022)

The recent increase in this risk in recent times is anticipated to be temporary, until such time the new structure is implemented and embedded. The risk remains within our risk appetite and is not expected to exceed it.

Impact / Consequences

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

Inherent Risk

C3 – Moderate Risk: Possible / Medium Impact

Controls to Manage Risk (in place)

Critical controls (newest first):

- A proposal was 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. Corporate Director posts have now been filled, and have been in post since the beginning of September 2022. 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 in place.
- 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.

Corporate Risk Register (September 2022)

- The establishment of an alternative service delivery model for leisure includes within the project the need to reduce the risk of knowledge and skills loss. The senior leadership team restructure took place in September 2019.

Ancillary controls (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 (September 2022)

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

Lead Member(s): Councillor Gwyneth Ellis

Risk Owner: Gary Williams

September update:

The risk has been reviewed and 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.

Impact / Consequences

- Financial loss.

Corporate Risk Register (September 2022)

- 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 fraud and corruption strategy for local government. It provides a blueprint for a coordinated response to fraud and corruption perpetrated against local authorities with the support of those at the top.

Corporate Risk Register (September 2022)

- 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
- BIM207i: The number of data protection breaches that were reported to the Information Commissioner's Office

Corporate Risk Register (September 2022)

- 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 (September 2022)

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

Lead Member(s): Councillor Gill German and Councillor Elen Heaton

Risk Owner: Nicola Stubbins

September update:

The description has been updated.

The risk score has not changed.

The further action due date has been extended to reflect the delays to the Ruthin extra care housing project.

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.

Following a previous review of this risk, last September in 2021, Welsh Government announced that it will fund the Real Living Wage (RLW) for registered social. This RLW funding was made available from April 2022 and our 2022 to 2023 care fees included the RLW. Whilst it is not the case that all eligible workers will have received 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.

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:

Corporate Risk Register (September 2022)

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. As at September 2022, we are waiting for the RLW figure to be announced (due imminently). 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:

Critical controls:

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

Corporate Risk Register (September 2022)

- 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

Residual Risk

C2 – Major Risk: Possible / High Impact

Corporate Risk Register (September 2022)

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)

[The Denbigh extra care](#) scheme is fully open. The project in Ruthin has now started following some delays.

Action Due Date: 28/02/2024

Person Responsible: Ann Lloyd

Corporate Risk Register (September 2022)

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

Lead Member(s): Councillor Gill German and Councillor Elen Heaton

Risk Owner: Nicola Stubbins

September update:

The description has been updated to reflect our concerns (notwithstanding our support for) interventions by Welsh Government to eliminate private profit from the care of looked after children.

The risk score has not changed. This continues to be a critical risk. However, our previous review had the inherent and residual scores the wrong way around. This has been rectified in this version. The risk remains outside of our risk appetite.

The further action includes an update on progress and the deadline has been extended in line with revised project milestones.

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 still 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:

Corporate Risk Register (September 2022)

- **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.
- **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. People are also making life changes with some leaving the sector altogether.

The risk is also heightened as a result of [risk 50](#). 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, and increases this risk that demand for specialist care cannot be met locally.

Corporate Risk Register (September 2022)

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
- 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

A2 – Critical Risk: Almost certain / 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:

- Cabinet members were involved in a discussion with senior officers about specialist care shortly after our February 2022 review.
- Implementation of Welsh Government's decision to fund the Real Living Wage (RLW) for registered social workers.
- Recruited a dedicated HR Social Care Specialist.

Corporate Risk Register (September 2022)

- A 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.
- The silver health and social care Covid-19 group has been stood down.
- 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

Corporate Risk Register (September 2022)

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 is fully established and proving successful in providing advice and information to individuals in order for them to access community services themselves.
- Community Led Conversations 'What Matters' project changing the way staff support individuals enabling them to take control of their own well-being and utilising other external resources where possible.
- Developing a range of staff skill mixes through workforce development in order to enable staff to work in new ways that complement the new government agenda.
- Series of meetings with providers across CSS underway to negotiate increasing fees.
- Review and re-assessment project to ensure individuals are still eligible under new criteria
- Further development of support budgets
- 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

Corporate Risk Register (September 2022)

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
- 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 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

B2 – Critical Risk: Likely / High Impact

Corporate Risk Register (September 2022)

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.

Further Actions

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

Prior to the award of the contract, issues were raised regarding the identified contractor. Following a 'due diligence' process, Conwy County Borough Council (who are leading on the project), with full support of Denbighshire Officers, did not award the tender. Internal processes are now being followed to again tender the construction of the project. It is believed that a recent change in funding timescales will assist in the tender process. Welsh Government remain supportive of the project aims.

Action Due Date: 31/03/2024

Person Responsible: Rhiain Morrle

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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 Jason McLellan

Risk Owner: Emlyn Jones

September update:

The inherent and residual risk scores have been increased to reflect the recent increase in interest rates, and economic turbulence more generally. The inherent risk score has increased from B1 – Critical Risk: Likely / Very High Impact to A1 – Critical Risk: Almost certain / Very High Impact. The residual score has increased from C2 – Major Risk: Possible / High Impact to B2 - Critical Risk: Likely / High Impact and the risk is outside of our risk appetite.

The description, impact and controls sections have all been updated. Given the economic turbulence globally, we will need to keep this risk under close management.

