

exceed the previous voucher allowance and further funding is being sought, pending news on the new voucher scheme.

This project directly benefits those who are at a **socio economic disadvantage**. The benefits of improved connectivity and access to services will also benefit the protected characteristics of **Age** and **Disability**.

Digital Exclusion

Despite Covid-19 and the restrictions imposed on us, some small positive outcomes were achieved during 2020 to 2021. 44 staff were trained in digital skills and 5 digital volunteers, known as Denbighshire Buddies, are available to help residents with simple digital problems. We have also upgraded and adapted technological kit – such as iPads - and resources to ensure our assets and services at Denbighshire libraries and residential care settings are digitally inclusive. In September 2020, we reviewed the scope of the project and identified the economically vulnerable as a priority to help, particularly those digitally impacted by job losses. ‘Solo digital spaces’ for interviews are being created in libraries, and Working Denbighshire are planning to use virtual reality technology to develop interview skills. Fibre speed connection is now installed at Cysgod y Gaer, one of our residential care settings, and all IT kit is in place and connected. Connectivity at Cysgod y Gaer is one step to developing an intergenerational event with Caer Drewyn school in Corwen, but due to Covid-19 restrictions in residential settings and schools the event is yet to happen.

This project directly benefits the protected characteristics of **Age**, **Disability**, and those who are at a **socio economic disadvantage**.

Infrastructure for Events

This project is focussed on improving infrastructure to make it easier to stage events. It has two key elements: better support for community-run events (through provision of a mobile equipment hire scheme and a targeted support package for a selected number of localities); and better support for large-to-major events (through a large-to-major events process and through better engagement with promoters).

Following a period where little activity was taking place due to Covid-19, three of the four workstreams are now back in operation. The majority of equipment for the mobile equipment hire scheme has been ordered and is in secure storage whilst systems and

processes are being developed to support the running of the scheme. The targeted support package has been developed as a one-off grant fund totalling £128k, which will be shared by a limited number of selected applicants to provide improved infrastructure in communities that host and organise community events in Denbighshire. Project proposal forms and selection criteria have been agreed, and the scheme will be launched soon. The council's website now directs major events promoters and organisers to a named contact, to discuss the opportunities available in Denbighshire to stage events.

The mobile equipment hire scheme and the targeted support package are open to communities across the whole of Denbighshire, with the targeted support package being allocated on the basis that the events will be able to provide an enhanced experience for all. This includes those individuals that may currently experience difficulties accessing events in their community because of their protected characteristics, for example **Disability**. The project may also be particularly valued by communities that are at a **socio-economic disadvantage**, that may currently not have access to the infrastructure or equipment they need to run events for the benefit of their community.

Travel to Work, Education and Services

Our approach to improving travel connectivity has shifted. Since the Corporate Plan was approved, Denbighshire County Council declared a Climate and Ecological Emergency in July 2019. Since then, we have developed plans to become a net carbon zero and ecologically positive council by 2030, and it was agreed by the Corporate Plan Programme Board that this project should adapt to support the carbon reduction agenda.

Furthermore, between 2019 to 2020, we worked with other North Wales Public Service Boards to procure research to better understand travel barriers to work. The research has been valuable, and it has demonstrated that people's barriers are often linked to poverty, inequality and socio-economic exclusion. Resolving barriers to transport – in rural areas in particular – are complex, and often unsustainable (from a service provision and financial point of view).

As a result of these two developments, we are proposing to develop a 'Sustainable Transport Plan'. The Plan will set a long-term vision for sustainable transport in Denbighshire and will probably include a range of existing and new interventions to encourage greater use of greener and healthier forms of transport, including reducing the need to travel wherever possible.

This project will directly benefit the protected characteristics of **Age** and **Disability** and those who are at a **socio economic disadvantage**.

Access to Information and Services

The council's new website went live on September 16, 2020. A closure report for this project has been approved by the Corporate Plan Programme Board. What went well included engagement with internal and external digital and digital accessibility experts, to ensure the new platform would be fully accessible; a 'multi-disciplinary team' approach to procurement was particularly effective; teams supporting people with learning difficulties and also the visual impairment teams were involved in the procurement process for the screen reader software. Lessons learned included commencing procurement of a replacement website well before the expiry of the current contract; the value of adequate project management being in place as early as possible; the importance of clarity around project roles and expectations, and working with those affected by the changes early on in the process. The project report concluded by saying "it is important when making operational decisions about a project to consider the long-term resource implications attached to those actions beyond the lifetime of the project". This project clearly demonstrates the sustainable development principles at work. We will continue to monitor web-based transactions.

This project will directly benefit the protected characteristics of **Disability** and **Age** and those who are at a **socio economic disadvantage**.

Roads and Bridges

2020 to 2021 proved a challenging year for the structures team because of Covid-19 restrictions, but also because of a vacancy that occurred half-way through the year that proved hard to recruit to. Additionally, the delivery window for most bridge related projects is narrow (due to the risk of high river levels), and hence most work is usually done in the summer months to reduce the access risk. As a result of these factors, less than a third of the work that was intended for year 4 of our 10-year maintenance programme could be completed. The floods of February 2020 and January 2021 also brought considerable damage of course, not least the destruction of the Llanerch Bridge, so the team has been busy trying to ensure that the repair funds received from WG (£1.753m) has been spent.

All improvement works to highway assets will assess accessibility, considering in particular the protected characteristics of **Age** and **Disability**. We want to make sure that no one is disadvantaged in accessing goods and services. In the case of the Llanerch Bridge, which is an important local route, the council has committed to its replacement as soon as possible to ensure that residents are not disadvantaged in the long-term by its loss.

Annual or Biennial Measures

Measure	2019 to 2020	2020 to 2021	Status
The percentage of principle A roads that are in overall poor condition – Benchmarked Nationally	3.6	3.5	Acceptable
The percentage of non-principal/classified B roads that are in overall poor condition – Benchmarked Nationally	5.3	5	Priority for improvement
The percentage of non-principal/classified C roads that are in overall poor condition – Benchmarked Nationally	8.2	7.6	Good
The percentage of adults (aged 16 or over) who have used the internet within the last 3 months (Conwy and Denbighshire) – Benchmarked Locally	87.7	89.8	Acceptable

Measure	2014	2019	Status
Percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Access to Services (Wales Index of Multiple Deprivation - WIMD)	14	14	Does not apply Count only

Quarterly or Biannual Measures

Measure	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
The percentage of Superfast Coverage in Denbighshire (>30 Mbps) – Benchmarked Locally	91.29	92	91.83	91.87	92.23	Priority for improvement
The percentage of premises with Broadband of 10 Mbps or below – Benchmarked Locally	4.93	4.63	4.76	4.71	4.45	Priority for improvement
The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels	46	52	48	50	50	Does not apply Count only
The percentage of mobile 4G road signal (all operators) – Benchmarked Locally	45.31	45.48	Data pending	49.8	Data pending	Priority for improvement
Percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale) – Benchmarked Locally	89.7	No data due to Covid-19	No data due to Covid-19	No data due to Covid-19	87	Priority for improvement

Measure	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
6 monthly Road Condition Score for around 75% of the remaining network (some C roads and almost all unclassified roads)	Does not apply 6 monthly	No data due to Covid-19	Does not apply 6 monthly	No data due to Covid-19	No data Propose removal	Does not apply Baseline year

Project Progress

The following projects are on target:

- Superfast broadband and mobile network
- Digital exclusion
- Infrastructure for events

The following project was pushed back to project brief stage:

Sustainable Transport Plan (formerly Travel to work, education and services)

The following project is closed:

Access to information and services

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 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.

North East Wales Archives Service

The council has worked in partnership with Flintshire County Council to create a new North East Wales Archives service. The service is working towards the building of a new co-

located facility, and in developing its designs have engaged extensively with a variety of stakeholders, including seldom-heard groups, and those from the LGBTQ community. These discussions have significantly influenced the design and use of the proposed building, for which a bid is currently pending with the National Lottery Heritage Horizon Award.

It is hoped that the new building will directly benefit those with the protected characteristics of **Disability, Gender Reassignment and Sex**. The project is a great **collaborative, long-term** initiative that has extensively **involved** stakeholders, and will **prevent** harm to our historic collections. The bid also **integrates** with the ambitions of our partners in Flintshire to grow the offer at Theatre Clwyd as a sustainable cultural hub in the area.

Rural Walks and Community Miles

Walking doesn't all have to be about long distance challenges. Accessible (to **Age and Disability**) short walks that will only take an hour or so are sometimes all we need to boost our well-being. These walks often link communities and explore some of our most special places. The [Denbighshire Rural Walks](#) series presents the best of walking in our rural area in one booklet with a range of walks to choose from – from the short and very easy, to the more strenuous. Our [Community Miles](#) series link villages and other places of interest. Walks are free, they can have little to no negative impact on our environment and can **prevent** health problems and protect well-being over the **long term**. This is particularly important for areas that are at a **socio-economic disadvantage**.

What are we doing in 2021 to 2022?

We will continue to deliver against the projects that support this priority:

Superfast Broadband and Mobile Networks: We will progress talks with partners across North Wales to maximise the benefits for Denbighshire on regional digital infrastructure projects (Local Full Fibre Network and the North Wales Growth Deal). We will prepare a plan for tackling the remaining 'white' properties in the county (those without, or with very, poor connectivity), and continue to support Nantglyn to progress a community broadband solution.

Digital Exclusion: We will continue to train staff and volunteers from April 2021 onwards. We will promote the Denbighshire Digital Buddies scheme. We will plan an intergenerational event to take place during 2021, and work to support those experiencing

socio economic disadvantage will commence, with a focus on digital skills and employment.

Infrastructure for events: We hope to launch the mobile equipment hire scheme in the spring, 2022. We will encourage use of the equipment through proactive publicity. Information about the targeted support package scheme will also be shared with Member Area Groups and City, Town and Community Councils prior to publication and launch of the scheme in July 2021. It is envisaged that the 'bidding window' for project proposals will be open between July and September 2021, and funding award decisions will be communicated by the end of the year. Proactive engagement with promoters will commence in the autumn, 2021, in preparation for the summer season of 2022. Whilst this work will extend beyond the timescales of the current Corporate Plan, the aim is to embed a more structured and coherent approach to events that will continue for years to come.

Sustainable Transport Plan: A project brief to produce a Sustainable Transport Plan for Denbighshire will be discussed by the Corporate Plan Programme Board in July 2021. Once approval is confirmed, a business case to take the project forward will be developed.

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

Measures: Acceptable

Projects: Good

Corporate Plan Performance Framework: Measures Update

As a whole, North Wales saw an 5.8% increase in domestic crime in 2020 to 2021.

Domestic crime in Denbighshire has increased in the past twelve months; in terms of the overall trends, the levels in the county fluctuates on a weekly basis.

There has been an increase in the cumulative number of repeat victims of domestic violence being identified in Denbighshire, from 517 to 555. This increase is 7.6% on the previous year. Repeat victims are people who have been a victim of crime three or more occasions in 12 months; therefore, the value for each month is a snapshot of the previous 12 months. Covid-19 restrictions are likely to have had an effect on domestic crime, with intra-familial tensions being raised due to lockdowns and travel restrictions.

Repeat offenders are people who have committed a domestic abuse offence on three or more occasions in 12 months; therefore, the value for each month is a snapshot of the previous 12 months. The number of repeat offenders of domestic abuse has increased in Denbighshire over the past twelve months, rising from 97 to 108 for the same period this year. This is an increase of 11.3%. The overall picture for North Wales for 2020 to 2021 shows the percentage of repeat offenders of domestic abuse has decreased by -2.2%.

Within the national Dewis Cymru website (a platform for sharing information on organisations and services that may be beneficial to people's well-being) the number of resources for Denbighshire stands at 623 at the end of March 2021. This is an increase of 16% on the figures we saw for the same period the previous year. The council encourages all services and service users to look to this platform for community information, and it is possible that the Covid-19 pandemic has led people and service providers to use this platform more regularly. At the end of March 2021, there were 11,059 resources for Wales on Dewis Cymru, and 2,799 for North Wales.

The number of carer assessments that took place during 2020 to 2021 totalled 878. However, for the same reporting period the previous year, the number of assessments

was higher at 1,224. We are not clear yet why there is a reduction in these figures, for a year where we know more people took on caring responsibilities during the pandemic. Support for carers has continued and community support has been available regardless of whether carers have received an assessment. Third Sector / Community Support during the crisis has been reaching carers and helping them to continue their caring responsibilities, and it is possible that this has made a difference. Working patterns have also changed and more people are working from home or furloughed, and some people have declined or cancelled formal support because they didn't want home visits to protect the vulnerable people that they care for. Carers themselves continue to show amazing resilience and maybe have been managing through their own creativity instead of seeking formal assistance. Carer Assessors have continued to find remote telephone and online support, and last summer were able to offer garden visits.

Data for 2020 to 2021 for the average length of time adults (aged 65 or over) are supported in residential care homes shows a steady increase to 1,053 days, rising from 970 for the same time the previous year. It is likely that the increased figure is due to the Covid-19 pandemic guidelines around isolating and shielding of vulnerable residents. Although our figures remain high in relation to the Wales average (800), it is understood that Denbighshire has a high average age population. We are still below our target of 1,200 days.

There are five remaining measures in our framework that relate to the council's carers' and residents' surveys. There is no new data to present for these, but they are next anticipated to run in late-summer and the autumn respectively.

Corporate Plan Programme Board: Project Update

Involvement in shaping and improving services

Confidence in the ability to deliver this project remains high; however, confidence in the ability to deliver the project as originally planned (focussed on building strong face-to-face engagement opportunities and fostering this culture within the council and its communities) is compromised due to the Covid-19 restrictions. Engagement Champions have recently met to discuss year one findings by ONEDAY Ltd, a research consortium commissioned to carry out our street survey work. The sustainability of new ways of working as a result of Covid-19 were also discussed and are anticipated to have a longer-term impact on the draft engagement policy and supporting framework for the council. Further research work

was undertaken in February and March 2021, devising a draft plan offering various options moving forward, dependent upon Covid-19 restrictions; findings will be reported when available. The spend profile for the project is under review and will be offered to the Corporate Plan Programme Board in July 2021 to ensure funding is maximised.

The engagement portal is now available on the council's [website](#).

This project indirectly benefits people from all protected characteristics, carers and those who are at a **socio-economic disadvantage** in that the source information is very varied and is in an accessible format for all.

Supporting Carers

On 26 November 2020, Carers Rights Day, the council launched its Carers' Charter. The charter, produced in consultation with local adult and young carers and the Denbighshire Carer's Strategy Group, is our public statement of commitment to carers. We hope local businesses, third sector and community organisations will sign-up and make copies available in their workspaces and offices to ensure the role of informal, unpaid, carers is recognised. It sets out the council's pledge for carers to have the right to be treated with courtesy, respect and dignity, as well as the right to an individual assessment separate from the person for whom they are caring, so that their voice is also heard.

The Supporting Carers Project Team has continued to meet regularly to discuss progress and to plan for next steps and Covid-19 recovery. The Denbighshire Carers Strategy Group has also continued to meet and share information throughout the Covid-19 pandemic. It is recognised that some services have transferred well to virtual delivery and are likely to continue in this way because of convenience and being able to reach a wider audience. It is, however, equally acknowledged that digital exclusion is an issue and there is a need for on-going training and support for residents who are unable or unwilling to engage remotely with local carer services.

