

## Management response

**Report title:** Delivering Environmental Ambitions – Denbighshire County Council

**Completion date:** October 2021

**Document reference:** 2651A2021-22

Ref	Recommendation	Intended outcome/benefit	High priority (yes/no)	Management response	Completion date	Responsible officer
R1	<p><b>Embed the ambition further – evaluate assigned resources</b></p> <p>Review the assigned resources for the delivery of the Climate and Ecological Change Strategy 2021-22 to 2029-30:</p>	<p><b>Clarity over the resources needed to deliver the Councils environmental ambitions</b></p>	Yes	See below R1.1, 1.2 & 1.3	See below R1.1, 1.2 & 1.3	See below R1.1, 1.2 & 1.3

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R1.1	Amend the wording in the financial section of the Strategy to clarify the total estimated costs to 2030.	Clarity over the resources needed to deliver the Councils environmental ambitions	Yes	<p>Wording on page 45 of strategy will be changed to:</p> <p><i>To deliver this strategy over the next 3 years (2021/22 – 2023/24) we think it will cost in at least £9 million pounds in total to deliver the projects needed to achieve all that we'd like. We suspect we will need to invest a similar figure every 3 years (2024/25 – 2026/27 &amp; 2027/28- 2029/30) leading up to 2030.</i></p> <p>Revised version will be uploaded onto Council website in Welsh and English.</p>	31 <sup>st</sup> January 2022	Andrew Cutts

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R1.2	Review the identified funding requirements against the performance to indicate if sufficient money has been assigned to the Strategy.	Clarity over the resources needed to deliver the Councils environmental ambitions	Yes	<p>Appraisal has been completed for 2021/22 and 2022/23 and the following recommendation approved at Budget Board and Cabinet Briefing:</p> <ul style="list-style-type: none"> <li>- to adjusted annual revenue pressure entered into the Medium Term Financial Plan for years 3 and 4 (2023/24 and 2024/25) of Climate and Ecological Change Strategy delivery to fund Net Carbon Zero and Ecologically Positive activity.</li> </ul>	<p>Completed for 2022/23.</p> <p>Annual review during the budget process each year.</p>	Andrew Cutts whilst Helen Vaughan-Evans on Mat Leave (Helen Vaughan-Evans thereafter) & Steve Gadd

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				<p>This is due to the forecast from the appraisal being that the current level of annual investment isn't generating the level of carbon saving or carbon sequestration that is required in order for the Council to meet its Net Carbon Zero goal. Thus more will need to be done in future years.</p> <p>Note: budgets can only be set and approved annually in Local Government.</p>		

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R1.3	Produce a workforce plan for the Climate and Ecological Change Programme to identify roles and areas of responsibility that may be under resourced.	Clarity over the resources needed to deliver the Councils environmental ambitions	Yes	<p>Completed for 2022/23 and costs of an additional 5.5 FTE entered into draft Council budget.</p> <p>Additional request for staff possible in 2023/24 for the following workstreams in order to support the Council achieving its Net Carbon Zero and Ecologically Positive goals: Land Use-Sequestration, Land Use-Biodiversity.</p> <p>A workforce plan for the Programme will be completed following the completion of the Council's overall workforce plan scheduled to be delivered by end of</p>	<p>31<sup>st</sup> March 2022</p> <p>Annual review during the budget process each year.</p>	Andrew Cutts whilst Helen Vaughan-Evans on Mat Leave (Helen Vaughan-Evans thereafter) & Alan Smith

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				December. This will cover the remaining period of the strategy 2022/23 – 2029/30, look at data available of the current staff working on the programme, assess the capacity and capability needs now and likely to need in the future through horizon scanning the agenda to ensure we have the right people, in the right roles at the right time to deliver the 2030 goals.		
R2	Communication with citizens – formally analyse key stakeholders and partners	Clarity around key partnerships needed to deliver the Council's	Yes	See below R2.1, 2.2	See below R2.1, 2.2	See below R2.1, 2.2