Description

The economy has suffered several shocks in recent years. Leaving the European Union, Covid-19, war in Ukraine and increases in cost of living. Recent economic sanctions imposed on Russia have added further tension to the global economy. Cost of fuel, goods and services have increased and led to concerns around the level of inflation in the UK, prompting The Bank of England, in August 2022, to increase the base rate to 1.75% from 1.25%.

This risk is about “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”. It is currently difficult to predict what will happen with the interest rate although it is widely expected that it remain stay higher than the historically

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low rates of the last few decades, for some time. Higher, or increasing, interest rates will place mounting pressure on businesses and communities across Denbighshire.

Our controls bring together a range of support and targeted interventions to alleviate the situation as it is currently, and these incorporate actions related to cost of living, leaving the EU and post-Covid recovery.

EU exit:

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 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

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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.

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:

Controls have established clear lines of communication and information sharing that has been critical during a long period of uncertainty. Levelling Up and the Shared Prosperity Fund are developing and will be very important controls to reduce the impacts of this risk. It is difficult to project how the economy will behave over the next six months and beyond. Strong mechanisms are in place to allow ongoing monitoring of the risk as a result.

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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.

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.
 - 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.

Corporate Risk Register (September 2022)

Inherent Risk

A1 – Critical Risk: Almost certain / Very High Impact

Controls to Manage Risk (in place)

Critical controls:

- UK financial support is expected but packages of support have not yet been agreed.
- We are planning to host, in partnership with DVSC and others, two day events focussed on cost of living around October 2022. The first day will likely be targeted at the general public (residents and businesses) and professionals, with a range of stalls offering information about support and other services. The purpose will be to raise awareness about what's on offer for people's personal knowledge and for professionals in their day to day roles supporting households and businesses. The second day will take a more traditional conference format with a focus on professionals and community advocates. This will take more of an emergency planning approach to discussing what practical help is needed now.
- We are implementing Welsh Government's [Cost-of-living Support Scheme](#); a support package that will provide a payment to households to help with the rising costs-of-living. The payments (£150) are not taxable and will not affect any entitlement to Welfare Benefits. This scheme is in place alongside others, such as the roll out of universal free school meals, council tax reduction, winter fuel support fund, [business rate relief](#) and Welsh Government's discretionary assistance fund. All information is on our [website](#).
- We are hoping to launch grant support for business owners to maintain their properties and reduce neglected business premises and prevent eyesores. The fund is supported by Welsh Government in addition to the town centre loan scheme already on offer.
- Our regulatory role in relation to businesses is no longer focussed on Covid-19 regulations and is back to its business as usual operation, supporting businesses generally through this difficult time.

Corporate Risk Register (September 2022)

- UK Government Funding: Levelling Up and Shared Prosperity Funding is focussed on addressing issues outstanding after the end of EU funded programmes (capital and revenue funding).
 - One Levelling Up bid has been successful and two are in progress. If we are successful in all three bids it will attract in the region of £35m investment into the county.
 - The Regional Investment Plan for the Shared Prosperity Fund plan has been produced. 29 interventions across the three pillars (People & Skills, Supporting Local Business, and Communities & Place) effectively describe the scope of eligible activity. Governance arrangements are being established. Potentially £21.2m could be allocated to Denbighshire over three years.
- 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.
- The Tackling Poverty Operational Group (DCC and Partners) is still in place and meets to highlight and address issues as they arise. It was initially set up to focus on the rollout of Universal Credit but now has a broader focus.
- WG Funding – eg Families First, Flying Start, Communities for Work etc
- 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.

Corporate Risk Register (September 2022)

Ancillary controls (newest first):

- We submitted evidence about the Social Partnership and Public Procurement (Wales) Bill to the Equality and Social Justice Committee's Inquiry in July 2022. Preparatory work will be needed to support and mobilise the local supply chain to ensure it is well-positioned to fulfil the requirements of the Bill, once in statute. The local supply chain, especially smaller businesses, will require some form of capacity building to fully understand social value, particularly within tenders where the social value response will need to be evaluated. It will be necessary to ensure consistency of message and support, and to share best practice in relation to supporting small and medium-sized businesses to become compliant and fully embrace the ethos of the Bill.
- 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.
- 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.

Corporate Risk Register (September 2022)

- 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

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.

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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 Jason McLellan

Risk Owner: Nicola Stubbins

September update:

The description has been updated with the latest position. The controls have been updated.

The risk score has not changed but the risk is considered to be within our risk appetite.

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 time we expect it will take for the employment rate to recover, poverty and destitution, with

Corporate Risk Register (September 2022)

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.

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

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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 being developed in the context of local need and regional priorities. A detailed engagement and well-being assessment to assess need in the local area is currently being consulted on. These

Corporate Risk Register (September 2022)

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 PSB's draft Well-being Plan has undergone formal consultation, including with the Well-being of Future Generations Commissioner. The Plan is due to be approved by PSB in November 2022, after which formal agreement will be sought from statutory partners. The draft plan had one area of focus: Conwy and Denbighshire to be a more equal place with less deprivation.
- 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.

Collaborative partnership	Collaborative plan/strategy
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:

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- 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:

- 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 Well-being of 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?

Yes. On the basis now, that this risk fits within our open risk appetite in relation to operational and policy delivery.

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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): Councillor Gill German

Risk Owner: Geraint Davies

September 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. However, given provisions came into force one year ago, the high assurance from the recent early review by Internal Audit, and planned scrutiny by Performance Scrutiny Committee, we recommend this risk is de-escalated and managed by the Service. Should the risk increase at any point, it can be escalated back to the corporate risk register for Cabinet and SLT intervention.