Community Support Services are continuing to review the carer referral process to ensure a seamless carer journey and improved data collection. Business systems are contributing to this work to ensure that Denbighshire's recording methods are consistent with other local authorities and prepared to collect data against the Welsh Government's improved performance framework (introduced in April 2020).

Support with contingency planning is available and discussed with carers as part of the What Matters / Assessment process. Third sector partners co-ordinated the Carers Support Grant, recently launched by Welsh Government, to support carers who experienced hardship during the winter. Application forms are available from [Carers Trust Crossroads](#) and [NEWCIS](#) for additional financial support and / or equipment to help carers in their caring role.

This project directly benefits the protected characteristics of **Age, Disability, Sex, Marriage and Civil Partnership** (particularly for unpaid carers looking after family members, spouse, partner etc.), and those at a **socio-economic disadvantage**.

Community Resource Teams (CRT)

In December 2020 the Regional Transformation Board closed the CRT project and moved it to 'business as usual' under the Community Support Services' monthly Integrated Health and Social Care Localities Meeting. Community Support Services and partners continue to offer seamless health and care provision in locality hubs and throughout the county.

This continued work for Community Support Services directly benefits the protected characteristic of **Age**, and also those with characteristics that mean that they are most likely to struggle with health issues requiring our support, which would include **Disability, Pregnancy and Maternity, Race, Religion and Belief**, or who are at a **socio-economic disadvantage**.

Community Planning, Windfarms

The Community Development Team continues to support Windfarm fund processes for the four major schemes covering Denbighshire, whilst also supporting communities to develop project ideas and identify funding opportunities from a range of sources. The team also deliver a broad range of other outcomes, which include, but are not limited to, administering other grant funding, developing internal and external networks to promote good practice, planning and publishing of community development related news, and co-ordinating corporate endorsement of community projects where appropriate.

The Community Development Team creates a bridge between what is happening in local communities and corporately within the council. This provides unique opportunity to facilitate collaboration between communities and council services, whilst also providing valuable insight into current priorities for communities across the county.

It is our hope that in supporting our communities through this work, projects that they deliver will in turn benefit all protected characteristics, including the socio-economic duty.

Reduce Domestic Abuse

We continue to develop a county-wide approach to raising awareness on how to reduce domestic abuse against women and men as part of this Corporate Plan, as well as supporting the North Wales strategy to tackle all aspects of violence against women, domestic abuse and sexual violence. The council project aims to contribute to the reduction of domestic abuse across the county by raising awareness of domestic abuse with staff and service users; providing training and development for staff to recognise the signs of domestic abuse, and offering the provision of support for children affected by domestic abuse. The project remains on target to achieve these original aims, with progress in particular being made on the Ask and Act training for frontline practitioners. This training was developed with survivors of violence against women, domestic abuse and sexual violence, and informed by lived experience. Level 2 training took place in March and April and 33 individuals are now trained as 'trainers' for Ask and Act; five staff were trained at Level 3 in April.

The Covid-19 lockdown has impacted start times on Spectrum training in schools and also on early domestic abuse intervention programmes for children. However, these impacts should be short-term and the goals still achievable by the end of the Corporate Plan in 2022.

As part of the project, the council supported White Ribbon Day on 25 November 2020 by lighting up two of our landmarks white, the Rhyl Pavilion and Rhyl Sky Tower. White Ribbon Day works to raise awareness of violence against women, encourage men to support women's groups, and raise awareness in schools and workplaces of violence against women.

This project directly benefits those who are at a **socio-economic disadvantage** and also those with characteristics that mean that they are most likely to experience domestic abuse, including **Marriage and Civil Partnerships, Religion, Sex and Sexual Orientation**.

Working towards becoming a Dementia friendly council

The project team has recently submitted its first annual self-assessment to the Alzheimer's Society to confirm the activities and actions that have been undertaken to raise awareness of Dementia. Within the past twelve months, the project has continued, despite Covid-19 restrictions and the inability to meet face-to-face with people living with Dementia and the carers of those people living with Dementia. Work has included development of an intranet page to share with staff useful information, including what is available to assist people and their families living with Dementia. Staff were asked to share the information amongst colleagues and to contribute anything that they were aware of locally that could help improve its usefulness, such as Dementia Friendly locations and groups.

Dementia awareness / Friends training has been provided for staff and councillors and the Team is currently seeking ways to continue this through on-line sessions. Currently Dementia Champion training from the Alzheimer's Society is unavailable, but the project team will seek to offer this in the future.

This project directly benefits the protected characteristics of **Age** and **Disability**.

Rhyl Community Development

As part of the Safer Streets Programme between Denbighshire County Council, North Wales Police and Clwyd Alyn Housing, Countryside Services have almost completed work on a new community food garden, bringing a disused and unsightly piece of land back into use for local residents to enjoy. This garden will offer communities opportunity to grow their own food, and to use new fixtures to sit, relax and socialise. The Garden will be fully accessible and will be used at no cost to residents who are part of the West Rhyl Community Champions initiative. The gardens are a way of saying thank you to residents, for being involved with the work of statutory organisations and the creation of activities to benefit West Rhyl communities.

Over the past two years, residents have voiced concerns over the way vehicles park fully on pavements and across junctions around the Gerddi Heulwen Park. These vehicles are a safety hazard for both pedestrians and road users, as they're causing obstructions which present a serious risk to the community. As part of the Safer Street Programme, a consultation was carried out earlier this year with residents living on Gronant Street, Abbey Street and John Street, seeking to offer potential options to rectify the issues. As a result

of the consultation, contractors were appointed and 105 stainless steel bollards were installed along pavement edgings during March. These are in keeping with the already installed posts around the park and, as requested by a number of residents during the consultation process, they are more aesthetically pleasing than black bollards. The options of resident parking permits and double yellow lines are still under discussion; further consultation with residents is required for this.

In terms of Capital Investment Projects and Community Benefits, the Rhyl Community Development Board met earlier this year and discussed the significant Regeneration Projects currently taking place and planned for Rhyl. An action arose from the meeting to map out employment and training opportunities being created for local residents as part of the projects, to include paid job roles, apprenticeships, work experience placements, and required skills and training. The Public Sector projects currently being mapped are the Queens Market Redevelopment, East Rhyl Sea Defences, Royal Alexander Hospital, Engineering School of Excellence, and Edward Henry Street Housing Development. Working closely with the various project managers and contractors is beneficial for Working Denbighshire and the Department of Work and Pensions, as they're able to prepare local people to take up the opportunities. Meetings and discussions are ongoing and findings will be presented at the next Community Development Board meeting.

This programme directly benefits those who are at a **socio-economic disadvantage**.

County wide Community Development

For the financial year 2020 to 2021 there were 205 groups / projects supported by the Community Development Team. The work included support to strengthen the council's working relationship with foodbanks across the county, hosting two virtual Foodbank Network meetings from January to March, providing a platform to share best practices, highlight common concerns, and invite guest speakers from Citizen's Advice Denbighshire.

During January to March there were 28 applications received for the Open Spaces Commuted Sums resulting in 25 projects being allocated funding to deliver their projects.

It is our hope that in supporting our communities through this work, projects that they deliver will in turn benefit all protected characteristics, including the socio-economic duty.

Annual or Biennial Measures

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

Measure	2018 to 2019	2019 to 2020	Status
The percentage of people reporting they have received the right information or advice when they needed it – Benchmarked Locally	88	No data due to Covid-19	Acceptable
The percentage of carers reporting they feel supported to continue in their caring role – Benchmarked Locally	55	No data due to Covid-19	Priority for improvement
The percentage of people reporting that they know who to contact about their care and support – Benchmarked Locally	84	No data due to Covid-19	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	Does not apply No Survey	Acceptable
The percentage of people who feel able to influence decisions affecting their local area – Benchmarked Locally	27	Does not apply No Survey	Priority for improvement

Quarterly or Biannual Measures

Measure	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	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)	517	126	247	371	555	Does not apply Count only
The cumulative (year to date) number of repeat offenders of Domestic Abuse (3 or more in 12 months)	97	23	43	70	108	Does not apply Count only
The number of live resources on the Dewis Cymru Platform – Benchmarked Locally	536	470	543	562	623	Excellent

Measure	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
The number of assessments of need for support for carers undertaken during the year	1224	111	320	404	878	Does not apply Count only
The average length of time adults (aged 65 or over) are supported in residential care homes – Benchmarked Nationally	970	984	1,028	1,046	1,053	Priority for improvement

Project Progress

The following projects are all on target for completion:

- Working towards becoming a Dementia Friendly Council
- Act to reduce domestic abuse

The following projects are experiencing obstacles:

- People are involved in shaping and improving services
- Supporting carers

Working towards becoming a Dementia Friendly Council: We will continue to raise awareness of Dementia within the council, and to work further on our action plan for the Alzheimer's Society accreditation, encouraging community members to share their lived experiences with us, and to offer an opportunity to share good practice.

Ageing Well in Denbighshire: Member organisations will be working together to support people to rethink how they can re-join their intergenerational communities with Covid-19 recovery.

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

Measures: Good

Projects: Excellent

Corporate Plan Performance Framework: Measures Update

Our measures framework for this priority is entirely concerned with annual data. Three measures are derived from our Residents' Survey, which is next due in the autumn, 2021; and two further measures, highlighted in the table below, are not yet ready to report on.

The council's Climate and Ecological Change Strategy, 2021 to 2030, has been approved, and four measures important to the success of the programme have now replaced the existing carbon emissions measure in this priority. They are:

- Total carbon tonnage emitted through staff commuting – reduced from 1,848 to 1,719 tonnes during 2020 to 2021.
- Total carbon tonnage emitted through business travel – reduced from 550 to 126 tonnes during 2020 to 2021.
- Total carbon tonnage emitted through supply chains – reduced from 22,710 to 22,206 tonnes during 2020 to 2021.
- Percentage of council owned and operated land in the highest categories of species richness – increased from 37.5 to 38.1 percent during 2020 to 2021.

Crucially, the first three of these measures are further broken down at a service level within Service Plans to capture the contribution needed by individual services for the council to achieve Net Carbon Zero by 2030.

The latest published figures (2019) for the indicator for STEAM (Scarborough Tourism Economic Activity Monitor) showed strong growth in the economic impact of tourism, with a 6.6% increase on the previous year's (2018) figure from £509 million to £552 million. Unfortunately, a very different picture will apply to 2020 to 2021 should data be released for this year.

During the last year the council increased the percentage of its housing stock with EPC (Energy) rating of C or above from 40% to 46%. The increase would likely have been

higher but for Covid-19 restrictions limiting the work that could take place. It is still the aim that the council will achieve 70% within the term of the Corporate Plan.

Finally, despite Covid-19, the council managed to maintain, and slightly increase its tree planting output during 2020 to 2021, planting 4,400 trees (up from 4,300). This exceeded our target for the year. A total of 14,500 have now been planted during the term of this current Corporate Plan.

Corporate Plan Programme Board: Project Update

Climate and Ecological Change

Since declaring a Climate and Ecological Emergency in July 2019, we have in February 2021 agreed and published our plans to become a net carbon zero and ecologically positive council by 2030. Our [Climate and Ecological Change Strategy \(2021 to 2030\)](#) is available to view on our website.

Our Strategy outlines our net carbon zero and ecologically positive goals for the council, along with the changes and actions we have identified so far that we will endeavour to deliver between now and 2030.

We are proud to be one of the first councils in Wales to have tackling climate and ecological change as a guiding principle in its decision making process, formally changing our [Constitution](#) in October 2020.

We now look forward to build on our strong track record on reducing carbon and improving biodiversity, most recently delivered under this Environment priority. Protecting our environment for future generations will of course directly benefit the protected characteristics of **Age**. There are also ecological, economic and educational benefits that will come from our strategy that will benefit areas that are at a **socio-economic disadvantage**.

Tree Planting

The Project remains 'on target' and the next planting season will commence in the autumn, 2021. The tree planting in Rhyl for 2020 to 2021 has been completed, and the risk from illegal access by off-road motorbikes was reduced significantly through a project to secure the boundaries at Glan Morfa, funded by the Conwy and Denbighshire Public Services

Board, that was completed in April 2021. The funding also improved the access points to the site and encouraged increased usage by residents who live in Rhyl West.

A community orchard has been planted in Upper Denbigh, where the Vale of Clwyd and Denbigh Plum feature strongly. The intention is to extend the size of the orchard going forward. There was a risk to the full allocation of tree planting in Upper Denbigh being delivered due to the lack of suitable land. To help mitigate against this we actively pursued opportunities for planting, which included landscaping at the extension to the allotment site and further highway verge planting.

Projects such as these are important in areas of **socio-economic disadvantage** that have been deprived of tree canopy and biodiversity.

East Rhyl Coastal Defence

The East Rhyl flood defence construction remains on target with work continuing on rock revetment work, as well as work to complete the beach access steps. In March 2021 shore side work on the promenades and sea defence wall commenced. The financial spend remains on target with 59.8% of the project budget now spent.

This work benefits an area of **socio-economic disadvantage** with a slightly older population than the Wales average, but also with a few young people living there. The project, including enhanced beach access points, will benefit the protected characteristics of **Age** and **Disability**.

Improving Biodiversity and Nature Corridor

With the onset of spring and a new financial year, the project is moving onwards and upwards. Community engagement will have a phased return following the easing of restrictions, and has already begun with the help of the Little Tern colony set up by the Little Tern Group volunteers. In the upcoming weeks small scale sessions will begin, such as at the allotment site with Syrian families and North Wales Training; marram grass planting at Horton's Nose; walking groups and health groups; and the regular volunteering sessions linked with the Nature for Health project. Discussions are now being held between staff and external groups and organisations to plan activity for the season. There is much hope that it will be a full and successful year.

Projects such as these directly benefit those areas at a **socio-economic disadvantage**. Our nature corridor in particular seeks to link deprived communities through a large habitat corridor

Moorland Management and Living Assets

Two joint training days were recently hosted on Moel Famau with North Wales Fire and Rescue Service around wildfire management and containment. The restoration works of Llantysilio mountain fire damage are now underway, with transportation of heather brash and seed harvested from a donor site being prepared to move the damaged areas. A contractor has been engaged to complete the heli-lifting.

Our two Tree Inspectors have continued their work throughout 2020 to 2021, including the completion of surveying the gritting network. To date over 1,200 trees have been mapped and inspected. The Tree and Woodland Strategy is anticipated to be drafted for December 2021. Areas of Denbighshire land is being explored for potential tree planting or natural regeneration of woodland habitat.

Our work in these important areas strongly link with our ambition for Denbighshire to become carbon neutral and ecologically positive, as well as preserving important asset for the enjoyment of future generations.

Energy Efficient Council Homes

In October 2020 work started on 22 new council homes that will be built to the energy efficient Passivhaus standard using a modular construction method, and they will incorporate additional features to minimise carbon emission such as ground source heat pumps and photovoltaic arrays. In January 2021 work started on the construction of four apartments in Prestatyn, which will also be built to the Passivhaus standard, but using a more traditional masonry method. All 26 new homes are expected to be ready for occupation in the autumn, 2021.

This project will directly benefit the protected characteristics of **Age**, and those at a **socio-economic disadvantage**, being better for health and well-being (as well as for the environment).