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	<b>Complete key analyses to identify key resources in the delivery of the Climate and Ecological Change Strategy 2021-22 to 2029-30:</b>	<b>environmental ambitions</b>				
R2.1	Undertake a formal analysis of existing and potential partners.	Clarity around key partnerships needed to deliver the Council's environmental ambitions	Yes	Process underway and will be completed by end of March. The mix of partnerships will change over the strategy period and a level of horizon scanning will be carried out to highlight potential partnerships we wish to develop in the future.	31 <sup>st</sup> March 2022  Annual review thereafter.	Andrew Cutts whilst Helen Vaughan-Evans on Mat Leave (Helen Vaughan-Evans thereafter) & Alan Smith

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R2.2	Undertake the stakeholder mapping exercise in the Communications Plan.	Clarity around key partnerships needed to deliver the Council's environmental ambitions	Yes	Process underway and will be completed by end of March. It should be noted that this is a live activity and will be reviewed at least annually thereafter.	31 <sup>st</sup> March 2022  Annual review thereafter.	Liz Wilcox Jones & Sian Owen
R3	<b>Communication with councillors and officers – further improve awareness of the environmental ambitions</b>	<b>Better understanding of what people need to do differently to deliver the Council's environmental ambitions</b>	Yes	See below R3.1	See below R3.1	See below R3.1



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R3.1	Review with service areas how they can clarify the impact of the environmental ambitions on their workforce's daily work.	Better understanding of what people need to do differently to deliver the Council's environmental ambitions	Yes	<p>This will be delivered via delivery of whole service workshops to every service in the Council over calendar year 2022.</p> <p>The workshop has been written and trialled with the Community and Customer Service in October 2021 with great feedback and impact. For example one suggested action generated during the workshop has already been completed by a team (partnering with police to reuse reprocessed bikes-giving the bikes to those seeking employment so they can get to work/ interviews).</p>	Christmas 2022	Andrew Cutts whilst Helen Vaughan-Evans on Mat Leave (Helen Vaughan-Evans thereafter), Jane Hodgson & Liz Wilcox-Jones

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				A version of the workshop needs to be produced for those frontline staff who are unable to come or join a virtual/non virtual workshop. This is particularly relevant for the Highways and Environmental Service and Community Support Service.		
R4	Review the findings from the employee survey and focus group work to understand how best to raise awareness of the environmental ambitions across the Council:	Targeted actions based on the findings from the staff survey	Yes	See below R4.1, 4.2, 4.3, 4.4	See below R4.1, 4.2, 4.3, 4.4	See below R4.1, 4.2, 4.3, 4.4

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R4.1	Reinforce the ecologically positive goal alongside the net carbon zero goal.	Targeted actions based on the findings from the staff survey	Yes	<p>This will be an ongoing action for the Climate and Ecological Change Programme Operational Board, led by the Programme Sponsor and Climate Change Team working with Corporate Communication Team.</p> <p>This will be done through the various internal and external communication methods as listed in the Programmes Communication Plan.</p> <p>1.5 FTE dedicated staff within Corporate Communications team working on this agenda likely from 1<sup>st</sup> April 2022</p>	Ongoing	Andrew Cutts whilst Helen Vaughan-Evans on Mat Leave (Helen Vaughan-Evans thereafter) & Alan Smith

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				which will assist with this action.		
R4.2	Follow up on the service areas that reported low levels of awareness and not seeing guidance on the environmental ambitions.	Targeted actions based on the findings from the staff survey	Yes	<p>Paper and discussion at SLT on the survey results completed- 16<sup>th</sup> September 2021.</p> <p>Services reporting they were not aware of the environmental ambitions according to the survey results were as follows:</p> <ul style="list-style-type: none"> <li>- Schools (38.9%)</li> <li>- Denbighshire Leisure Ltd (31.3%)</li> </ul>	<p>Plan by 31<sup>st</sup> January 2022.</p> <p>Delivery over calendar year 2022.</p> <p>Annual review thereafter.</p>	Andrew Cutts whilst Helen Vaughan-Evans on Mat Leave (Helen Vaughan-Evans thereafter) & Alan Smith

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				<ul style="list-style-type: none"> <li>- Education and Children's Services (27.8%)</li> </ul> <p>Services reporting not seeing guidance on environmental ambitions according to the survey results were as follows:</p> <ul style="list-style-type: none"> <li>- Schools (83.3%)</li> <li>- Denbighshire Leisure Ltd (75%)</li> <li>- Education and Children's Services (47.7%)</li> </ul> <p>Schools</p> <ul style="list-style-type: none"> <li>- Programme Sponsor and Programme Manager meeting</li> </ul>		