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 provisions of the Act came into force in September 2021.

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

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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.

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).

Following clarification from Welsh Government around some aspects of the ALN Code, including Elective Home Education and Looked After Children, we are working through the Code to ensure appropriate policies and procedures are in place.

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

This risk was 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). However, given provisions came into force one year ago, and the high assurance from the recent early review by Internal Audit, and planned scrutiny by Performance Scrutiny Committee, we recommend this risk is de-escalated and managed by the Service. Should the risk increase at any point, it can be escalated back to the corporate risk register for Cabinet and SLT intervention.

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

Corporate Risk Register (September 2022)

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 are now 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 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 [paper](#) was presented to Performance Scrutiny Committee on July 14, 2022. The Committee has requested an updated report in the summer of 2023.
- A position update paper was presented to SLT in February 2022. This paper set out, 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.
- A comprehensive training programme is ongoing.
- 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

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average budget were presented to the School Budget Forum in July 2022 and agreed.

- 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. The strategy to review provision is currently in development, though not completed.
- 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. This is a working document that was shared with schools, and is currently being refined before re-sharing with schools (on Sharepoint).
- 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.

Corporate Risk Register (September 2022)

- 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
- 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:

- A [paper](#) was presented to Performance Scrutiny Committee on July 14, 2022. The Committee has requested an updated report in the summer of 2023.
- [Internal Audit early review: Additional Learning Needs \(ALN\) Implementation](#) – February 2022 (High Assurance / Number of Risk Issues: 0)
- 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.

Corporate Risk Register (September 2022)

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, should the risk occur, 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): Councillor Barry Mellor

Risk Owner: Emlyn Jones

September update:

The senior responsible owner of the project and therefore the owner of this risk has changed and is now Head of Planning, Public Protection and Countryside Services. He will continue to work closely with the Interim Head of Environmental Services, together with service managers.

The description of the risk has been updated.

When this risk was first identified and developed, our intelligence about the ash tree population was very limited. Following our risk-based approach to inspections, we have developed a much clearer view of the ash tree population and are dealing with those trees where remedial action needs to be taken more urgently. On the basis of better intelligence, we have re-evaluated and adjusted both the inherent and residual level of risk. The inherent risk has been re-categorised from A1 – Critical Risk: Almost certain / Very high impact to B1 – Critical: Risk Likely / Very high impact. The residual risk has decreased from B2 – Critical Risk: Likely / High impact to C2 – Major Risk: Possible / High impact. The risk remains outside of our risk appetite.

The due date for completion of further action number 1 has been extended to reflect a loss in personnel. An additional further action has been agreed: “2. Seek clarification about the council’s legal responsibilities and duties in relation to ash trees on private land”.

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.

Corporate Risk Register (September 2022)

As time is progressing, we are developing a better view of the scale of the issue. 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. More than 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 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. Now in year 2 of the project, we are returning to some of the areas identified as problematic, as well as other areas of land, to review the position now.

The Project Manager has been off work for some time and that post has been covered by one of the existing tree inspectors. Once the substantive Project Manager is back in post, we will return to having three inspectors and will continue to work through a programme of inspections. The project has therefore faced some delays and this is reflected in the timescales for the draft action plan.

We are still working to deliver a draft ADB action plan and have extended the deadline to the end of this financial year to reflect the capacity issues we have been facing. The draft will then progress through the scrutiny and political process.

The draft ADB Action Plan will cover a number of issues, including how we plan to deal with trees not owned by DCC (we have also agreed a new further action below to reflect this), 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:

When this risk was first identified and developed, our intelligence about the ash tree population was very limited. Following our risk-based approach to inspections, we have developed a much clearer view of the ash tree population and are dealing with those trees where remedial action needs to be taken more urgently. On the basis of better intelligence we have re-evaluated and adjusted both the inherent and residual level of risk.

Corporate Risk Register (September 2022)

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 over the next 5 to 10 years, 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.
- Political and reputational impact.
- Reduced carbon absorption due to a loss of trees.

Inherent Risk

B1 – Critical Risk Likely / 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 (newest first):

- Ash Dieback Board met last in August 2022

Corporate Risk Register (September 2022)

- This risk was discussed by CET as part of a risk deep dive session on 7th 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 2023, 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 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

Corporate Risk Register (September 2022)

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:

- Internal Audit Review Risk Management 2021

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. 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. Once our action plan is agreed and starts to be delivered (the action plan will be a 5-10-year effort), we would expect to see the residual risk reducing and brought closer to within our risk

Corporate Risk Register (September 2022)

appetite. We expect the likelihood to reduce, although the impact is anticipated to remain high.

Further Actions

1. Draft Corporate Ash Dieback Action Plan

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

Action Due Date: 31/03/23

Person Responsible: Emlyn Jones

2. Seek clarification about the council's legal responsibilities and duties in relation to ash trees on private land

Action Due Date: 31/03/23

Person Responsible: Emlyn Jones

Corporate Risk Register (September 2022)

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

Lead Member(s): Councillor Barry Mellor

Risk Owner: Nicola Kneale

September update:

Controls have been updated, including links to indicators and assurance.

The action to “Ensure all of SLT, including any new members, attend one-day carbon literacy training” has been extended in light of the anticipated restructure at SLT and to reflect the current interim heads of service. A new action to roll out ecological literacy training in the spring 2023 has been added.