Annual or Biennial Measures

Measure	2019 to 2020	2020 to 2021	Status
Percentage reduction in carbon emissions (tonnes) from council assets – Benchmarked Locally	15.69	Replace with four below	Excellent
Total carbon tonnage emitted through staff commuting – Benchmarked Locally	1,848	1,719	Does not apply Thresholds to be determined
Total carbon tonnage emitted through business travel – Benchmarked Locally	550	126	Does not apply Thresholds to be determined
Total carbon tonnage emitted through supply chains – Benchmarked Locally	22,710	22,206	Does not apply Thresholds to be determined
Percentage of council owned and operated land in the highest categories of species richness – Benchmarked Locally	37.5	38.1	Does not apply Thresholds to be determined
STEAM - Total Economic Impact of Tourism (£ million) – Benchmarked Locally	552.35	Data pending	Excellent
The percentage of existing and acquired council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above – Benchmarked Locally	40	46	Priority for improvement
The annual number of trees planted to increase canopy cover in Rhyl and Denbigh – Benchmarked Locally	4300	4400	Excellent

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

Measure	2018 to 2019	2019 to 2020	Status
How satisfied are people with their local open spaces? – Countryside – Benchmarked Locally	87	Does not apply No Survey	Excellent
How satisfied are people with their local open spaces? – Beaches – Benchmarked Locally	70	Does not apply No Survey	Good
How satisfied are people with their local open spaces? – Parks – Benchmarked Locally	64	Does not apply No Survey	Good

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

Quarterly or Biannual Measures

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

Progress on projects

The following projects are on target:

- Climate and ecological change programme
- East Rhyl coastal defence
- Urban tree planting
- Protect and enhance Denbighshire’s ‘living assets’
- Moorland management and wildfire prevention
- ENRaW Nature Corridor

The following projects are experiencing obstacles:

Improving biodiversity

The following project is at risk:

Improving energy efficiency in council houses

The following project has now been closed

Reduce the council's use of plastics (Phase 2)

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.

Well-being Impact Assessment

In January 2021 we launched an updated version of our Well-being Impact Assessment. The changes were slight, but they will ensure we pay due regard to some really important issues following the council's declaration of a climate and ecological emergency.

It is important that the council assesses all of its decisions in the context of climate impact, as now required by our Constitution. In this way we ensure that we give due consideration to the sustainable development principle and the five-ways of working, and all protected characteristics, including socio-economic disadvantage.

Picturesque Landscape Bus Service

Our Picturesque Landscape Bus Service is a public transport service to key destination sites around the Dee Valley during the summer months, and whilst unable to run last year, it is now due to run every Saturday from 15th May 2021 to 30th October 2021. The aim of the project is to relieve vehicle congestion at key sites by providing an alternative to visiting by car, enable those without their own transport to access the sites, and disperse visitors along the Dee Valley corridor by encouraging people to explore the wider area away from the main hubs. Certain key sites are under great pressure and have seen a doubling of visitor numbers within the past 5 years, with associated parking problems, erosion, litter and anti-social behaviour (such as fires) increasing.

This work directly benefits those with the protected characteristic of **Disability**, and those at a **socio-economic disadvantage**. By **collaborating** and **integrating** goals with our partners in the area, and **involving** visitors to the area, it is hoped that this is a **long-term** solution that **prevents** harm to our natural and physical assets.

Allotments

At the beginning of the year the number of allotment spaces in Denbighshire totalled 242. During 2020 to 2021 a grant was secured from the Open Space Commuted Sum, which funded the delivery of an additional 30 fully serviced plots as part of an extension to the existing allotment site at Maes Glas, Denbigh. This exceeded our target and has met the current waiting list in Denbigh. The council has allotment sites in Corwen, Ruthin, Llangollen, Denbigh, Rhyl and Prestatyn. A traditional allotment costs just £52 a year, or £26 for a raised bed allotment.

These affordable allotment sites give all our residents, of all protected characteristics, access to an open space to call their own. This is particularly important in areas of **socio-economic disadvantage**; they are good for well-being, for community cohesion, and for the environment. The provision of such sites supports the council's commitment to the sustainable development principle and the five ways of working. For more information on allotments in Denbighshire, [visit our website](#).

What are we doing in 2021 to 2022?

We will continue to deliver against the projects that support this priority throughout 2021 to 2022:

Climate and Ecological Change: In the first full year of our new strategy, we will establish a tree nursery, growing 5,000 trees a year for county-wide planting projects. We will complete the roll out of Carbon Literacy training for councillors and managers, and an e-learning module for all staff. We will also complete our 7 year LED Street lighting project.

Tree Planting: We will finish our programme to plant 18,000 trees by the end of 2022.

East Rhyl Coastal Defence: Our contractor will continue the work on this project, which is anticipated to be completed by December 2022.

Improving Biodiversity and Nature Corridor: We will add 41 sites to the Biodiversity Verge Pilot, bringing the total number of sites to 62. Visits will be made to each of the new

sites to identify the most appropriate locations for the placement of the Bee Friendly and Meadow Creation signs. Sites will be monitored on a monthly basis throughout the year.

Living Assets: Our two tree officers will continue their work to map trees in our ownership, progressing with the Tree and Woodland Strategy, which is anticipated to be drafted for December 2021. We will also aim to understand better the threat and liabilities arising from Ash Tree Dieback.

Energy Efficient Council Homes: We will continue our programme of energy efficiency improvements to our council stock during 2021 to 2022.

Tourism Strategy: 2021 to 2022 will see the continuation of our Tourism Ambassador Scheme, which includes a website with training modules and resources on the area's natural and cultural assets. The Tourism Team have developed [a video](#) highlighting the scheme. You can find details of the scheme [on our website](#).

Waste and recycling Service: The council will progress its plans for the weekly recycling service, along with a four-weekly residual waste collection, which will be implemented during 2023, following the completion of a new centralised waste depot on the Colomendy Industrial Estate in Denbigh. Construction is set to start this summer.

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

The pandemic's impact on the delivery of services naturally has implications on a wide variety of measures that we collect. This is especially true within education where there have of course been significant ongoing challenges during this period. Attendance has been adversely affected as class cohorts self-isolate or schools were made to close; and attainment data of course is no longer comparable, being based on teacher assessment and not examination results. There will be a temporary suspension therefore of our measures for attendance and attainment, but we will seek to report any relevant data that may be published in the meantime, and resume all measures when it is appropriate to do so. Naturally this poses a real challenge to the council in understanding how our schools are performing, but we will continue to work with our School Improvement partners in GwE to ensure that the very best outcomes are being achieved by our pupils. A comprehensive report on the learning offer and support for schools during the pandemic was taken to [Performance Scrutiny in January](#).

Public Health Wales have not yet published data for the Childhood Measurement Programme for 2019 to 2020. The last data, previously reported, is for 2017 to 2018 and showed that 67% of children aged 4-5 years were a healthy weight or underweight. This placed us 2nd worst in Wales (15.4% below the Wales median), with 343 children measuring as overweight or obese.

There are three measures with new data in this report. Firstly, 2020 to 2021 data for the number of schools providing education through suitability and condition categories C and D shows a decrease from 30 to 27. Band B of the 21st Century Schools Programme of course will reduce this figure further.

Secondly, 87% of pupils responded positively in the Pupil Attitudes to Self and School Survey when asked of their feelings about school. Interestingly, this was a 1% improvement on the previous survey that was conducted prior to the pandemic.

Finally, the 18 to 24 work related claimant count remains a significant area of concern for us. 2020 to 2021 has seen Denbighshire's claimant count increase from 6.9% to 13.9%. We remain well behind the Wales average, which is now at 8.7%. Prior to the pandemic, Denbighshire was 2% behind the Wales average. However, for the first time, the UK claimant count average has risen beyond Wales, now at 9.1%. It is a situation that we will continue to monitor, but it underlines the importance of all our recovery efforts and support for businesses.

Within our measures framework for this priority there are three further measures that pertain to the Residents' Survey. We have no new data to share on these, the next survey being due in the autumn, 2021.

Corporate Plan Programme Board: Project Update

Modernising Education

Following Cabinet approval in September 2020 for the revisions to Band B of our Modernising Education Programme, confirmation of approval was received from Welsh Government in November. This will allow feasibility and design works to be commenced during 2021 to 2022. This is excellent news for our continued work delivering modern education facilities for our Young People. In the meantime, work has continued to deliver improved facilities for both childcare and Welsh Language provision in the county.

This project directly benefits the protected characteristic of **Age**. **Disability** will also benefit where access improvements are put in place through our new builds, or existing buildings that are modernised.

Childcare Settings

Following Planning's approval of the extension of the Oak Tree Centre in July, approval and confirmation was received from the Welsh Government in November for the application to vary its funding. Subsequently the Strategic Investment Group (SIG) has scrutinised and approved the proposal, and the project has been out to tender. However, a lack of bids from the North Wales Construction Framework meant that we had to go out to tender again during April and May. This has caused a delay to the project and will push its completion beyond March 2022.

Ysgol Twm o'r Nant's childcare facility is now awaiting a decision from the council's planning committee, following the relevant approvals received from Welsh Government and SIG in November.

Both projects directly benefit the protected characteristics of **Age**, and **Pregnancy and Maternity**.

Welsh Language Centre

The construction phase of the project was completed in September 2020. However, as yet it has not been possible for the project to realise its full benefits due to the impact of Covid-19 restrictions, which have prevented the building from being used to its potential. We are, however, optimistic that the facility will start to see some use from the summer term, with one room being used by Cylch Meithrin Llanelwy; another by Ysgol Glan Clwyd for year 6 'trochi / immersion' students; and the final room being used for a post 16 childcare course delivered by Mudiad Meithrin.

This project directly benefits the protected characteristics of **Age**, and **Pregnancy and Maternity**. It also supports the council's commitment to ensuring that Welsh is a thriving language in Denbighshire.

School Nutrition Project

Year 2 of our pioneering School Nutrition Project has obviously been adversely impacted by the pandemic and subsequent school closures. Nonetheless, the project has done great work in partnership with the Health Board to adapt resources and delivery to allow for training to continue virtually. We have also developed a new online platform for sharing resources with schools. Despite everything, we successfully recruited six schools and twelve members of staff during 2020 to 2021. The level 2 qualification in Community Food and Nutrition Skills started in January 2021, and was completed in April. Nine year 1 schools also continue to be engaged and deliver what is appropriate and safe to do so during Covid-19 restrictions.

This project directly benefits the protected characteristic of **Age**, and those who are at a **socio economic disadvantage**.

Support for Parents

Positive progress has been made during 2020 to 2021 with the review of our Parenting Strategy, including the information and advice that is held on our website and through social media. The progression of the workstream has been impacted by Covid-19, but the work we did to implement the Solihull Parenting Programme has been particularly beneficial in the last year, seeing a strong uptake in our online course. We have also changed the way we deliver support, instead offering a telephone service in place of face-to-face parenting groups. It is another great example of flexibility being shown by our projects. In partnership with Betsi Cadwaladr University Health Board (BCUHB) the Solihull course has been made available online for parents until November 2022.

This project directly benefits the protected characteristics of **Age**, and **Pregnancy and Maternity**.

Entrepreneur Space

Work on transforming the former Costigan's pub in Rhyl into a co-working hub for entrepreneurs was completed towards the end of 2020, and handed over to start-up and co-working experts, TownSq, in January. Denbighshire County Council used £312,000 of funding through the European Regional Development Fund and the Welsh Government to create the office accommodation at the semi-derelict Costigan's building on Bodfor Street, Rhyl. The building will support new businesses, create jobs and grow the local economy. There is room to accommodate around 20 start-up business in flexible accommodation, with space to host events and a coffee shop on site.

This project directly benefits those who are at a **socio-economic disadvantage**.

TechZone

This project has been on hold for a significant period of time, waiting for external funding to be identified. The Corporate Plan Board has now agreed to close the project; however, the project may be restarted should funding be identified in future, or if the need for the project changes.

Young Person Employment Bursary

The pandemic has significantly affected take-up of our Young People Bursary, receiving only 14 applications during 2020 to 2021, compared to 53 the previous year. Ongoing restrictions has meant that potential applicants are unable to leave their home to undertake training / assessments, etc. It has also been a year of readjustment for training providers of course, having to re-develop their content to deliver courses through different mediums. Nonetheless, the council remains committed to the offer of the bursary, particularly at a time when economic recovery is so important, and we be looking this April at broadening the application criteria to support more people and businesses. Information on the bursary is available on [our website](#).

This project directly benefits the protected characteristic of **Age**, and those who are at a **socio-economic disadvantage**.

Pupil Attitude to Self and School (PASS)

Due to the onset of the pandemic, the PASS survey that ordinarily would have taken place in the summer term was suspended. But as we began to reopen schools from September, we felt that it was important to continue to offer the opportunity to access the survey during the remainder of 2020, so that the well-being of pupils could be monitored and appropriate interventions identified as necessary. Because of the circumstances, schools were of course given more time during the autumn term to complete the survey, running up until the Christmas period. The results have been covered in the measures analysis above and the tables below, but the survey has continued to be valuable tool in these difficult times, and greatly appreciated by schools.

This project directly benefits the protected characteristic of **Age**, but also those with characteristics that mean that they are most likely to face barriers in education, including **Disability, Race, Religion and Belief**, or who are at a **socio-economic disadvantage**.

Working Start

Working Start has faced a number of obstacles during 2020 to 2021, not least from the impact of Covid-19 restrictions on businesses, but also the long-term secondment of a Placement Officer to the Test, Trace and Protect Team. There has consequently been a decrease in the number of candidate applications to the scheme. Nonetheless, the project has adapted to a new model of delivery and has successfully sourced 24 placements (20

paid and 4 unpaid placements), recruiting to 12 of these. The remaining 12 placements are currently at recruitment stage. Placements have been extended to micro and small businesses to help recovery in Denbighshire, and they are all advertised through our denjobs.org platform and our wider partnership networks.

This project directly benefits those who are at a **socio-economic disadvantage**.

Working Denbighshire Ready for Work

Our Ready for Work project has largely been paused during 2020 to 2021 due to Covid-19 restrictions. We are now working towards the delivery of a virtual careers event, which it is hoped will enable us to reach a larger cohort of students. At these times, it is vitally important that we support pupils in career planning and raised their aspirations, especially when choosing GCSE options. We are working closely with Jobcentre Plus, Careers Wales, local employers and schools to ensure that the event, which we anticipate running in May 2021, is well supported.

This project directly benefits the protected characteristic of **Age**.

Community Benefits Hub

It has been a successful year for our Hub, which continues to expand its benefits across council procurement. During 2020 to 2021 the team have engaged well with staff through an outreach drive to increase awareness of its aims. Training sessions have also been provided for teams on community benefits awareness and the application of benefits to projects. As a result, a number of significant projects have engaged support from the Hub at an early stage, and 12% of Denbighshire contracts over £25k and under £1,000k have contained community benefits in 2020 to 2021. The Hub has also launched its new iShare portal to monitor development and trigger points as set out in S106 agreements / permission.

This project will only indirectly benefit those with protected characteristics or who are at a socio-economic disadvantage. There will be direct benefits to those groups arising from different contracts that the Hub supports.

Volunteering

We have completed work on the development of a new volunteering policy for the council, approved by Cabinet in March 2021. Since then a [‘One Stop Shop’ webpage](#) has been

created and hosts current volunteering opportunities and guidance for the benefit of volunteers and managers. In addition to this, the Internal Volunteer Network Meeting has reconvened.

