Service Performance Challenges 2023 to 2024 Summary of Actions

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

Key Actions	Generic issues arising across service challenges
Highways and Environmental Services 1 Commit to finding solutions in order to **reduce the use of plastic in the school catering service**.	✔ Collaboration and partnership work
Highways and Environmental Services 2 Having **regular 121s across the Service** is difficult given the majority of the staff are not office based (e.g. Catering & Cleaning, Refuse Operatives, Highway Operatives, Streetscene Operatives etc). Seek different solutions for different teams that meet the way the team/individuals work whilst meeting the corporate standard.	✔ CSS: People (Personnel 121s)
Highways and Environmental Services 3 Consider options on **how best to promote the circular economy** (i.e. reuse, repair and recycle) **from household items that they collect** (e.g. promote repair shops, resale of items at recycling centres etc).	
Highways and Environmental Services 4 Service to work with relevant Officers responsible for **C360** to develop a better way of working in relation to use of C360.	✔ CSS: People (C360 system)
Highways and Environmental Services 5 ICT solutions can greatly improve the way the Service delivers its functions. The Service needs to **work with ICT to horizon scan on ICT solutions**.	✔ CSS: Performance, Digital, Assets (ICT systems)
Planning, Public Protection and Countryside Services 1 **Staffing - Recruitment and retention challenges** are apparent throughout the council. (as in other local authorities and Nationally) The service to continue to work with HR to look in detail at pressures and consider different options to address any issues with recruitment.	✔ CSS: People (Personnel recruitment)
Planning, Public Protection and Countryside Services 2 **Collaboration -** Service to explore options of **closer working with other local authorities**. Either;	✔ Collaboration and partnership work

(i) Joint procurement of specialist consultants e.g. specialist ecology work. (ii) For more collaborative working e.g. Minerals & Waste Planning function.		
Planning, Public Protection and Countryside Services 3 **Town Plans -** Service to develop useful and informative summary documents of regeneration/economic development activities in our Towns.		
Planning, Public Protection and Countryside Services 4 Sustainable Transport Plan - Service to progress the development of the Sustainable Transport Plan: to consult with Members and the public on the draft Plan and present findings and final document for approval to Cabinet.		
Planning, Public Protection and Countryside Services 5 **Passenger Transport -** Service to review bus stops and provide Members with information on: council responsibility and scheduled maintenance programme. Service to look at innovative ways for people to access transport e.g. promotion of QR codes at bus stops, promotion of App, more Flexi buses, etc.		
Planning, Public Protection and Countryside Services 6 **Economic Strategy –** Service to progress the development of the Economic Strategy (to be led by Economic Business Development Team) that will: • Grow Denbighshire's green economy. • Support rural businesses. • Regenerate town centres. • Enhance our tourism offer.	✔	Collaboration and partnership work
Planning, Public Protection and Countryside Services 7 **Good Officer and Member working relationships -** Service to continue to engage with Members and continue to keep Members informed at all stages regarding Planning, Public Protection & Countryside Service matters.		
Planning, Public Protection and Countryside Services 8 **Countryside Service -** Service to continue to expand its Tree Nursery activities to include the provision of trees	✔	Collaboration and partnership work

to both internal and external customers, particularly neighbouring authorities.	✔	
Education and Children's Services **No actions arising from the performance challenge**		
Housing and Communities 1 **Staffing -** Service to continue to work with HR to look in detail at pressures and consider different options to address any issues with recruitment, retention and succession planning for the service.	✔	CSS: People (Personnel recruitment)
Housing and Communities 2 **Service Risk Register -** Service to update with new and current risks including housing legislation, libraries, budget challenges.		
Adult Social Care and Housing 1 Service to consider the format and content of service plans going forward.		
Adult Social Care and Housing 2 Service to review its finances (HoS and Lead Members for Finance and Adult Social Care).		
Adult Social Care and Housing 3 Expand and enhance **collaboration with other services** and partners to increase involvement of volunteers and community initiatives which may support the service by reducing pressure and also benefit the wellbeing of citizens.	✔	Collaboration and partnership work
Adult Social Care and Housing 4 **Collaborate** with Wrexham County Borough Council to work on a way of reframing the narrative around provision for homelessness accommodation.	✔	Collaboration and partnership work
Adult Social Care and Housing 5 Explore ways for the service to improve data management with support from Corporate Support Services – Performance, Digital and Assets.	✔	CSS: Performance, Digital and Assets (ICT)
Corporate Support Services: Performance, Digital, Assets 1 **Research potential use** of Open Source within the Council. Report to CET on findings.	✔	Collaboration and partnership work
Corporate Support Services: Performance, Digital, Assets 2	✔	Collaboration and partnership work

Explore opportunity for collaboration regionally on cyber security resourcing across North Wales Local Authorities. Report to CET on progress.	✔	
Corporate Support Services: Performance, Digital, Assets 3 Explore opportunities for income generation within Property Services building on the in-house capability and capacity held on Property Compliance.		
Finance and Audit 1 Establish **bi-monthly meetings** for Lead Member and Chief Internal Auditor.		
Finance and Audit 2 As part of our existing good contract management practices, gather best practice from providers (including their approaches to achieving efficiencies).	✔	Collaboration and partnership work
Finance and Audit 3 Service to request SLT's support with implementation of the new financial system, including preparing existing users across the Council to be ready for the change.		
Finance and Audit 4 Work with ICT to explore opportunities for automation and artificial intelligence, particularly with transactional work, and understand the return on investment.		
Finance and Audit 5 Develop ideas for new collaborative arrangements across the service where resilience is a driver as much as efficiencies.	✔	Collaboration and partnership work
Finance and Audit 6 Ensure completion of 121s is recorded on iTrent.	✔	CSS: People (Personnel 121s)
Corporate Support Services: People 1 Explore the potential to create a corporate customer contact team through a corporate conversation as to whether we (i) want a corporate customer service team at all (ii) retain the existing arrangements where we have a corporate customer contact team that only covers certain corporate functions and does not include others (iii) seek to grow the current corporate customer service team so it delivers more or (iv) have a genuine Council wide single corporate customer service team	✔	CSS: Performance, Digital and Assets (ICT)
Corporate Support Services: People 2	✔	CSS: Performance, Digital and Assets (ICT)

Subject to the outcome of the corporate conversation regarding corporate contact/customer service, review requirements for and procure a Corporate CRM system (including undertaking workshops with members and services to inform development of the new system).		
Corporate Support Services: People 3 Review the corporate communications function and opportunities to become more proactive in our communication and present a report to CET and Cabinet Briefing before engaging more widely with SLT/Middle Managers and all Members.	✔	Collaboration and partnership work
Corporate Support Services: People 4 Review our approach to managing social media and present a report to CET initially before agreeing where else to report the conclusions.		
Corporate Support Services: People 5 Review the procurement function and how we support teams undertaking procurements across Flintshire and Denbighshire.	✔	Collaboration and partnership work
Corporate Support Services: People 6 Consider the approach to involving members, staff and the public in transforming and reshaping the council.	✔ ✔	CSS: Performance, Digital and Assets (ICT) Collaboration and partnership work
Corporate Support Services: People 7 Take a proactive "CSS: People-level" approach to understanding services' needs over the short, medium and long term, and facilitate more learning between sections across the service.		
Corporate Support Services: People 8 Support and encourage the greater use of Welsh, informally and formally, throughout the council, at meetings and Committees		
Corporate Support Services: People 9 Evaluate the way CSS: People uses and reports back on feedback		