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. Following positive feedback from Audit Wales on our programme management and organisational ambition on this agenda we are reassured that we have a well-scoped action plan in place. This risk will require close and very regular management to ensure controls are working as intended. We previously expected the likelihood to reduce, although the impact is anticipated to remain high. However, a national report about the public sector’s response more generally, to becoming carbon neutral by 2030, broadly says organisations need to be bold and take risks if they are to stand a chance of meeting this ambitious target. We have committed to reviewing our programme after two years (see further action below). At that point we will probably

Corporate Risk Register (September 2022)

need to increase momentum, make bolder decisions and be prepared to tolerate greater risks in order to become net carbon zero.

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):

- We are developing a programme for 2023 and 2024, including recruiting a procurement business partner to reduce emissions in our procurements. Other roles being explored will largely be expansions of existing roles and teams.
- 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. A national report about the public sector’s response more generally, to becoming carbon neutral by 2030, broadly says organisations need to be bold and

Corporate Risk Register (September 2022)

take risks now if they are to stand a chance of meeting this ambitious target. At the point our review, we will probably need to increase momentum, make bolder, braver decisions and be prepared to tolerate greater risks in order 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
- 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)

Corporate Risk Register (September 2022)

- 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:

- 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.

Corporate Risk Register (September 2022)

Further actions:

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

Action Due Date: 31/03/2023

Person Responsible: Jane Hodgson

- 2. New action: Roll out ecological literacy training in the spring 2023**

Action Due Date: 31/03/2023

Person Responsible: Jane Hodgson

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

Action Due Date: 31/03/2023

Person Responsible: Jane Hodgson

Corporate Risk Register (September 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): Councillor Jason McLellan

Risk Owner: Gary Williams

September update:

The description and anticipated direction of travel have been updated with the latest position.

The risk score has not changed.

This risk is being recommended for removal, potentially to be managed elsewhere, in relevant service risk registers should it still be considered a risk.

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 became “operational” in June 2022, but detailed arrangements are still being discussed and explored in line with

Corporate Risk Register (September 2022)

the long term nature and focus of the CJC. 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. There is a risk that the council puts in a lot of effort but doesn't receive a proportionate return on investment, or a risk of reduced local oversight. Conversely, there is also a risk that the CJC is not used to maximum benefit.

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 should be re-evaluated by Cabinet at Cabinet Briefing before it being removed from the risk register. 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:

Corporate Risk Register (September 2022)

- 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)
- 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.
- CJC's 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

Corporate Risk Register (September 2022)

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): Councillor Julie Matthews

Risk Owner: Graham Boase

September update:

The controls have been updated. Planned assurance has been added to our controls.

While pressures in relation to recruitment and retention in social care and health in particular, are acute the risk level across the organisation and across all services remains the same as it was in February 2022 and so the risk score has not changed.

Description

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

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

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

Corporate Risk Register (September 2022)

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 1](#) and [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. We had anticipated that this risk – in terms of for the whole council – would reduce in the medium term but this looks uncertain. Our hope is that this risk will reduce and can eventually be managed solely by Services themselves with support from Legal, HR and Democratic Services. There are no performance measures currently available to quantify progress in reducing this risk.

Impact / Consequences

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

Corporate Risk Register (September 2022)

- Individual(s) experience significant harm or death.

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. An action plan has been developed and is being delivered for social care workers. This includes a review of career grades. A new recruitment specialist has been created to support the delivery of the project plan.
- 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.

Corporate Risk Register (September 2022)

- 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.

Ancillary control (newest first):

- A Corporate Business Continuity Group (CBCG) exists and services should all update business continuity plans regularly.

Corporate Risk Register (September 2022)

- 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

Assurance:

- A report about recruitment and retention will be presented to Governance and Audit Committee in January 2022.
- A review of recruitment and retention will be undertaken by Internal Audit during January and March 2023.

Corporate Risk Register (September 2022)

Residual Risk

B3 – Major Risk: Likely / Medium Impact

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

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

Corporate Risk Register (September 2022)

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): Councillor Gill German and Councillor Jason McLellan

Risk Owner: Nicola Stubbins

September update:

All sections have been updated to reflect the latest position in relation to the Shared Prosperity Fund. The residual risk score has been reviewed and has decreased from A2 – Critical Risk: Almost Certain / High Impact to C3 – Moderate Risk: Possible / Medium Impact. The risk is back within our risk appetite.

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 ceased at the end of the 2021-22 academic year. This risk was identified at a point in time when funding from the ESF was expected to be replaced by a UK Shared Prosperity Fund.

Anticipated direction of travel:

Corporate Risk Register (September 2022)

EU funding has ceased. We previously had low level confidence that some funding will be available. We were confident, given our explicit intention to support vulnerable young people and learners in the Regional Investment Plan (see controls), that this risk could be removed as the Shared Prosperity Fund and the Regional Investment Plan are implemented. However, continued and worsening economic pressures has resulted in a less certain outlook for this risk. It will remain on the corporate risk register until such time funding is confirmed.

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. 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.

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
- 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

Corporate Risk Register (September 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.