This project directly benefits the protected characteristic of **Age**. Depending on the opportunities available, other protected characteristics or those who are at a socio-economic disadvantage may also benefit.

Annual or Biennial Measures

Measure	2019 to 2020	2020 to 2021	Status
Percentage of pupil attendance in primary schools – Benchmarked Nationally	94.9	No data due to Covid-19	Acceptable
Percentage of pupil attendance in secondary schools – Benchmarked Nationally	93.4	No data due to Covid-19	Priority for improvement
The percentage of children aged 4-5 years who are a healthy weight or underweight (reported one year in arrears) – Benchmarked Nationally	Data pending	Data pending	Priority for improvement (based on 2018 data – 67.7%)
Local Authority Points Score Average - KS4 Welsh Baccalaureate Skills Challenge Certificate Indicator – Benchmarked Nationally	33.8	No data due to Covid-19	Priority for improvement
The percentage of children achieving 5 GSCEs A*-C (Level 2, Key Stage 4), including English or Welsh (1st language), Maths and English Literature, by the end of secondary school, against the percentage that achieved the expected standard at the end of primary school (Level 4, Key Stage 2) – Benchmarked Nationally	50.9	No data due to Covid-19	Priority for improvement
The number of schools providing education through suitability and condition categories C and D – Benchmarked Locally	30	27	Priority for improvement

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

Measure	2018 to 2019	2019 to 2020	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	Does not apply No survey	Priority for improvement
The percentage of residents that are satisfied that there are opportunities for young people to develop their skills – Benchmarked Locally	28	Does not apply No survey	Priority for improvement
The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people – Benchmarked Locally	50	Does not apply No survey	Acceptable

Quarterly or Biannual Measures

Measure	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
Percentage of the population aged 18 to 24 claiming Job Seekers Allowance – Benchmarked Nationally	6.9	13.6	13.2	13.4	13.9	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	Does not apply Bi-annual	No data due to Covid-19	Does not apply Bi-annual	87.2	Does not apply Bi-annual	Good

Project Progress

The following projects are on target:

- Entrepreneur space, Rhyl
- Pupil Attitude to Self and School Survey
- School Nutrition Project
- Community Benefits Hub

The following projects are experiencing obstacles:

- Working Denbighshire Ready for Work
- Modernising Education Programme
- TechZone
- Supporting Parents
- The Denbighshire Working Start Scheme

The following project is at risk:

Young Person Employment Bursary

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.

North Wales Growth Deal

In December, a significant milestone was achieved with Denbighshire signing up to the North Wales Growth Deal, which aims to create up to 4,200 new jobs by 2036, and support an uplift of over £2 billion for the economy over that same period. UK and Welsh governments have pledged £240m to the Deal with the ambition that this will secure over £1bn in investment through match funding from private investors. The first tranche of

money aims to sell the region to investors, funds being released at the end of the financial year with three initial projects identified to kick-start investment in the region.

Strengthening the economy will support those who are at a **socio-economic disadvantage**, also targeting the protected characteristic of **Age** by providing more work opportunities for young and old alike. We are doing so in **collaboration** with regional partners, **integrating** with their ambitions for the area, and securing our ability to meet our needs in the **long-term**. This investment may also **prevent** any rise in deprivation in the region.

Mind of My Own

Over the year, Education and Children's Services have undertaken a piece of work to improve the involvement of children and young people, launching a new app-led digital platform called Mind of My Own, which makes it easier for children and young people (who are working with the service) to express their views, wishes and feelings on number of aspects of their life. Children and young people can use the app independently or alongside their Education and Children's Services Worker. Implementing this new platform virtually during the pandemic has been significant, as it has allowed children and young people to make contact with their social worker should they wish to share good news, or have any questions or concerns that they wish to raise.

This project directly supports the protected characteristic of **Age**. It helps to **involve** young people better with determining their own care needs, and will help **prevent** problems escalating. The app is a sustainable and **collaborative** solution that helps improve service delivery for the **long-term**, also **integrating** with personal, professional and legislative needs, not least the Social Services and Well-being (Wales) Act 2014.

Curriculum Enrichment

Denbighshire's unique and inspiring Curriculum Engagement programme has not failed to disappoint during this difficult year, hosting a variety of competitions and challenges that children, young people and families could get involved with and flex their creativity. In February, the service teamed up with Denbighshire Library Services to celebrate Michael Morpurgo Month. Children aged 5 to 14 were encouraged to read and take inspiration from Morpurgo's books and put pen to paper and enter a story writing challenge. Elsie Croft (Ysgol Frongoch) took the first place prize, with Gwen Hayes (Ysgol Frongoch) coming

second. Highly commended were Ella Hayes (Ysgol Frongoch), Oliver Hayes (Ysgol Frongoch), and Elin Wilcox-Jones (Ysgol Bro Cinmeirch).

For St David's Day, an exciting cooking challenge was held, where children, young people and their families could demonstrate their skills and their passion for cooking by using ingredients that are local and healthy. Using their imagination and their knowledge of Welsh and local produce, children were asked to create a dish that they thought St David would enjoy eating. The overall winners were Sophie Thompson (Ysgol Borthyn) and William Parkes (Ysgol Llywelyn). Also highly commended were Grace Longley (Bodnant Community School), Kimmi-Leigh Hughes (Ysgol Melyd), Max Thompson (Ysgol Plas Brondyffryn), and Tomos Longley (Bodnant Community School).

The winning stories and recipes have been published on the [Denbighshire Curriculum Enrichment website](#).

Our Curriculum Engagement work directly supports the protected characteristic of **Age**, but also helps those who are at a **socio-economic disadvantage**. It is a wonderful example of **collaboration** that seeks to immerse and **involve** children, young people and their families in opportunities and experiences that will inspire them in the **long-term**.

Period Poverty

The council has launched a subscription to end period poverty and prevent periods being a barrier to education. The council, through the Welsh Government 2020 to 2021 Period Deprivation Grant, has secured a subscription service for young people in Denbighshire until March 2022, working in conjunction with social enterprise Hey Girls. The service provides a package of re-usable period products, or a monthly delivery of eco-friendly disposable products directly to subscribers' homes. Those eligible must be enrolled at either a primary or secondary school in Denbighshire. Free menstrual products have always been available in schools, and they have continued to be provided to pupils during the pandemic, including at home during lockdowns. Hey Girls is also supporting Denbighshire by providing educational resources for primary and secondary aged pupils, covering periods and menstrual health, and guides on how to use period products. By encouraging open conversations about menstruation in schools, pupils can address taboos, stigma and shame in a safe space and better understand how menstrual health affects themselves and others around them. To check eligibility for the service, contact DCCHG@denbighshire.gov.uk.

This great initiative supports the protected characteristics of **Age** and **Sex**, and helps those who are at a **socio-economic disadvantage**. It is a great **collaborative** project, that **prevents** disadvantage, and by **involving** young people early in those open conversations about menstruation, we hope that there will be **long-term** benefits to them and society.

Award Winning School Catering

Denbighshire County Council is proud that its school catering service has been recognised as one of the top 6 best performing Services in the UK by The Association for Public Service Excellence (APSE). This recognition is based upon comparisons with other School Meals Services from across the UK and takes into account things such as food purchasing initiatives, school meal uptake, management costs, staff training and absence levels, and communication with customers. The service has worked hard to maintain the quality of service provided across the county, never more so over the last 13 months during the pandemic. APSE will include a case study about the council's service in their best practice studies publication, which will be produced during summer 2021.

The service directly benefits the protected characteristic of **Age**, and benefits those who are at a **socio-economic disadvantage**. By ensuring that children in our schools receive balanced, healthy and nutritious meals, we are benefiting their **long-term** development, well-being, and **preventing** mal-nourishment. This **integrates** with public health goals. **Collaborating** with schools, Welsh Government and Public Health Wales, the service always strives to **involve** parents and pupils in the design of the service.

What are we doing in 2021 to 2022?

In the absence of firm attainment data and continued disruption to physical attendances at school caused by the ongoing pandemic, it is an absolute priority for the council to work closely with schools and GwE, as our improvement partner, to comprehensively understand and support the learning experience of young people in Denbighshire, and to make sure that they are at all times safeguarded from harm. We will continue to do so throughout 2021 to 2022.

We will also continue to deliver against the projects that support this priority:

Modernising Education: We will continue to deliver on the 21st Century Schools programme, modernising our school facilities to ensure that our children have a learning environment that supports their education. Specifically, this will involve work on developing

Band B of the programme, focusing on Llangollen, Denbigh and Rhyl. 2021 to 2022 will also see our new Welsh Language Centre finally be put to its intended use; and (pending successful tender) work will begin on the extension of the Oak Tree Centre.

School Nutrition Project: We will continue to recruit schools for the final year of the project, and deliver training and support virtually as appropriate. A further 10 schools will hopefully be recruited.

Support for Parents: We will complete our review of advice and support available to parents, including what's published on our website and through social media. We will also continue to promote the availability of the Solihull parenting programme.

Young Person Employment Bursary: From April we will revise the criteria for our Young People Bursary to allow more people and small businesses to access much needed support in the recovery period.

Pupil Attitude to Self and School (PASS): Our contract for PASS is coming to an end and we must in 2021 to 2022 consider options beyond the closure of this project, which hopefully include an appropriate tool to support our understanding of pupil well-being.

Working Start and Ready for Work: We will recruit to the twelve further placements that we have and look for further placement opportunities for the future. We will also host a virtual careers event for schools in May 2021.

Communities Benefit Hub: We will continue to expand Community Benefits within the council's procurement processes and monitor the implementation of our new online portal.

Volunteering: In April, 2021, we will officially launch our volunteering 'One Stop Shop' web pages to coincide with National Volunteers Week. Our internal Volunteers Network will revise their Terms and Reference and recruit where there are services not represented. As Covid-19 restrictions allow, council services will start to publicise volunteering opportunities again.

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

Measures: Acceptable

Governance Areas: Good

Corporate Health Performance Framework: Measures Update

This is the first report to present the set of measures detailed in the tables below, responding to the new duty, under the Local Government and Elections (Wales) Act 2021, for the council to self-assess its performance. Specifically, the statutory guidance requires us to evaluate our performance against seven governance areas (see headings below), which these measures support. There are 21 of them, so the evaluation here will be brief. Please see the tables below for the current outturn and past performance, where the information is available. A performance status has been applied against each measure based on a local determination of excellent performance and reflecting our ambition for the council.

The first measure is concerned with overall resident satisfaction with the council. The data presented (40%) is based on the last Residents' Survey in 2018, and takes the average from four questions that asked the public whether the council provides good value for money; is efficient and well run; acts on the concerns of residents; and treats everyone fairly. The new Local Government and Elections (Wales) Act 2021 will require the council to ask stakeholders of their views on council performance annually from now on. The Residents' Survey will next be run in the autumn, 2021.

Another measure that considers perceptions about the council looks at negative news stories as a percentage of all news stories written about the council. Unfortunately, we have seen an increase during 2021 to 2022, our annual average rising from 4% to 11%. Most recently during January to March 2022 there were 44 negative stories written about the council, as opposed to 142 positive stories.

Measures on the mean hourly rate of pay for women shows an improvement in 2019 to 2020 (data for 2020 to 2021 has not yet been verified), when compared with the previous year, meaning that women are on average now paid more than men per hour. We will need to keep an eye on this to establish whether or not a trend is beginning. However,

79% of the lowest paid jobs that the council offers continue to be occupied by women (down only 0.3% on the previous year).

We have also seen improvement in our measure for equal appointments. This is a complex measure and looks at the protected characteristics for which we readily have data (based on what people have declared). The protected characteristics that we particularly look at here are Race, Disability, Sexuality and Gender Reassignment. Based on data for 2019 to 2020 (again, data for 2020 to 2021 has not yet been verified), we see an improvement in equal appointments, up from 7% to 15%. We also compare more favourably when looking at those that do not have these characteristic, where only 11% were successfully appointed (down from 13% the previous year).

Member attendance at meetings (89%) has improved during 2020 to 2021, up 10% on the previous year. This could be as a result of introducing virtual meetings in response to the pandemic, which allows more flexibility for attendance and less travel. It could also be because there were fewer meetings held during the year, a number being cancelled as the authority responded to the pandemic and put arrangements in place to conduct its business more virtually.

A significant commitment by the council in this next decade is to reduce the carbon impact of the assets that it owns. To this end, our key assets measure, which considers carbon output and absorption and tracks our progress towards becoming a net zero carbon output authority by 2030, will feature here within our assessment of corporate health. It requires the concerted effort of all staff from across the council to achieve this ambitious goal, securing at least a reduction of 1,559 tonnes every year (including absorption). During 2020 to 2021 the council reduced its Net Carbon total by 3,753 tonnes. This 27% reduction is a great start to our programme, but we must remember the exceptional circumstances (Covid-19) under which this has been achieved. It is likely that we will see an increase in our Carbon output during 2021 to 2022. Also worth noting that our baseline for this measure, published in our original strategy, has been revised downward following confirmation from Welsh Government of the scope for waste management, which now excludes kerbside waste.

Based on the annual average for 2020 to 2021, 34% of all contracts awarded by the council were awarded to local suppliers; and 12% of Denbighshire contracts worth over £25k and under £1 million contained community benefits.

With this report, 49% of our Corporate Plan measures currently present as a priority for improvement, which justifies their inclusion in our Plan. One of our corporate projects is currently presenting as 'compromised' (see chapter below on [Project Register](#) for full details), and 94% are being regularly updated by project managers. 55% of our Corporate Risks are currently inconsistent with our risk appetite, but these are being addressed by senior managers and cabinet, and justify their inclusion in our Corporate Risk Register as the most serious risks faced by the council. We have also received no formal recommendations for improvement from external regulators (Estyn, Care Inspectorate Wales and Audit Wales). Four areas of work have been given a low assurance rating by Internal Audit, and improvement plans are in place to address identified risks. The four reports were:

- [Provision of Homeless Accommodation](#)
- [Queen's Buildings](#)
- [Children's Direct Payments](#)
- [Contract Management](#)

In amidst its response to the pandemic, the council has this year fought against significant budget pressures and income loss. Our measure on budget variance (i.e. what we have and receive versus what we are spending) tracked a difference of £7,393k as at June 2020, which we have steadily reduced to a positive position by March 2021 (-£718k). The council's reserves currently stand at £7.135m.

As at the end of 2020 to 2021, 57% of external complaints received by the council were upheld (27 out of 47). Complaints reports are produced every quarter and shared with Performance Scrutiny members for their information. The inclusion of this measure within this report (and subsequent quarterly reports) will give broader sight of this information to staff and elected members.

We have seen a significant improvement in staff absences over the last year, down from 8 to 6.47 days. This is consistent with national trends and may reflect the benefits to well-being brought about from changes to ways of working, but most significantly of course less common cold / flu viruses being transmitted among staff due to the restrictions that have been in place for face-to-face contact.

During 2020 to 2021 we moved away from our system on annual performance appraisals in favour of more regular one-to-one meetings being held between staff and managers.

This was a common practice already of course, but our new approach has formalised this a little more, there now being a form for employees to complete that covers a variety of topics, including objectives, training and development, and attendance. Our target is that all staff should receive at least 3 one-to-one meetings annually. However, data for our first year shows that only 45% of staff received three meetings. HR Business Partners will work with management teams to improve this.