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				<p>with Head of Education Services and Chair of the Headteacher's Forum where these results will be discussed and an approach/ set of actions agreed for increasing awareness</p> <ul style="list-style-type: none"> <li>- Delivery of those actions throughout 2022.</li> </ul> <p>Note: Schools are a devolved entity to the Council in terms of budget and management.</p> <p>Denbighshire Leisure Limited</p> <ul style="list-style-type: none"> <li>- Climate and Ecological Change Programme on</li> </ul>		

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				<p>agenda for the Operational Board (Board between Council and arm's length company DLL) on November 22<sup>nd</sup> where these results will be discussed and an approach/ set of actions agreed for increasing awareness</p> <ul style="list-style-type: none"> <li>- Delivery of those actions throughout 2022.</li> </ul> <p>Note: DLL are a wholly owned arm's length company to the Council.</p> <p>Education and Children's Services</p>		

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				<ul style="list-style-type: none"> <li>- Programme Sponsor and Programme Manager meeting with Joint Heads of Education and Children's Services where these results will be discussed and an approach/ set of actions agreed for increasing awareness</li> <li>- Workshop action mentioned in R3.1 will be completed with this Service area early on in 2022.</li> </ul>		



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R4.3	Produce and communicate a plan to roll out training as wide as possible through the organisation on carbon literacy.	Targeted actions based on the findings from the staff survey	Yes	<p>Plan completed and as follows:</p> <ul style="list-style-type: none"> <li>- Plug training gaps for the 1 day accredited Carbon Literacy training for members of SLT and Councillor. <ul style="list-style-type: none"> <li>o i.e. SLT members who missed out in Feb/Mar 2021 (by 31<sup>st</sup> March 2022- ref: corporate risk mitigation)</li> <li>o New SLT members as and when</li> </ul> </li> </ul>	<p>Plan Completed</p> <p>Toolbox talk version- by 31<sup>st</sup> March 2022</p> <p>Ongoing Delivery annually</p>	Andrew Cutts whilst Helen Vaughan-Evans on Mat Leave (Helen Vaughan-Evans thereafter)

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				<p>(note: 2 SLT members retiring in next 6 months)</p> <ul style="list-style-type: none"> <li>o Post elections in May 2022, offer course to new councillor and returning councillors who missed out in Feb/Mar 2021.</li> <li>- Continue to publicise and encourage staff to complete the 'Introduction to</li> </ul>		

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				<p>Climate Change' e learning module through HR Business Partners and statistic reporting</p> <ul style="list-style-type: none"> <li>- Create a tool box talk version of the 'Introduction to Climate Change' training to deliver to front line staff in Highways and Environmental Service and Community Support Service.</li> </ul> <p>This was discussed at SLT on 16<sup>th</sup> September.</p>		

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				Delivery on training plan ongoing.		
R4.4	Produce and communicate a plan to develop training on the ecological literacy.	Targeted actions based on the findings from the staff survey	Yes	<p>Plan completed and as follows:</p> <ul style="list-style-type: none"> <li>- Procure supplier for 1-day Ecological Literacy Training (e.g. Nature Wise) to be delivered virtually in house to SLT, Councillors, Middle Managers and Project Managers (up to 250 learners depending on cost)</li> <li>- Procure supplier for creation of a 'Introduction to</li> </ul>	<p>Plan Completed</p> <p>Delivery of assets (1-day course and e-learn)- 31<sup>st</sup> March 2022</p> <p>Ongoing Delivery annually</p>	Andrew Cutts whilst Helen Vaughan-Evans on Mat Leave (Helen Vaughan-Evans thereafter) & Liz Wilcox-Jones

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				<p>Nature Decline/Recovery' e learn and launch for all staff</p> <ul style="list-style-type: none"> <li>- Create a tool box talk version of the 'Introduction to Nature Decline/Recovery' training to deliver to front line staff in Highways and Environmental Service and Community Support Service.</li> </ul> <p>This was discussed at SLT on 16<sup>th</sup> September.</p>		