Inherent Risk

A2 – Critical Risk: Almost Certain / High Impact

Controls to Manage Risk (in place)

Critical controls (*most recent first*):

- Levelling Up and Shared Prosperity Funding is focussed on addressing issues outstanding after the end of EU funded programmes (capital and revenue funding).
- The Regional Investment Plan for the Shared Prosperity Fund plan has been produced. 29 interventions across the three pillars (People & Skills, Supporting Local Business, and Communities & Place) effectively describe the scope of eligible activity.
- We are 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.
- The Plan is explicit about our intention to continue to support this group of young people. We are awaiting feedback from Welsh Government; an announcement is expected in October 2022.
- Potentially £21.2m could be allocated to Denbighshire over three years. Each county will decide how its money is spent. Governance arrangements are being established, and include the creation of a partnership group, to inform and shape decisions around local investment.
- The Budget Board agreed, in February 2022, to temporarily fund the continuation of the project, at risk, in anticipation of a positive announcement about the Regional Investment Plan being made this year. It is expected that we will be able to claim the money back.
- A report (“TRAC and the risks exposed by the conclusion of ESF”) was discussed by SLT in October 2021.

Corporate Risk Register (September 2022)

- The council put in place interim arrangements for managing the Community Renewal Fund for 2021 to 2022.

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.
- 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

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 (September 2022)

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): Councillor Gill German and Councillor Elen Heaton

Risk Owner: Nicola Stubbins

September update:

The risk has been reviewed and no changes were made.

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.

This risk is closely linked to [risk 34](#) (the risk that demand for specialist care cannot be met locally).

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.

Corporate Risk Register (September 2022)

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.
- 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.

Corporate Risk Register (September 2022)

Residual Risk

C3 – Moderate Risk: Probable / Medium 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, yes.

Appendix 2: Risk Scoring Matrix

Grading the likelihood of an event

Grade	% chance	Description
A: Almost Certain	Over 70%	Event is almost certain to occur in most circumstances
B: Likely	30% to 70%	Event likely to occur in most circumstances
C: Possible	10% to 30%	Event will possibly occur at some time
D: Unlikely	1% to 10%	Event unlikely and may occur at some time
E: Rare	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
1: Very High	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

Rating	Time / cost / objectives	Service performance	Reputation	Financial cost
2: High	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
3: Medium	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
4: Low	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
5: Very Low	Insignificant increase to project time or cost. Barely noticeable impact on project scope or objectives.	Minor errors or disruption.	Trust recoverable with little effort or cost.	Less than £50,000

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

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

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

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

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

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](#).

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

CONTINUED OVERLEAF

Summary of current corporate risks and score (September 2022)

We have 20 corporate risks on our register. 55% (11) are outside of our risk appetite.

<p>NON-FINANCIAL AND REGULATORY</p> <ul style="list-style-type: none"> • Safeguarding (A1 – Critical Risk Almost certain / Very high impact)¹ • Negative reports from external regulators (C3 – Moderate Risk: Possible / Medium Impact) • Health and safety (E2 – Moderate Risk: Rare / High Impact) 	<p>FINANCIAL</p> <ul style="list-style-type: none"> • Economic environment worsens (council) (B2 – Critical Risk: Likely / High Impact) • Economic environment worsens (businesses and communities) (B2 - Critical Risk: Likely / High Impact) • Alternative models of service delivery (C2 – Major Risk: Possible / High Impact) • Budgetary decisions are not taken or implemented quickly enough (C2 – Major Risk: Possible / High Impact) • Fraud and corruption (E2 – Moderate Risk: Rare / High impact) • Cost of care is outstripping resource (C2 – Major Risk: Possible / High Impact)
<p>OPERATIONAL</p> <ul style="list-style-type: none"> • Ineffective response to a serious event (C3 – Moderate Risk: Possible / Medium Impact) • Demand for specialist care cannot be met locally (B2 – Critical Risk: Likely / High Impact) • Recruitment and retention issues (B3 – Major Risk: Likely / Medium Impact) • Ash Dieback Disease (C2 – Major Risk: Possible / High impact) • Vulnerable and disengaged learners (C3 – Moderate Risk: Possible / Medium) • Placements for Looked After Children (C3 – Moderate Risk: Probable / Medium Impact) 	<p>STRATEGIC</p> <ul style="list-style-type: none"> • Strategic misalignment between the Health Board and the Council (C2 – Major Risk: Possible / High Impact) • Programme and projects don't deliver (B2 - Critical Risk: Likely / High Impact) • Senior leadership capacity and skills (C3 – Moderate Risk: Possible / Medium) • Partnerships and inequalities and deprivation (C2 – Major risk: Possible / High Impact) • Net carbon zero and ecologically positive council (B2 – Critical Risk: Likely / High)

For more information, or to see the full Corporate Risk Register, please contact the strategicplanningteam@denbighshire.gov.uk.

¹ Please note: The risk score has been increased on the basis of our assessment that the chance of this occurring is currently higher than it was previously. Although we do not regard the likelihood as “almost certain to occur in most circumstances” (which is the definition of Risk Likelihood A in our risk methodology), the risk has certainly increased. It therefore feels appropriate to increase the Risk Likelihood score, and that means increasing it from B to A. Increasing the risk score enables the risk to be further prioritised and escalated, which feels appropriate and necessary at this time.

Report to	Performance Scrutiny Committee
Date of meeting	24 November 2022
Lead Officer	Rhian Evans, Scrutiny Co-ordinator
Report author	Rhian Evans, Scrutiny Co-ordinator
Title	Scrutiny Work Programme

1. What is the report about?

The report seeks Performance Scrutiny Committee to review its draft forward work programme (see Appendix 1). 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 work underway 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 themes (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 Scrutiny's business agenda they have to submit a formal request to the SCVCG seeking Scrutiny to consider 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.

- 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.