Our final measure considers the council's efforts to support residents into work, including through placements that we ourselves offer within the council. During 2020 to 2021 we successfully supported 36 individuals, which is an improvement on the previous year.

Corporate Health Self-Assessment: Governance Areas

The following is our self-assessment against the seven key governance areas outlined in the statutory guidance for the Local Government and Elections (Wales) Act 2021. A significant aspect of the performance requirements within the new Act is that we base our self-assessment on stakeholder feedback. To do this well will require considerable work, and unfortunately the timescales for this 'trial-run' report have not allowed this to happen. It is therefore our first improvement action, to have a new annual process in place to gather feedback on performance in time to inform the first required self-assessment report (anticipated in June 2022). We plan to use this autumn's Residents' Survey as the vehicle this year, but from March 2022 onwards we hope to use more qualitative methods of engagement through a combination of social media, the [County Conversation Portal](#), and [Y Panel](#).

The assessment below seeks to answer questions around how well the council is performing now, how we know that (linking to evidence where it is available), and consider what we can do to improve.

Corporate Planning

2020 to 2021 was a year that significantly tested our business continuity arrangements as a council. Service Plans with our improvement activity for the year ahead had to be temporarily paused as the council responded rapidly to the pandemic and had to adapt service delivery to meet the immediate needs of the community. The Strategic Emergency Management Team (SEMT) was stepped up to tactically coordinate the council's resources effectively, efficiently and economically in response to the emergency. They met

frequently throughout the year (three times a week at the start of the pandemic), comprising of senior managers (including HR and ICT), lead cabinet members, and supported by the Regional Emergency Planning Team. Throughout this time the council has worked closely with regional partners, coordinating on four key themes for recovery that covered Test, Trace and Protect; health and social care; the economy and businesses; and community resilience. The council itself identified 17 recovery themes for its business, each of which were designated a lead officer and lead member from SEMT, and were scrutinised by the council's Scrutiny committees. Papers may be viewed through our committees page on [modern.gov](https://www.modern.gov).

The immediate impact of the pandemic's restrictions on the council's Corporate Plan was that a number of project milestones were unable to progress as intended. It wasn't until later in the Summer of 2020 that we were able to evaluate where we were with things, and it was at that time that a Tranche Review was held with the Corporate Plan Programme Board. At this meeting, the Board reaffirmed its commitment to our existing Corporate Plan priorities and projects, which were still felt to be relevant despite Covid-19. It was particularly noted how well many of our projects had adapted to deliver their benefits in different ways; a number also put the council in a stronger position to respond to community needs at the outbreak of the pandemic, such as our work with carers, or the Support for Parenting project.

Although Senior Managers and Cabinet continued to meet throughout the pandemic, it wasn't really until September 2020 that Council and other committees were able to restart their meetings. We have by now recovered our usual cycle of council meetings, all of which are conducted virtually. We are pleased also to have been able to resume our webcasting of public meetings, which is important for the openness and transparency of the council; particularly as we now look ahead to the development of a new Corporate Plan for 2022 to 2027. Considerable work has already taken place in anticipation of the new plan, updating our assessment of Well-being for the county, and planning a comprehensive programme of stakeholder engagement over the summer and beyond. Both these elements are critical to informing the content of the next Plan. We anticipate having the next Corporate Plan approved by the new Council in October 2022.

There are a number of other challenges facing the council in the year ahead, not least the appointment of a new Chief Executive Officer (CEO). In the meantime, interim arrangements are in place, with both Corporate Directors picking up CEO responsibilities.

The Corporate Executive Team (CET) has also been reintroduced to share and assist oversight.

We will also as a local authority need to respond to requirements of the new Local Government and Elections (Wales) Act 2021, performance duties already being applicable from April. There will be other implications on democracy, governance and assessment that need to be planned in the year ahead, and a member / officer working group will be convened to plan and monitor this.

We continue to monitor the potential impacts of Brexit on the council and the county, but they have largely been masked by Covid-19 restrictions on businesses. We can anticipate that certain sectors of Denbighshire's economy will be more adversely affected than others, but until the economy opens up fully again, it is difficult to have any certainty around the implications. We also need to prepare for the changing role of Local Government in Wales as we look ahead to new regulations and replacements for EU funding.

Another area of work is to ensure that the council's newly adopted [Climate and Ecological Change Strategy](#) is fully embedded in our day-to-day business. The strategy represents a considerable risk to the council as it strives to become a net carbon zero authority by 2030; but a great deal of work has already taken place during 2020 to 2021 to ensure that the implications of the plan are well understood and that rigorous monitoring processes are in place.

The final area of challenge for us as a council is a fundamental one around how we work as an organisation. We have all of us felt the benefits and draw-backs of home working during 2020 to 2021, and it is likely that the council will move towards a model that encourages more home working from its staff. But we need to understand how things would work in practice and the implications of this on our communities, particularly as we try to support Denbighshire's recovery in the wake of Covid-19.

Financial Planning

Audit Wales published a [Financial Sustainability Assessment report](#) in March 2020 which found that Denbighshire County Council is in a relatively strong financial position, but needs to strengthen its Medium Term Financial Strategy and control some service overspending to support future financial sustainability.

Although the council has a strong track record of identifying strategic pressures over recent years, which is reflected in the financial outturn of the council, feedback received from services for a number of years have questioned what the process was to recognise smaller scale budget flaws and pressures. In previous years, exercises have been undertaken in-year, when service savings have not been achievable or when issues are raised by politicians, for example. There is a risk that this can lead to unbalanced decisions and disruption to the budget process and its integrity. The final proposals to balance the 2021 to 2022 budget are shown in the [Medium Term Financial Plan \(MTFP\)](#).

The most significant risk and issue facing councils and the wider public sector during 2020 to 2021 is the Covid-19 pandemic. It is welcome that the [Covid-19 Financial Recovery Strategy](#), approved by Cabinet in May 2020, has provided a robust plan for the council's response. By the end of the financial year direct financial help received from Welsh Government exceeded £21.7m, which is a testament to the value of partnership working between Local Authorities and Welsh Government. It also means that the council is in a healthy position to face the financial challenges that undoubtedly lie ahead.

The proposals set out in the [Budget 2021 to 2022 – Final Proposals](#) report offers a balanced approach that takes into account the following principles:

- Aim to recognise and remedy in year and forecast service pressures as much as possible in order to build in resilience.
- Ensure services are challenged to deliver efficient services, but to try and minimise the impact of proposals on services users and staff.
- Keep Council Tax increases as low as practicable.
- Limit the use of Cash which only delays the need to identify savings.
- Maintain funding for corporate priorities.

The aim of the budget process is to ensure that the council delivers a balanced budget. The impact of the pandemic and the uncertainty over the level and timing of financial settlements again this year has made financial planning even more challenging. However, the draft settlement when it was finally issued continued a welcome return to positive settlements, which hopefully recognise the important work Local Government delivers and the pressures that it faces.

The full Capital Plan was last reported to [Council in February 2021](#). Monthly updates are presented to Cabinet. The Estimated Capital Plan is now £42.36m. The plan has been updated since being reported to Cabinet on 16 February 2021. Included in the Capital Plan is the Capital Strategy, which is a new report introduced in 2019 to 2020, giving a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services, along with an overview of how associated risk is managed and the implications for future financial sustainability.

In 2021 to 2022, the council is planning capital expenditure of £76.7m, as summarised below:

Capital Expenditure	2020 to 21 Approved (£000)	2020 to 21 Revised (£000)	2021 to 22 Estimate (£000)	2022 to 23 Estimate (£000)	2023 to 24 Estimate (£000)
Council Fund	41,648	42,364	54,475	18,580	7,507
Band B – 21 C Schools	2,020	27	1,556	9,752	29,745
HRA	19,172	14,876	20,663	18,245	15,468
Total	62,840	57,267	76,694	46,577	52,720

The Housing Revenue Account (HRA) is a ring-fenced account, which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately. Details of the Housing Capital Budgets can be found in the [Housing Rent Setting and Housing Revenue and Capital Budgets Report](#) to Cabinet on 19 January 2021.

The Strategic Investment Group (SIG) provides an independent review of all business case proposals for capital investment regardless of value and has delegated authority to approve bids to the value of £1 million. It will also recommend schemes to either Cabinet or Council if the value of the Application is above £1m, or if for other reasons it is more appropriate for Cabinet or Council to approve. Annually, SIG invite bids from the Heads of

Service and meet to review the bids and recommend the proposed allocation of the funding to Cabinet and Council. The recommendations for 2021 to 2022 are included in appendix 5 of the Capital Plan Report. A Summary of the council's Capital Plan is included in the monthly Finance Report to Cabinet. It shows the approved Capital Plan against spend to date. Also an update on the major projects is included in the overall Capital Plan.

The Capital Plan is dependent for part of its funding on capital receipts generated by the sale of council assets. The table below shows those gross receipts achieved in 2020 to 2021. In addition, a number of potential disposals are also currently in development.

Asset	2020 to 2021 (£000)
Bodelwyddan Castle	700
Former Donkey Field, Rhyl	90
Four Crosses Farm, Glanrafon	515
Lletty Farm, Llandyrnog	480
Land at Meliden	57
Barn, Ty'n Celyn, Glanrafon	15
Total	1,857

Each year the council sets Prudential Indicators that determine prudent limits on its borrowing. The council's outstanding debt is currently £241.8m. This is within the Operational Boundary (£265m) and Authorised Limit (£270m) and is less than the forecast Capital Financing Requirement (£296m). This means the council is adhering to the Prudential Code of Capital Finance and is not borrowing in excess of its capital needs.

The ratio of financing costs to the net revenue stream for 2020 to 2021 is 6.64%. This ratio is an indicator of affordability and highlights the revenue implications of existing and

proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs.

Performance Management

Our own Internal Audit completed a review of the council's performance management arrangements in March 2020, giving a high assurance rating and concluding that the performance management framework within the council is managed well and appropriate support is available. The council's performance management strategy, '[Improving Services for our Communities](#)', gives detailed guidance on ensuring adequate measures and controls are in place to monitor performance. Two risk issues were identified from the Internal Audit report:

- 1. A reliance on external providers to supply performance data without checks over its integrity or accuracy.** Subsequently the council has strengthened its contract management arrangements, and now prompts services during annual service planning to consider key performance indicators of any partnerships delivering services on its behalf.
- 2. Performance management reports and finance reports are produced and presented separately with no clear link between the two.** This is a challenge under existing systems and processes, but the council's quarterly and annual performance reports have a focus on our Corporate Plan projects, which are robustly underpinned by a very clear financial strategy, monitored regularly by the Corporate Plan Board. Services are also able to review their own performance results and consider this in conjunction with finance should they require.

A summary of our internal audit work for 2019 to 2020 may be viewed [here](#). The annual internal audit report for 2020 to 2021 is anticipated in June 2021.

There have been challenges to the council's performance management arrangements during 2020 to 2021. The onset of the pandemic meant that the Strategic Planning and Performance Team, responsible for corporate reporting, was entirely redeployed to other critical functions to support services and the community. This naturally had implications on our reporting timetable. No separate 'quarter one' (April to June) report was produced as a consequence in 2020, and our [Annual Performance Report for 2019 to 2020](#) was delayed

by four months (though still published within the legal deadline). Nonetheless, we took the opportunity to include quarter one updates in our Annual Report as far as was possible, to ensure that the report was as current and relevant as possible for elected members and the public by the time of its publication in October. We have by now recovered our usual reporting routine, though there will be some data gaps that persist due to the impact of Covid-19 on services; a particular concern being around the monitoring of pupil attainment (as highlighted in our Young People priority earlier).

Our Service Challenge programme (which is an important arm of our Performance Management Framework) for 2019 to 2020 was also disrupted by the pandemic, seeing the cancellation of challenges for Finance and Property, Legal, HR and Democratic Services (though the papers for both were produced and circulated); and finally Highways, Facilities and Environmental Services. Service Challenges did not take place during 2020 to 2021 while services focused on recovery; however, a more concentrated programme is in place for every service to be seen during June and July 2021 to discuss Covid-19 recovery and plans for improvement.

Another development worth noting is that the council, facing the end of its current contract, has reviewed and tendered for a performance management system. The conclusion was that we remain with the same provider. This will give continuity for existing processes that work well for the council.

Audit Wales audited both the council's assessment of its performance in 2019 to 2020 and our plans for improvement for 2020 to 2021, concluding that we had discharged our legal duties under section 15 of the Local Government (Wales) Measure 2009, and acted in accordance with Welsh Government guidance sufficiently to discharge our duties. A document summarising Audit Wales' work in Denbighshire may be found [here](#), which confirms that the council has arrangements in place to secure continuous improvement. We meet the same legal requirements through the publication of this report, whilst also looking ahead proactively with the inclusion of this Corporate Health section to new requirements to self-assess our governance arrangements, as required by the new Local Government and Elections (Wales) Act 2021. We will look in 2021 to 2022 at putting new arrangements in place to gather stakeholder feedback on our performance, which we will report on in this report going forward.

Care Inspectorate Wales evaluated in its [annual letter](#) the performance of our Social Services during 2019 to 2020. The annual report by our Director of Social Services also evaluates our performance and may be read [here](#).

Risk Management

Risk Management was last reviewed by our Internal Audit team in January 2019, giving our process a medium assurance rating and concluding that the risk management framework, comprising leadership and management, and policy and strategy, was robust with good processes in place. Our risk Management guidance, '[Managing risk for better service delivery](#)', clearly sets out the council's risk management approach and specifies the roles and responsibilities of relevant persons. Five risk issues were then identified from the Internal Audit report.

1. **The council had not articulated what its risk appetite was.** Consequently, the council has developed a risk appetite statement, which was adopted in [September 2019](#), and further reviewed and revised in [September 2020](#) (introducing a separate appetite statement for safeguarding, and, following feedback from staff, clarifying the relationship between risk appetite and risk severity). Risk appetite is a complex subject and it will take time for the organisation to understand its application better. Nonetheless, its introduction has so far added value to our conversations both with risk owners and at committee, and our next Corporate Risk Review will give a particular focus to reducing the larger gaps between some of our more severe risks and our appetite.
2. **Staff at all levels should be clear about their responsibilities with regard to risk management.** Following the Internal Audit report, risk management training sessions were delivered directly by the Strategic Planning and Performance Team to management teams, and staff drop-in sessions were held. The risk guide also clearly articulated the roles and responsibilities of all staff and elected members at every level.
3. **Risk management arrangements for Alternative Service Delivery Models was unclear.** The council has developed, agreed and published a [new toolkit](#) to support the management of Alternative Service Delivery Models. This includes a chapter on the effective management of risk.

4. **Communication of risk at all levels could be improved.** Following updates from risk owners, the register is tabled for discussion with SLT every six months; and following input at Cabinet Briefing and Performance Scrutiny, it is shared with Corporate Governance and Audit committee members. It is also tabled with Corporate Governance and Audit at least once annually to give assurance that our process is robust. Services are also reminded on a quarterly basis by the Strategic Planning and Performance Team to review their register.

5. **Linking risk to performance management.** Our risk register includes a detailed narrative within each update that explains how risks have manifested or been changed. Our Annual Performance Report also now includes key highlights and learning points from our risk management in the last year.

Internal Audit will be conducting another review of the council's approach to Risk Management during 2021 to 2022.

Our last risk review (February 2021) may be found [here](#), and the current Corporate Risk Register is attached to this report in [appendix 2](#). During 2020 to 2021, we did not experience any unforeseen risks and none of our risks developed into an adverse issue. Our risk which is concerned with the council's ability to respond to such emergencies as a public health event (i.e. Covid-19) actually stood the test of the virus outbreak as we continued to maintain statutory services and more as we responded to the crisis. The virus has also of course increased the likelihood of a number of our other risks occurring, specifically the risk of a downturn in the economy and increase financial liabilities. Our Corporate Risk reviews in September 2020 and February 2021 reflect these increased pressures.

Only one new risk was identified for the Corporate Risk Register during 2021 to 2022, but was later de-escalated to the Service Risk Register for Planning, Public Protection and Countryside Services, following updated guidance from Welsh Government that lessened its likelihood. The risk was concerned with the potential failure to progress the replacement Local Development Plan (LDP) to adoption, because of the impact of Covid-19 on staff capacity.

Risks concerning Ash Die-back, Brexit and The North Wales Growth Deal have come more within our control as work on these areas has progressed or become better understood through the year. Risk severity for both Brexit and the Growth Deal has reduced slightly. Ash Die-Back, however, remains one of our most severe risks and an area that considerable work is being done to try to better understand. It is currently far away from our preferred minimalist risk appetite when it comes to safeguarding the public. It is not, however, alone in its misalignment with our risk appetite, being one of 11 risks (out of 20 in total) that are inconsistent with our risk appetite. These have all been carefully reviewed in discussions with risk owners, but their current scorings have been agreed as appropriate. Such a discrepancy justifies the inclusion of these risks to be monitored as corporate risks, which means they receive the attention of the most senior management and political levels of the council. However, as mentioned, our next review (in September 2021) will try to give special focus to reducing the larger gaps between our most severe risks and our risk appetite, whilst also hopefully helping develop the organisation's understanding of risk appetite better.

Workforce Planning

The council employs in excess of 4,000 people. It is a significant employer in our local area. Every year we produce a [Public Sector Duty Report](#). The report explains how the council is compliant with the Equality Act 2010 general duty across our employment functions. Sensitive data for many employees had not been declared (52%), making it difficult to determine, across all variables, the extent to which our workforce is representative of the communities it serves, or to ensure that staff or people applying for jobs are not treated less favourably than others. We have committed to putting in place better management information about staff applying for and being declined training. We are encouraging our staff to provide equality data about themselves and have launched a more user friendly way of collecting this information via our Employee Self-Service webpages. It has not been possible to determine whether inconsistencies exist at the shortlisting stage of recruitment. We are hoping to overcome this for future reporting by developing a solution between Human Resources and School Administration teams.

Our [Gender pay report 2018 to 2019](#) found that female employees were more likely to be in lower paid roles, a trend experienced by most organisations. This is referred to as 'occupational segregation', which means there is an uneven distribution of males and females in stereotypical career choices. For example, health and social care roles are

typically regarded as female roles and construction roles as male. We have put in place a range of actions to help close the gap. In summary, we will:

- Develop and maintain our Equal Opportunities in Employment policy for employees.
- Ensure consistency and fairness in pay and recruitment and selection practices, and continue to monitor these processes looking at protected characteristics.
- Improve equality monitoring and analysis across different functions, for example, training and development, exit interviews and so on.
- Encourage the use of our flexible working policies and home working policy where possible to actively assist in addressing equality issues.
- Ensure that a Gender Pay Report is conducted annually and ensure any improvement plans are actioned and updated.
- Support managers with equalities through training and e-learning.

We are collating and analysing information now for our next Gender Pay Report (the deadline nationally has been extended until October 2021).

A recent [internal audit review of recruitment and retention](#) gave an overall 'high assurance', which means that risks and controls are well managed and objectives are being achieved. Two minor actions were agreed as a result to ensure an ongoing dialogue with services on recruitment and retention and to ensure robust record keeping is in place.

We complete an annual workforce planning review with all services between October and December each year. The purpose of these reviews is to provide a detailed picture of how effectively the workforce in each service is being supported and managed, the diversity of the service, and to highlight challenges in relation to retaining staff, or indeed challenges that could arise from key personnel moving on from their role. The reviews are provided in a spreadsheet format with equalities data for staff employed in each service, training undertaken (or not), anticipated changes (such as staff leaving, secondments, maternity etc.), staff turnover, compliance with appraisals, employment practices (including employee relations cases), and attendance at work. We will improve the format and delivery of these reviews over the next year.

The main workforce-related issues experienced by services between 2020 to 2021 was staffing resources: from recruitment, to retention, to redeployment. Staff have been redeployed across the council to assist in service provision for front facing roles such as care and environmental health. New resources have been required to manage emerging

pressures ranging from Test, Trace and Protect; Covid-19 testing for staff and families; and administration of Welsh government financial support schemes. Office-based staff have been directed to work from home for this period and this has required a cultural change in normal management arrangements.

Some council post holders have had the technical capability to 'work from anywhere' for some time. Pivoting to home working was a relatively smooth transition for those Denbighshire staff that had already been using IT equipment (so long as they had the connectivity at home). Other staff, however, experienced some problems, particularly where they had been redeployed to new roles with different technology and systems. We had tested our resilience to office / server failures before during emergency planning tests, and had learned valuable lessons from those tests. For example, ensuring sufficient licences were in place enabling all staff to be able to access our secure network at the same time.

Our aim is for all staff to have at least 3 one-to-one meetings in every year. During 2020 to 2021, 45% of staff had at least 3 meetings with their line manager, or other designated person. Clearly, this last year has made one-to-one meetings for all staff harder, particularly front line staff. Furthermore, many staff have been redeployed into new roles as part of our Covid-19 response. For office based staff though, one-to-one meetings should, in the most part, be able to continue virtually. We continue to monitor completion of one-to-one meetings as we would like to see at least 95% of all staff receiving them.

Following the pressures of the last year, from a work and home perspective, there is an emerging issue surrounding mental health. The council is committed to supporting staff with their health and well-being through the [Time to Change mental health campaign](#). We will be signing our Time to Change Wales Pledge on May 13, 2021, in the presence of our elected members, senior leaders and unions. As part of this Pledge, we will deliver an action plan and launch our new mental health strategy, together with guidance for managers and extensive training to support employees. We have a number of Mental Health First Aiders already in place, but we will train more throughout this next year. We will also be launching a Mental Health Awareness e-Learning module that will become mandatory for all staff, which will help raise awareness and sign post employees to the support we have available. We have put in place an Employee Assistance Programme for all employees. The service is free of charge and employees do not need to for their manager's permission to use the service, which is available 24 hours a day, 7 days a

week, 365 days a year, accessible by phone or online. Our intranet and [website include resources and links to support on a range of topics](#). With many staff working from home for their whole working week, we put in place virtual training with an external provider to support staff to build their personal resilience. Over the last year, we have trained 52 staff across ten sessions in Building Personal Resilience. A further 32 members of staff have received training in managing stress in the workplace, and 14 in secondary and vicarious trauma.

Sickness absence is a good indicator of the health and well-being of Denbighshire's workforce. During the year 2020 to 2021, the rolling average number of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence was around 2% lower than for the previous year. As at March 2021, sickness absence stood at 6.47 days, compared to 8.02 the previous year. This is likely to reflect the greater flexibility and work life balance achieved by home working during the pandemic, and potentially less illness due to no or very limited social mixing. It should be noted that some data for the year is missing due to changing personnel across services in the council. As in previous years, we determine what acceptable sickness absence looks like by comparing our levels of sickness absence to those across all sectors (using data published by the Chartered Institute of Personnel and Development). We were not able to update our thresholds for the year 2020 to 2021 and continued to use the previous year's. On this basis, our sickness absence levels are considered to be good.

We have continued to develop our learning and development programme to support and embed the council's leadership strategy. Training and development for new and established managers is progressing using a variety of resources and approaches, and many of these have been provided virtually during the last year, including:

- Institute of Leadership and Management qualifications with Coleg Cambria and Coleg Llandrillo.
- Professional development 'bite-size' courses in specific specialties such as Project Management.
- Soft skills courses, such as the bespoke course 'Aspiring Managers'.
- E-learning courses have been developed and are continuing to be developed in soft skills, for example 'Difficult Conversations'.
- HR support to develop coaching and mentoring skills.

- HR Specialists guidance and support with policy and process.
- Leadership Conference for middle and senior managers.

The council ran a survey between August and September 2020 to find out how staff were coping with the new ways of working, and to seek their views on what an ideal future way of working could look like. We have also taken from our surveying of staff some important learning for the redeployment process that we established, particularly around supporting staff in new roles by understanding their duties and putting in place appropriate training and support. Respondents had generally adapted well to home working, and found that they were enjoying the advantages of working from home (such as work-life balance, no commute), as well as disadvantages (connectivity issues, no dedicated office space, missing colleagues). The majority of respondents (86%) stated that they would like to see homeworking being part of their future arrangements, alongside some time in an office / work environment, and they shared ideas about how this could be more effective. The results of the survey are being used as part of our considerations for how the council will work in the future, how office space will be used (including the possibility of staff accessing other public sector offices that may be closer home), and how carbon emissions can be kept to a minimum. The challenge for us over the next year will be to develop a new way of working that is effective for our communities, service users, elected members, partners and staff. We will review our support package for staff, including staff conditions and training and development, as our plans develop.

Assets

The council's management of its assets can have a significant impact the delivery of our services and financial standing. The effective and efficient management of our property portfolio and physical assets (including ICT resources) helps ensure that the council is:

- not wasting money on assets that are not required to meet service needs or are unnecessarily costly to run;
- serving the public well with assets that are of good physical quality and make services easy to access; or
- not missing opportunities to share assets with other public agencies, which would increase customer convenience.

Throughout 2020 to 2021, the council's ICT support and resourcing has been critical. Many of the council's functions have been delivered successfully through virtual working during the pandemic. Use of the CAG system, where users access the council's systems virtually, has risen during this period from around 200 per day up to nearly 1600. Nearly all meetings – operational and democratic - are currently 'virtual'.

As the 'new ways of working' work stream looks at the future for the workforce of Denbighshire, it is evident that we will maintain this model of virtual working even when social distancing is no longer required. A key milestone for this workstream is to ensure that the council has the ICT tools for sustained virtual working and that officers and elected members have the right equipment to do their work wherever they are.

Denbighshire County Council has approximately 1000 highway assets. Bridges and Structures is a term which encompasses bridges, culverts and retaining walls. The timescales within which risk based inspections should be carried out of these assets is set out in the National Code of Practice for Bridges:

- Principal Inspections (PI) are carried out every 6 years to 12 years.
- General Inspections (GI) every 2 years.

From these inspections, the maintenance and repair programme is prioritised. The maintenance of bridges is financed primarily through capital funding which is approved through the Strategic Investment Group (SIG).

A 2019 Internal Audit report found that inspections, both Principal Inspections and General Inspections, are carried out within the timescales as set out in the National Code of Practice for Bridges, the results of which inform the prioritisation of the maintenance programme.

Overall, the report found that there is a good system in place for prioritising bridge maintenance repair, and no roads are closed due to bridge conditions, which contributes to the corporate priority of Connected Communities. However, the team's weak procurement practice, lack of internal guidelines, and need to include bridges in the Highways Asset Management Plan meant that the report gave a medium assurance rating, which is minor weaknesses in management of risks and / or controls, but no risk to achievement of objectives.

The council has established the role of Corporate Landlord. The key principle that underlines this approach is that the council owns all assets, with the services making use of them as tenants. All land and property used in the delivery of services is either owned or leased by the council and not by the services. Services occupy property only to provide a service on behalf of the council.

The concept of treating property as a corporate resource strengthens the Corporate Landlord's strategic control of the council's property assets, providing a corporate and collaborative approach to review and change of use, integrated and shared use of premises, facilities management and maintenance, development and refurbishment. The objective being to provide property assets that are fit for purpose and supportive of service delivery. This in turn will free up services to focus upon the operational aspects of service delivery. The Asset Management Group has been established to support the role of the Corporate Landlord in making strategic decisions in relation to the council's property assets, and to provide the necessary oversight and scrutiny of this role.

The council currently has an adopted Asset Management Strategy that guides our asset management activity and supports the delivery of our corporate priorities. The strategy is due for review during 2021 to 2022, and the revised document will reflect new and emerging priorities for land and building assets such as Band B school building programme, the council's target to become Net Carbon Zero and Ecologically Positive by 2030, and the changes that will be needed in our office portfolio to support new ways of working.

To ensure that capital assets continue to be of long-term use, the council Asset Management Group (AMG) meets quarterly to provide strategic direction for all matters relating to the effective use of council owned land and building assets within the county, including (but not exclusively): Land and Property disposal, Land and property acquisition, Strategic property planning (including consideration of Asset Management Plans), Innovative land and property usage / utilisation.

Procurement

Denbighshire's procurement is overseen by a collaborative Board between Denbighshire and Flintshire councils. The Board has been in place for a number of years, and was the subject of an [internal audit review in May 2018](#). The review concluded with 'some / low assurance', which meant that significant weaknesses in risk management were found to

be present. Since then, the joint team and Board have been strengthening governance arrangements through more regular reporting to council committees, has been working on updating procurement processes, and had planned for staff contract management training (though temporarily suspended due to Covid-19). A number of actions to address the cause of Internal Audit's concerns are still underway, including the development of a new [procurement strategy](#).

During 2020 to 2021, 12% (9 of 73) of Denbighshire contracts worth over £25k and under £1 million contained community benefits. While the number is still lower than our acceptable level (20%), 7 of the 9 contracts came to fruition between January and March 2021, which could reflect the impact of the new Community Benefits Hub. However, across the year, far fewer contracts contained community benefits than the total, 34% (14 of 41 contracts), for 2019 to 2020. We are exploring the reasons for this.

During the year, four collaborative procurement activities were undertaken. Notable examples include the Blue Badge Software Licensing and Additional Learning Needs ICT System. Both activities were a collaboration between Denbighshire and Flintshire councils. Denbighshire also monitors the number of missed collaborative procurement activities. During 2020 to 2021, five opportunities were missed. The reasons for this were due to technical differences and difference in requirements. It is also worth noting that the majority of procurements during 2020 to 2021 did not lend themselves to collaboration. For example, building maintenance works in schools or works required in specific council buildings and properties.

Across the year, 34% of procurement spend (over £49 million) was with suppliers based within Denbighshire (compared to 25% during 2019 to 2020). Our ambition is for 40% of all our procurement spend to be with local suppliers in Denbighshire. There are a range of reasons for this falling below our ambition; some of which are outside of our control. For example, we may purchase goods and services from suppliers within Denbighshire that are not included in this figure because the invoice is paid to a regional or head office outside of the county. During the year, 56% of the council's spend was with suppliers based in Wales, which supports the globally responsible principle of sustainable development.