Cefndy Healthcare

- 4.8 A report on the above was scheduled for presentation to the Committee at the current meeting. However, to give officers sufficient time to consult with the

Council's senior leadership on proposals contained in the report prior to presenting them to members for examination, the Chair permitted a request that the report's presentation be deferred until January 2023 (see Appendix 1). This will ensure that the Committee is provided with a comprehensive report that will enable it to effectively scrutinise the topic.

Cabinet Forward Work Programme

- 4.9 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

- 4.10 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 to this report.

Scrutiny Chairs and Vice-Chairs Group

- 5.1 Under the Council's scrutiny arrangements, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group has not met since this Committee's last meeting. Its next meeting is scheduled for the afternoon of 24 November 2022.

6. How does the decision contribute to the Corporate Themes?

Effective scrutiny will assist the Council to deliver its corporate themes 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 themes, 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:

Rhian Evans, Scrutiny Coordinator

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e-mail: rhian.evans@denbighshire.gov.uk

Note: Any items entered in italics have not been approved for inclusion at the meeting shown by the Committee. Such reports are listed here for information, pending formal approval.

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
26 January 2023 GwE representative(s), Catholic Diocese's Head of Education/ Headteacher and Chair of the School's Governing Body to be invited to attend	Cllr. Gill German	1. <i>Christ The Word – Response to Estyn Inspection</i> [Education]	<i>To present the local education authority's response/action plan following the 2022 Estyn inspection of the school</i>	<i>Determination of regular monitoring arrangements for the agreed actions to address the recommendations contained in the Regulator's report, with a view to:</i> <i>(i) securing continual improvement in all aspects of the school's work to ensure that all pupils are supported to achieve their full potential; and</i> <i>(ii) ensuring that the lessons learnt by all stakeholders are applied across all schools in Denbighshire as they introduce the new curriculum.</i>	<i>Nicola Stubbins/ Geraint Davies</i>	<i>By SCVCG Sept 2022</i>
	Cllrs. Elen Heaton & Julie Matthews	2. 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 (rescheduled November 2022)
	Cllr. Emrys Wynne	3. 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	Identification of any slippages in performance in order to formulate recommendations to redress the situation and ensure that	<i>Liz Grieve/Bethan Hughes</i>	<i>January 2022</i>

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			adapted its service provision during the year	the Service delivers the Council's Corporate Plan and its priorities in relation to Young People, Resilient and Connected Communities		
16 March	Cllr. Gill German	1. <i>Learner Travel Measure (Wales)</i> [Education]	<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>	<i>January 2021 (rescheduled Sept 2022)</i>
	Cllr. Rhys Thomas	2. 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 (rescheduled Sept 2022)
27 April						
8 June	Cllr. Gwyneth Ellis	1. <i>Council Performance Self-Assessment Update (Q4 & Annual)</i>	<i>To present details of the Council's performance in delivering against the Council's strategic plan and services</i>	<i>Identification of areas for improvement and potential future scrutiny</i>	<i>Iolo McGregor</i>	<i>November 2022</i>
20 July	Cllr. Gill German	1. Curriculum for Wales [Education]	To detail the progress made in relation to the implementation of the new Curriculum for Wales: (i) in primary schools – what worked well, areas for improvement and lessons learnt by all stakeholders during the initial implementation phase;	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	Geraint Davies/James Brown/GwE	July 2022

Meeting	Lead Member(s)	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
				(ii) in secondary schools – the lessons learnt during the implementation phase at the high school that commenced rolling out the new curriculum from September 2022 and 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 in secondary schools from September 2023	ensuring that children and young people in Denbighshire realise their full potential in line with the Council’s Corporate Plan		
	Cllr. Gill German	2.	Additional Learning Needs (ALN) Transformation [Education]	To examine the Council’s compliance with the statutory requirements of the Additional Learning Needs and Education Tribunal (Wales) Act 2018 and the effectiveness of the ‘ECLIPSE’ system in identifying, tracking, managing and supporting pupils identified as having ALNs	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	July 2022
	Cllrs. Gill German & Elen Heaton	3.	Draft Director of Social Services Annual Report 2022/23	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 2022
28 September	Cllr. Gill German & Cllr. Emrys Wynne [Education]	1.	Delivery of Welsh Medium Curricula and Non-Curricula Provision in the County’s Schools	To report on the progress made to date with planning and implementing Welsh medium education in all of the county’s schools in line with the Welsh Government’s vision for Welsh language provision	To ensure that all schools are appropriately resourced and supported to achieve their statutory targets in relation to the delivery of Welsh-medium provision whilst also supporting all pupils to realise their full potential	Geraint Davies/James Curran/Carwyn Edwards	Sept 2022

Meeting	Lead Member(s)	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	Cllr. Gwyneth Ellis	2. Council Performance Self-Assessment 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	November 2022
30 November						

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
Dolwen Residential Care Home (tbc)	To consider the Task and Finish Group's recommendations relating to the future provision of services at Dolwen Residential Care Home, Denbigh	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	Task and Finish Group/Phil Gilroy/Abbe Harvey	July 2018 (currently on-hold due to COVID-19)
Post 16 provision at Rhyl College (suggested for scrutiny during service challenge) Date tbc following the easing of COVID-19 restrictions	To examine the post 16 provision at Rhyl College	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	Rhyl College (and invite Geraint Davies & John Evans – post 16 officer from DCC)	By SCVCG July 2020