During the year, the Community Benefits Hub was established; funded as a Corporate Plan project. The purpose of the Hub is to maximise benefits for our communities through our procurement and supply chain. The Hub is already making a difference by building

benefits into our contracts. Its new model of themed community benefits meetings is best practice that we hope to apply all future projects. Examples include:

1. Brenig Construction, the contractor building the council's social housing, together with Working Denbighshire and other partners is supporting 4 trainees to be 'work ready', with each of the trainees receiving training and mentoring in construction.
2. The Hub is working with Denbigh Town Council and Denbigh in Bloom to secure place-based benefits that will add value to the local community in Denbigh.
3. The Hub has been supporting the Rhyl East Sea Defences project to bring about some retrospective benefits, such as access to training placements, engagement with schools, support for local food bank, and help with a Countryside Services project by moving and re-siting dredged materials. Support for schools will include outreach on STEM subjects including access to the Balfour Beatty Academy which contains a range of teaching resources supported by a STEM Ambassador.
4. The Hub supported the Queen's Market demolition project to secure 3 paid work placements, 1 paid training place, and an expectation that the contractor works closely with the Working Denbighshire team, which has created and delivered a bespoke training package to appropriately upskill clients. In addition, a community benefit to oblige the contractor to safely retrieve, and store, any identified architectural artefacts of historical or social history importance – for potential use as decorative features in any new build on the site – has been secured.

We will continue to develop our procurement processes and engage with local businesses, in particular to increase community and environmental benefits. While good progress has been made to embed community benefits into our procurements, we would like to see more contracts containing community benefits. A refreshed procurement strategy will take account of our new approach to community benefits.

Annual or Biennial Measures

Title	2018 to 2019	2019 to 2020	Status
Overall satisfaction with the council – Benchmarked Locally	40	No data Survey due in autumn	Priority for Improvement
Percentage difference in the mean hourly rate of pay for women – Benchmarked Locally	7.7	-9.7	Excellent
Percentage of the lowest paid salaries (bottom quarter) that are women – Benchmarked Locally	79.4	79.1	Priority for Improvement
The percentage of new appointees from applications where it was disclosed that they are either from a racial or religious minority group, have a disability, are gay or bi-sexual, or had their gender reassigned – Benchmarked Locally	7	15	Does not apply Count only

Title	2019 to 2020	2020 to 2021	Status
Member attendance (expected and present), year to date – Benchmarked Locally	79	89	Good
Net Carbon Zero – Total carbon tonnage emitted and absorbed by the council (excluding supply chain) – Benchmarked Locally	14,030	10,277	Does not apply Thresholds to be determined

Title	2019 to 2020	2020 to 2021	Status
The percentage of staff who have had at least 3 one-to-one meetings in the last 12 months – Benchmarked Locally	No data New to 2020 to 2021	45	Priority for Improvement

Quarterly or Biannual Measures

Title	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
Negative news stories as a percentage of all news stories about the council – Benchmarked Locally	3	5	4	12	24	Priority for Improvement
Local procurement spend as a percentage of total procurement spend – Benchmarked Locally	No data New to 2020 to 2021	30	36	34	36	Good

Title	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
Percentage of Denbighshire contracts over £25k and under £1,000k containing community benefits – Benchmarked Locally	100	0	12	0	28	Acceptable The annual average is considered to be a priority for improvement
Percentage of Corporate Plan Measures showing as 'Priority for Improvement' – Benchmarked Locally	47	No data due to Covid-19	47	49	49	Acceptable
No. of projects on the project register showing as 'compromised' – Benchmarked Locally	0	0	2	0	1	Good

Title	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
The percentage of projects whose delivery confidence was updated in the last three months – Benchmarked Locally	No data New to quarter 3	No data New to quarter 3	No data New to quarter 3	90	94	Good
Percentage of corporate risks inconsistent with the council's risk appetite statement – Benchmarked Locally	No data New to quarter 2	No data New to quarter 2	52	No data Six-monthly	55	Priority for Improvement
The number of negative reports from external regulators – Benchmarked Locally	0	0	0	0	0	Excellent

Title	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
No. of Internal Audit low assurance reports, financial year to date – Benchmarked Locally	7	1	2	4	4	Acceptable
Corporate and Service Budget Variance (£k)	1,483	7,393	5,107	2,242	-718	Does not apply Count only
Council reserves (£m)	£7.135	£7.135	£7.135	£7.135	£7.135	Does not apply Count only
The percentage of external complaints upheld or partly upheld over the last quarter – Benchmarked Locally	58	67	63	52	57	Acceptable

Title	Quarter 4 2019 to 2020	Quarter 1 2020 to 2021	Quarter 2 2020 to 2021	Quarter 3 2020 to 2021	Quarter 4 2020 to 2021	Status
The rolling average number of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence – Benchmarked Locally	8.02	No data due to Covid-19	6.57	6.61	6.47	Good
The cumulative number of work experience placements offered within the council	28	28	28	28	36	Does not apply Count only

What are we doing in 2021 to 2022?

We will deliver the following improvement actions in support of the council's Corporate Health in 2021 to 2022:

- Implement annual process for stakeholder engagement on council performance.
- Appoint a new Chief Executive Officer.
- Plan for new replacement EU funding arrangements.
- Agree and implement a whole council approach to New Ways of Working.
- Develop a new Corporate Plan by October 2022.
- Respond to the requirements of the Local Government and Elections (Wales) Act 2021.

- Service Challenge Programme re-established for the summer of 2021, giving a particular focus on the strategic direction of services and their recovery post-Covid-19.
- Next formal Risk Review in September to give a particular focus to risk appetite to help improve the organisation's understanding of its application.
- Complementing New Ways of Working, we will review training, development and mental-health needs for staff.
- Improve the information we have about our workforce, including equality information, to support more detailed analyses in future Public Sector Duty Reports.
- Improve our workforce planning programme and consider how best to plan for posts requiring a specific level of Welsh above Level 1.
- Integrate biodiversity protection and improvement into our procurement processes and drive through community benefits that improve the environment. We will work with businesses and suppliers in Denbighshire to encourage lower carbon practice. We will also develop a new procurement strategy.

Sustainable Development

Sustainable development is embedded in the way that we do things at Denbighshire County Council. Our [Well-being Impact Assessment \(WIA\) website](#), which is well-used by staff and referenced by councillors to better enable informed decision-making, checks the extent to which the Sustainable Development principles have been applied for any given project, as well as the likely impact (positive or otherwise) within the context of the seven well-being goals. We have also updated our WIA this year to take account of our new commitment to carbon reduction and positive ecological improvement.

The Council amended its [constitution](#) in October 2020 to include the requirement that climate and ecological considerations are a guiding principle within our decision making and policy. The change should affect decisions at every level in the council. Carbon Literacy training has also been provided to 27 councillors and 207 key staff across the council, looking ahead to a more widely available e-module being made available.

The council took a significant step forward in February 2021 with the publication of its [Climate and Ecological Change Strategy](#), which will see the council become a net carbon zero authority by 2030. This is our response to the climate emergency that the Council declared in July 2019. It is an ambitious plan, but rigorous performance management arrangements are in place. Progress will be overseen by the Corporate Plan Programme Board, and reported quarterly through our quarterly performance reports to Cabinet, the Senior Leadership Team, and Scrutiny; and annually to Council through this report.

Equality and Diversity

Our Corporate Plan adopts an approach that we believe equips the council to deliver significant progress for all, by reducing current inequalities. The principles of equality are embedded throughout the council's functions and services. Through the projects that we deliver, our Corporate Plan commits the council to:

- Engage, where appropriate, with groups that represent people with protected characteristics.
- Consider limitations to physical access, in particular with new builds, but also with regard to access to information and services.

- Consider the appropriateness of the facilities that we have available within the council's estate for use by those people with protected characteristics.
- Engage, challenge and, where possible, remove barriers to opportunities (including work) for those with protected characteristics.
- Condemn hate related bullying and harassment.

Our project and programme management processes, which support the delivery of all projects in the Corporate Plan, enforce these principles; and in particular the council's approach to [Well-being Impact Assessments](#) of all projects, plans and policies requiring decision is well embedded and understood by staff and councillors. We have recently tailored our Well-being Impact Assessment Tool to take account of socio-economic disadvantage, in line with the introduction this year of the Socio-economic Duty for Wales (under the Equality Act 2010). The overall aim of the duty is to deliver better outcomes for those who experience socio-economic disadvantage, taking account of evidence and potential impact, through consultation and engagement, understanding the views and needs of those impacted by a decision. The Duty welcomes challenge and scrutiny in our decision making, driving a change in the way that we evidence our decision making and ensuring that we have a clear audit trail for those decisions.

Our [Equality and Diversity pages](#) on our website also celebrate diversity and promote equality in everything that we do to improve the quality of life for everyone living, working and visiting Denbighshire. Denbighshire County Council has pledged its support to the Zero Racism Wales initiative. The pledge states the council is not willing to tolerate racism in any form and supports Zero Racism Wales' calls for all organisations and individuals to promote racial harmony and implement commitments within the workplace and in their day to day lives. You can find more information on the Zero Racism Wales website at zeroracismwales.co.uk.

Other actions in support of our Public Sector Equality Duty include:

Training

We provide equality training for staff via an online equality e-learning module. This training is provided for all new employees, and is mandatory for all personnel. For 2021, the equality training module has been updated to incorporate the Socio-economic Duty for Wales. Training materials and sessions were given to cabinet members, Senior

Leadership Team members, Chairs and Vice Chairs for Scrutiny Committees, and personnel during February and March. Furthermore, the Strategic Planning Team briefed decision makers within the main council function areas, such as procurement, planning, internal audit, legal, finance and the Tackling Poverty Group on the requirements of the new Duty and the requirement to evidence how socio-economic disadvantage is considered for all strategic decisions within the organisation.

Engagement

Our County Conversation Portal is used to find out what's most important to our communities and helps us to make sure we focus on the right areas. All the work undertaken previously on our County Conversation included contact with groups from protected characteristics. You can find out more about the [County Conversation Portal](#) on the Denbighshire County Council website.

The council is also a member of the North Wales Public Sector Equality Network (NWPSSEN), which is a valued forum for sharing best practice and learning around equality issues that the public sector is facing. NWPSSEN membership includes the Equality and Human Rights Commission and Welsh Government. The forward work plan for NWPSSEN may soon focus on undertaking work to strengthen engagement opportunities within North Wales with protected characteristic groups, along with the continuation of discussions around how the Socio-economic Duty and partnership work can be embedded further in our member organisations.

Equality Reporting Elsewhere

Each year we are required, as a Local Authority, to publish reports detailing our commitment and compliance with equality legislation, and to regularly report on pay systems and assess the equality of pay.

At Denbighshire County Council we support the principle of diversity and equality as we need people from diverse backgrounds to ensure that we are representative of the County. We are committed to providing equal pay for work of equal value and aim to provide an equitable pay structure.

We have produced the Public Sector Equality Duty report for 2019 to 2020 detailing our commitment and compliance with this legislation. We have also created a Gender Pay Report 2018 to 2019 reviewing the average earnings between men and women within the

council. [Click here](#) to view the most recent reports on the council's website pages for equality and diversity. Additional analysis may also be found in our assessment of [Workforce Planning](#), earlier in this document.

Welsh Language

Denbighshire County Council is fully committed to responding positively to the Welsh language standards, and this has been reflected in our 5-year Welsh Language Strategy. That commitment has not changed and we continue to play our part towards national efforts to increase the number of Welsh speakers to a million by 2050. The duties arising from the standards mean that the council should not treat the Welsh language less favourably than English, as well as promoting and facilitating the use of the Welsh language (making it easier for people to use their Welsh language skills in everyday life).

Each service within the council has a Welsh Language Champion who regularly monitors progress with the standards, shares best practice, and acts as a 'critical friend'. They carry out 'mystery shopper' checks and arrange awareness sessions and activity for colleagues and learners.

The council recently held its third Eisteddfod as part of St David's Day celebrations. The event is part of the council's efforts to raise the profile and gain a better understanding of the language, and to celebrate the culture of Wales. It comes at a time when there is significant attention on the Welsh language and the fact that the Urdd Eisteddfod is due to return to the county in May 2022. This year, as a result of Covid-19 and the majority of staff working from home, we had to be a little more creative, and so the Eisteddfod went digital. We used our private staff facebook page as a location to hold the Eisteddfod and promoted various categories for staff to compete in by uploading a picture to go with each category. The response and support received exceeded our expectations and there was a lot of engagement from staff. The digital Eisteddfod was very successful with 163 entries and over 700 votes.

We want to support employees on their language journey. We encourage employees to practice, and we arrange various informal opportunities throughout the year including:

Tea and Talk: Informal sessions to increase staff confidence in speaking Welsh. The majority of staff are work from home at present therefore the sessions are being held virtually.

‘Mae gen i hawl’ (I have rights) campaign: A campaign to celebrate the Welsh language services that Denbighshire offers, and the rights that people have to use Welsh when dealing with them. It was an opportunity to promote Welsh language services and to try to increase the number choosing to use them. The marketing campaign mentions some of the rights held by the public as well as council staff.

Promotion of the Welsh language standards: We’ve created documents to promote the Welsh language standards to share on Denbighshire Today, LINC, Visiontime and the staff Facebook page. It’s a form of checklist for staff to ensure they comply with the standards. We have already promoted the standards for answering the phone, arranging meetings and correspondence.

Promotional videos: We’ve created videos to help Welsh learners with their Welsh language skills, such as a video on how to pronounce the names of some of the villages and towns of Denbighshire, useful sentences to use at meetings, and Welsh word of the day. We’ve also created documents with relevant Welsh words to celebrate various national days (such as Pancake Day, St Dwynwens’ Day, Mother’s Day) and the phonetics to help Welsh learners.

Celebrating Wales’ national events: Organise activities to celebrate events such as St Dwynwen’s Day, St David’s Day, Owain Glyndŵr, Shwmae Su’mae, Welsh language Music day, and many more.

Welsh Lessons: We encourage staff to improve their Welsh language skills by promoting the various 10 hour online courses for various sectors through the Work Welsh scheme.

All services are also required to produce an annual workforce plan which must consider the number of Welsh speakers employed within services. All Heads of Service are asked to consider whether they have enough Welsh speakers to provide a fully bilingual service to the public.

We have introduced a new framework for staff to self-assess their language skills based on the types of communication tasks (reading, writing, speaking and understanding) they could undertake through the medium of Welsh. This is an effective way of being able to monitor what level of skills are needed for the job, and what course employees need to move to the next level. We have also assessed each post within the council, following the same framework, in terms of what level of Welsh is required for that specific job. No post will be advertised as Welsh desirable as each person will need at least level 1 in Welsh

language skills for the post. So in a way Welsh is "essential" for all jobs. If the person does not have the Welsh language skills required for the post, then they are obliged to attend training and reach that level within 6 months, which is the probation period (subject to the situation), with support from our Welsh Language Officer. The Welsh language skills of each service will be monitored every month, and managers will also receive information about the Welsh language ability of employees within their service.

The council is an active partner of the Welsh language partnership. The forum is made up of a number of organisations, both local and national, working towards the promotion and strategic development of the Welsh language here in Denbighshire.

Our vision is for greater opportunities for the use of the Welsh language in the workplace, with more emphasis on including specific Welsh language requirements for new posts through:

- Supporting staff to further develop their skills in order to be able to work naturally bilingually, and to encourage and support staff without Welsh language skills to learn the language over a period of time.
- Adopting a recruitment policy that will enable the council to normalise the use of the Welsh language in its daily administration and the services it provides. As a priority, it will focus on the departments that offer a front-line service to customers.
- The strategy will need to be reviewed this year so that it is operational by 2022; therefore, our priority is to deliver a strategy for the next 5 years that will set an ambitious goal and targets to ensure that Denbighshire is a county where Welsh culture and heritage is alive and the Welsh language thrives. We will be working with partners on setting a target and an action plan.