Information/Consultation Reports

Date	Item (description / title)	Purpose of report	Author	Date Entered
<p>March & September 2023 [Information]</p>	<p>Council Performance Self-Assessment Update Q1 & Q3</p>	<p>To present details of the Council’s performance in delivering against the Council’s strategic plan and services</p>	<p>Iolo McGregor/Heidi Barton-Price</p>	<p>September 2018</p>
<p>Feb/May/Sept/November each year [Information]</p>	<p>Quarterly ‘Your Voice’ complaints performance to include social services complaints</p>	<p>To scrutinise Services’ performance in complying with the Council’s complaints and identify areas of poor performance with a view to the development of recommendations to address weaknesses. The report to include: (i) a comprehensive explanation on why targets have not been met when dealing with specific complaints, reasons for non-compliance, and measures taken to rectify the failures and to ensure that future complaints will be dealt with within the specified timeframe; (ii) how services encourage feedback and use it to redesign or change the way they deliver services; and (iii) details of complaints which have been upheld or partially upheld and the lessons learnt from them.</p> <p>Report to include example(s) of complaints and compliment(s) received.</p> <p><i>Consideration of the information provided will assist the Committee to determine whether any issues merit detailed scrutiny</i></p>	<p>Kevin Roberts/Ann Lloyd</p>	<p>November 2018</p>
<p>Information Report (June 2020 rescheduled to June 2023)</p>	<p>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</p>	<p>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</p>	<p>Geoff Davies</p>	<p>March 2019 (rescheduled May 2019 & then Jan & Dec 2021 at officers</p>

				request due to COVID-19 pressures)
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Note for officers – Committee Report Deadlines

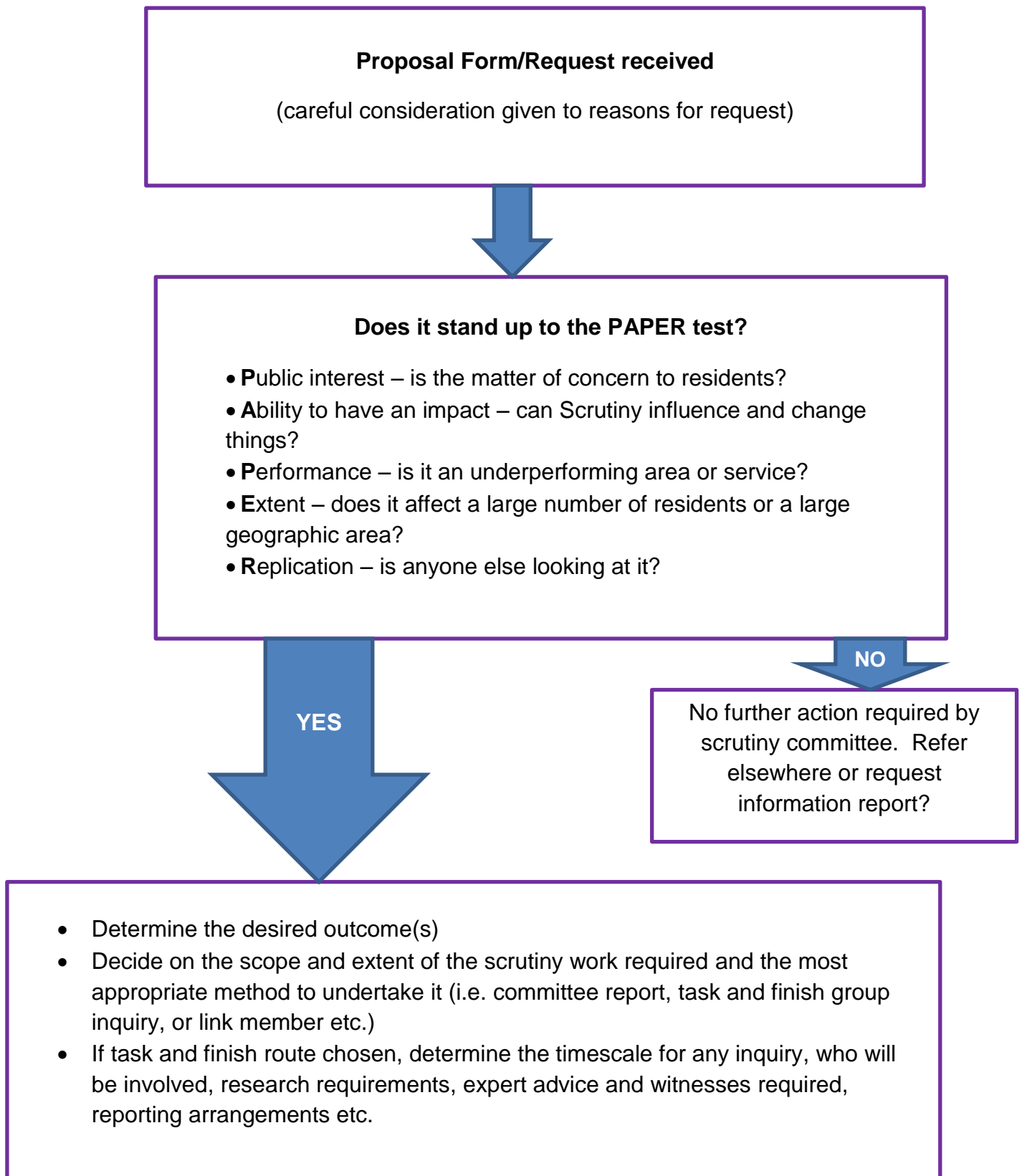
Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
26 January 2023	12 January 2023	16 March	2 March	27 April	13 April