Project Register

Every six months the council's Senior Leadership Team (SLT) receives an update on all corporate projects that are underway in Denbighshire. The Project Register ([appendix I](#)) provides the most recent status information extracted from Project Highlight Reports, written by the Project Manager, and approved by the Project Executive.

Currently one project on the register shows a 'compromised' position:

Denbighshire and Flintshire Joint Archive Project: Even if funding is secured, there is a significant shortfall due largely to inflationary costs associated with the construction of the proposed building.

Currently four projects on the register show an 'at risk' position:

- **Young Person Employment Bursary:** Take up of the Bursary continues to be slow as the Covid-19 lockdown begins to ease. Some training providers are not able to run courses as they would like at present, so potentially limiting courses that are available.
- **Improving Energy Efficiency in Council Houses:** Delivery confidence continues to be at risk, the pandemic having impacted upon the schedule of works
- **Marketing:** At risk due to the lack of capacity for this project.
- **Remodelling Waste Service Operations:** Slippage in the programme linked to delivery of the new depot, which has been delayed due to the impact of Covid-19 and delays around completing on the purchase of the site.

External Regulators

The work of all councils in Wales is scrutinised by external regulators to ensure that we use public money efficiently and effectively to deliver benefits for our communities.

Audit Wales

In April 2021, Audit Wales published their [audit summary for Denbighshire County Council](#). This shows the work completed since the last Annual Improvement Report, which was issued in June 2019, and forms part of the Auditor General for Wales duties. In summary:

Audit of Denbighshire County Council's 2019 to 2020 Accounts

The Auditor General gave an unqualified true and fair opinion on the council's financial statements on September 15, 2020, in line with the statutory deadline. The auditor's report also included an emphasis of matter, describing material valuation uncertainty clauses in valuation reports on the council's property and on Pooled Property Funds held by the Clwyd Pension Fund caused by the Covid-19 pandemic.

The council's Annual Governance Statement and Narrative Report were prepared in line with the CIPFA Code and relevant guidance. They were also consistent with the financial statements prepared by the council and Audit Wales knowledge of the council.

The quality of the draft statements presented for audit on June 15, 2020 was good. This was a significant achievement given the unprecedented challenges posed by the Covid-19 pandemic.

A number of changes were made to the council's financial statements arising from Audit Wales work, which were reported to the Corporate Governance and Audit Committee in Audit Wales Financial Statements Report on [September 9, 2020](#).

The Auditor General issued the certificate confirming that the audit of accounts for 2019 to 2020 had been completed on September 16, 2020. In addition to the Auditor General's responsibilities for auditing the council's financial statements, he also has responsibility for the certification of a number of grant claims and returns. Audit Wales work to date has not identified any significant issues. Key facts and figures from the 2019 to 2020 financial statements can be [accessed here](#).

Well-being of Future Generations Examination – Household waste collection (November 2019)

The examination that Audit Wales undertook in 2019 to 2020 considered the extent to which the council has acted in accordance with the sustainable development principle when taking steps to revise household waste collection, supporting the well-being objective of delivering an attractive and protected environment. Audit Wales concluded that the council has started to apply the sustainable development principle in developing these steps and in taking actions to deliver it. However, there are opportunities to further embed the five ways of working into its decision making and planning. [The report can be viewed here](#).

Continuous Improvement

The Auditor General certified that the council has met its legal duties for improvement planning and reporting and believes that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 during 2020 to 2021.

Financial Sustainability (March 2020)

During 2019 to 2020, Audit Wales examined the financial sustainability of each council in Wales. In Denbighshire they concluded the council is in a relatively strong financial position but needs to strengthen its Medium-Term Financial Strategy and control some service overspending to support future financial sustainability. [The report can be viewed here.](#)

National Fraud Initiative

In October 2020, the Auditor General published his report on the findings of the latest National Fraud Initiative (NFI) data-matching exercise in Wales. The exercise helped public bodies in Wales, including the 22 unitary authorities, identify fraud and overpayments amounting to £8 million. [The report can be accessed here.](#) NFI continues to be developed and in the forthcoming NFI exercise (NFI 2020 to 2022) local authorities will have access to matches designed to help identify potential fraudulent applications for Covid-19 business support grants.

Corporate Arrangements for Safeguarding (August 2019)

During 2019 to 2020, Audit Wales examined corporate arrangements for the safeguarding of children and adults in Denbighshire. The report concluded that the council has effective arrangements for safeguarding, but it needs to improve monitoring and performance reporting. [The report can be viewed here.](#)

Social services budgetary pressures (August 2020)

During 2019 to 2020, Audit Wales examined partnership working in the commissioning and funding of residential care and nursing home accommodation for older people in Denbighshire. The report concluded that the council has been unable to maximise the potential benefits of partnership working when commissioning and administering.

Care Inspectorate Wales (CIW) and Estyn

In May 2019, CIW, as part of a national review of how well local authorities and health boards promote independence and prevent escalating needs and in collaboration with Health Inspectorate Wales (HIW), led an inspection of the council's older adult services. [The report may be viewed here.](#) In July 2020, CIW issued a local authority [annual](#)

[performance review letter 2019 to 2020](#) for Denbighshire County Council. This letter summarises CIW's evaluation of performance of social services (adults and children's services) during 2019 to 2020.

There were no other Denbighshire County Council inspections in this period, but as usual Estyn inspected local schools, and services that are registered with CIW in Denbighshire were subject to regular review.

Planned work for 2020 to 2021

Audit Wales also look at the key challenges and opportunities facing the council. These risks could have an effect on the council's ability to meet its legal obligations in relation to the sustainable development principle, the use of its resources, and continuous improvement. The most significant risk and issue facing councils and the wider public sector during 2020 to 2021 is the Covid-19 pandemic. Audit Wales have shaped their work to provide assurance and challenge in a way that helps to support the council through this period. Audit Wales' work plan for 2020 to 2021 includes:

- Recovery planning in response to the Covid-19 pandemic.
- Covid-19 learning project – helping to identify and share learning from the way in which public bodies have responded to the pandemic.
- Assurance and risk assessment.
- A review of the council's financial sustainability.
- A review of the council's delivery of its environmental ambitions.
- North Wales Economic Ambition Board.
- Commissioning Older People's Care Home Placements (North Wales councils and Betsi Cadwaladr University Health Board).

National Data Collections

Public Accountability Measures

The decision was made by WG Government and Data Cymru at an early stage of the pandemic to suspend national collection of the Public Accountability Measures (PAMS) to allow Local Authorities to better concentrate on responding to the pandemic. This has

affected collections for 2019 to 2020 and 2020 to 2021. It is not yet clear what the process for the coming year will look like.

Code of Practice: Performance and improvement of Social Services in Wales

The Code of Practice came into force in March 2020. Due to unprecedented challenges facing local authorities, the decision was made that there would be no requirement to submit data for 2019 to 2020. The Welsh Government have now confirmed that local authorities must now prepare to submit the data for 2020 to 2021 within the next reporting period. There is still some consideration given to the impact of the disruption caused and the challenges local authorities have faced within 2020 to 2021, which they recognise may impact upon some of the data collection.

Appendix 1: Project Register (May 2021)

Project Name	Delivery Confidence
Young Person Employment Bursary	At risk
Working Denbighshire Ready for Work	Experiencing obstacles
The Denbighshire Working Start Scheme	Experiencing obstacles
Deliver a co-working space for new enterprises at the former Costigan's building	On target
Denbigh Extra Care Housing	On target
East Rhyl Coastal Defence Scheme	On target
New build- Christ the Word 3-16 Catholic school in Rhyl	On target
Ruthin Review - New School for Llanfair DC	On target
Ruthin Extra Care Housing (Phase 2)	Experiencing obstacles
PLANT Project : Urban Tree Planting	On target
Improving biodiversity in Denbighshire	Experiencing obstacles
Monitoring and supporting positive pupil attitudes to self and school / well-being	On target

Project Name	Delivery Confidence
Additional Council Housing Developments	Experiencing obstacles
Target those most likely to be digitally excluded so they have the skills and means to use digital services	On target
Supporting Parents in Denbighshire	Experiencing obstacles
People are involved in shaping and improving services	Experiencing obstacles
Work with RSLs and the private sector to deliver additional affordable homes	On target
Bring 500 Empty Homes back into use	On target
Supporting Carers in Denbighshire	Experiencing obstacles
Make superfast broadband and mobile networks available to everyone	On target
Improve infrastructure to make it easier to stage events	On target
Improving Energy Efficiency in Council Houses	At risk
Community Benefits Hub	On target
Health and Well-being - Nutrition and Cooking Skills	On target

Project Name	Delivery Confidence
To maintain, enhance, protect and preserve Denbighshire's 'living assets' for future generations	On target
Working towards becoming a Dementia Friendly Council	On target
ENRaW Well Connected Providing Opportunities for All	Experiencing obstacles
Moorland Management and Wildfire Prevention Project	On target
Act to Reduce Domestic Abuse	On target
Marketing	At risk
Remodelling Waste Service Operations	At risk
Corporate Support Services Review	Experiencing obstacles
Implementation of an ADMC	On target
Queen's Buildings- Rhyl	Experiencing obstacles
Rhyl Public Realm Strategy	Experiencing obstacles
Develop design to reconnect the top of the high street with the beach, Rhyl	Experiencing obstacles
West Rhyl Neighbourhood Management	On target

Project Name	Delivery Confidence
Rhyl Town Centre Focussed Enforcement	Experiencing obstacles
Edward Henry Street	Experiencing obstacles
Traffic modelling and design traffic improvement works	Experiencing obstacles
Victorian Post Office	On target
Rhyl Green Infrastructure	On target
Centralised Mailroom Project	Experiencing obstacles
Commercialisation of the Digital Records Bureau	Experiencing obstacles
Denbighshire and Flintshire Joint Archive Project	Compromised
Welsh Language Centre	Experiencing obstacles
Oaktree Centre Extension	On target
Childcare Facility at Ysgol Twm o'r Nant	On target
Eclipse system implementation for ALN	None
Capita Regional MIS	Experiencing obstacles

Project Name	Delivery Confidence
Universal Credit in Denbighshire	On target
Former North Wales Hospital	Experiencing obstacles

Appendix 2: Corporate Risk Register (February 2021)

Risk Description	Inherent Risk	Residual Risk	Risk exposure (score) consistent with the council's Risk Appetite
The risk of a serious safeguarding error where the council has responsibility, resulting in serious harm or death	B2 Critical Risk, Likely / High Impact	D2 Major Risk, Unlikely / High Impact	No. This is considered to be a major risk. Risk Appetite suggests that this should be at most a minor risk.
The risk that the economic and financial environment worsens beyond current expectations, leading to additional demand on services and reduced income	B1 Critical Risk, Likely / Very High Impact	B2 Critical Risk, Likely / High Impact	No. Critical risk. Risk Appetite suggests that this should be at most a moderate risk.
The risk of an ineffective response to a serious event, such as severe weather, contamination, public safety (including cyber-attack), or a public health event (such as Covid-19)	A2 Critical Risk: Almost Certain / High impact	C3 Moderate risk: Possible / Medium Impact	Yes

Risk Description	Inherent Risk	Residual Risk	Risk exposure (score) consistent with the council's Risk Appetite
The risk of a significantly negative report(s) from external regulators	C2 Major Risk, Possible / High Impact	D3 Moderate Risk, Unlikely / Medium Impact	Yes
The risk of significant liabilities resulting from alternative models of service delivery	B2 Critical Risk, Likely / High Impact	C2 Major Risk, Possible / High Impact	No. Critical risk. Risk Appetite suggests that this should be at most a moderate risk.
The risk of a health and safety incident resulting in serious injury or the loss of life. (Where Health and Safety is referred to, this incorporates fire safety)	C2 Major Risk, Possible / High Impact	D2 Major Risk, Unlikely / High Impact	No. Major risk. Risk Appetite suggests that this should be at most a minor risk.
The risk that the impact of welfare reform (Universal Credit) is more significant than anticipated by the council	B2 Critical Risk, Likely / High Impact	D3 Moderate Risk, Unlikely / Medium Impact	Yes.

Risk Description	Inherent Risk	Residual Risk	Risk exposure (score) consistent with the council's Risk Appetite
The risk that programme and project benefits are not fully realised	B2 Critical Risk, Likely / High Impact	D2 Major Risk, Unlikely / High Impact	Yes
The risk that effective partnerships and interfaces between Betsi Cadwaladr University Health Board (BCUHB) and Denbighshire County Council (DCC) do not develop, leading to significant misalignment between the strategic and operational direction of BCUHB and DCC	A1 Critical Risk, Almost Certain / Very High Impact	C2 Major Risk, Possible / High Impact	No. Major risk. Risk Appetite suggests that this should be at most a moderate risk.
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	B1 Critical Risk, Likely / Very High Impact	C2 Major Risk, Possible / High Impact	No. Major risk. Risk Appetite suggests that this should be at most a moderate risk.

Risk Description	Inherent Risk	Residual Risk	Risk exposure (score) consistent with the council's Risk Appetite
The risk that senior leadership capacity and skills to sustain service and corporate performance is not available	C3 Moderate Risk, Possible / Medium Impact	D3 Moderate Risk, Unlikely / Medium Impact	Yes
The risk of fraud and corruption resulting in financial and reputational loss and possibly impacting on service delivery	C2 Major Risk, Possible / High Impact	E2 Moderate Risk, Rare / High Impact	Yes
The risk that the cost of care is outstripping the council's resource	B1 Critical Risk, Likely / Very High Impact	C2 Major Risk, Possible / High Impact	No. Major risk. Risk Appetite suggests that this should be at most a moderate risk.
The risk that demand for specialist care cannot be met locally	B2 Critical Risk, Likely / High Impact	C2 Major Risk, Possible / High Impact	No. Major risk. Risk Appetite suggests that this should be at most a moderate risk.

Risk Description	Inherent Risk	Residual Risk	Risk exposure (score) consistent with the council's Risk Appetite
The risk that the return on investment that Denbighshire receives from the Regional Growth Deal is disproportionate	C2 Major Risk, Possible / High Impact	D3 Moderate Risk, Unlikely / Medium Impact	Yes
The risk that any negative impacts of leaving the European Union cannot be mitigated by the council	B1 Critical Risk, Likely / Very High Impact	B2 Critical Risk, Likely / High Impact	No. Critical risk. Risk Appetite suggests that this should be at most a moderate risk.
The risk that partners don't have the resources, matching priorities or commitment to support delivery of shared plans and priorities	B1 Critical Risk, Likely / Very High Impact	C2 Major Risk, Possible / High Impact	No. Major risk. Risk Appetite suggests that this should be at most a moderate risk.
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	B2 – Critical Risk: Likely / High Impact	D3 – Moderate Risk: Unlikely / Medium Impact	Yes

Risk Description	Inherent Risk	Residual Risk	Risk exposure (score) consistent with the council's Risk Appetite
The risk of Ash Dieback Disease (ADB) in Denbighshire leading to significant health and safety issues that represent a potential risk to life	A1 – Critical Risk: Almost Certain / Very High Impact	A2 – Critical Risk: Almost Certain / High Impact	No. Critical risk. Risk Appetite suggests that this should be at most a moderate risk.
The risk that the council is unable to deliver the agenda of Council and external organisations within existing resources	A3 – Major Risk: Almost Certain / Medium Impact	C4 – Moderate Risk: Possible / Low Impact	Yes