Performance Scrutiny Work Programme.doc

Updated 11/11/2022 RhE

Member Proposal Form for Scrutiny Forward Work Programme	
NAME OF SCRUTINY COMMITTEE	
TIMESCALE FOR CONSIDERATION	
TOPIC	
What needs to be scrutinised (and why)?	
Is the matter one of concern to residents/local businesses?	YES/NO
Can Scrutiny influence and change things? (if 'yes' please state how you think scrutiny can influence or change things)	YES/NO
Does the matter relate to an underperforming service or area?	YES/NO
Does the matter affect a large number of residents or a large geographical area of the County (if 'yes' please give an indication of the size of the affected group or area)	YES/NO
Is the matter linked to the Council's Corporate priorities (if 'yes' please state which priority/priorities)	YES/NO
To your knowledge is anyone else looking at this matter? (If 'yes', please say who is looking at it)	YES/NO
If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?	
Name of Councillor/Co-opted Member	
Date	

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
13 Dec	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	Care Home Fees in Denbighshire financial year 2023/24	A report that details the recommendation of the North Wales Regional Fee Setting Group and seeks Cabinets agreement for Denbighshire County Councils response	Yes	Cllr Elen Heaton Lead Officer David Soley Report Author David Soley
	3	Proposed New Capital Process	To review a proposed new capital approval process for agreeing the Capital Strategy, annual Capital Budget and reviewing Capital Business Cases	Yes	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	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	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
24 Jan	1	Queen's Market: Operator Contract Award	Following the culmination of the procurement process to appoint an operator for the Queen's Market in Rhyl, approval is sought from Cabinet to award a contract to the preferred tenderer	Yes	Cllr Jason McLellan Lead Officer Emlyn Jones Report Author Russ Vaughan
	2	Ysgol Plas Brondyffryn	To consider the Outline Business Case for the proposed new building for Ysgol Plas Brondyffryn	Tbc	Cllr Gill German Lead Officer Geraint Davies Report Author James Curran
	3	Denbighshire Learning Disability Supported Living Schemes	To ask Cabinet to approve the temporary extension of these contracts and to approve the timescale and process for the recommissioning/retendering of the contracts.	Yes	Cllr Elen Heaton Lead Officer David Soley Report Author Alison Heaton
	4	Shared Prosperity Funding – Investment Proposals	To seek Cabinet approval for spend against the Shared Prosperity Fund	Yes	Cllr Jason McLellan Lead Officer – Liz Grieve Report Author – Melanie Evans

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	5	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author Steve Gadd
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
21 Feb	1	Shared Prosperity Funding – Investment Proposals	To seek Cabinet approval for spend against the Shared Prosperity Fund	Yes	Cllr Jason McLellan Lead Officer – Liz Grieve Report Author – Melanie Evans
	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
28 March	1	Shared Prosperity Funding – Investment Proposals	To seek Cabinet approval for spend against the Shared Prosperity Fund	Yes	Cllr Jason McLellan Lead Officer – Liz Grieve Report Author – Melanie Evans
	2	Finance Report	To update Cabinet on the current financial position of	Tbc	Cllr Gwyneth Ellis Lead Officer/Report Author

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			the Council		Steve Gadd
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Lead Officer – Scrutiny Coordinator
25 April	1	Shared Prosperity Funding – Investment Proposals	To seek Cabinet approval for spend against the Shared Prosperity Fund	Yes	Cllr Jason McLellan Lead Officer – Liz Grieve Report Author – Melanie Evans
	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
23 May	1	Shared Prosperity Funding – Investment Proposals	To seek Cabinet approval for spend against the Shared Prosperity Fund	Yes	Cllr Jason McLellan Lead Officer – Liz Grieve Report Author – Melanie Evans
	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
27 June	1	Shared Prosperity Funding – Investment Proposals	To seek Cabinet approval for spend against the Shared Prosperity Fund	Yes	Cllr Jason McLellan Lead Officer – Liz Grieve Report Author – Melanie Evans
	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

Note for officers – Cabinet Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
13 December	29 November	24 January	10 January	21 February	7 February

Updated 16/11/2022 – KEJ

Cabinet Forward Work Plan

Cabinet Forward Work Programme.doc

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
29 September 2022	5. School Categorisation According to Welsh Medium Provision	<p><u>Resolved:</u> - subject to the above observations to receive the information provided, and –</p> <ul style="list-style-type: none"> (i) acknowledge the changes that will be required in some of the county's schools going forward if the Authority is to ensure compliance with the Welsh Government's vision and requirements in relation to Welsh language education provision; and (ii) that a progress report be presented to the Committee in the autumn of 2023 outlining the planning and implementation work undertaken to date with respect of securing the delivery of Welsh Medium Curricula and Non-Curricula provision in the County's Schools in accordance with the Welsh Government's vision. 	Lead Members and officers advised of the Committee's recommendations and a follow-up report is scheduled for presentation to the Committee at its September 2023 meeting (see Appendix 1)
	7. Hafan Deg, Rhyl	<p><u>Resolved:</u> - subject to the above to –</p> <ul style="list-style-type: none"> (i) receive the information provided; (ii) request that elected members be provided with an information report on the background to the decision to outsource the delivery of day care services at Hafan Deg; and (iii) support the continuation of the practice of quarterly monitoring, with a view to securing that plans for the Centre are delivered and key milestones achieved. 	Lead Member and officers informed of the Committee's recommendations. The requested Information Report has been circulated to Committee members as part of the <i>Information Brief</i> document in advance of the current meeting.

