

## **Agenda Item 2**

### **CABINET**

Minutes of the Cabinet meeting held in the Council Chamber, Municipal Offices, Prestatyn on Thursday, 28th March, 2002 at 10.00 a.m.

### **PRESENT**

Councillors E.C. Edwards (Leader), I.M. German, D.M. Holder, R.W. Hughes, G.M. Kensler, D.M. Morris, A.E. Roberts, W.R. Webb and K.E. Wells.

Observers: Councillors J. Butterfield, M.LI. Davies and C.H. Williams.

### **ALSO PRESENT**

Chief Executive, Corporate Director Resources, County Clerk and Administration Services Manager.

### **APOLOGIES**

Councillor E.A. Owens.

The Leader referred to the hospitalisation of Councillor E.A. Owens and indicated that he would send her a card wishing her a speedy recovery.

### **BEREAVEMENT**

The Leader referred to the recent death of Mrs. J.F. Mytton, Housing Contact Officer, Llangollen and Members and Officers stood in silence as a mark of respect.

#### **1. MINUTES OF THE CABINET [CABINET 2002 - 24]**

The Minutes of the Cabinet meeting held on 12th March, 2002 (previously circulated) were submitted.

Matters arising:-

- (i) Item 6 (Culture and Leisure Charges 2002-2003) - Councillor R.W. Hughes clarified that the discussions with the Management Committee about Llangollen Town Hall had not been pursued by the Committee. Councillor Hughes also drew Members attention to the list of charges for the Royal International Pavilion circulated at the meeting.

***RESOLVED*** that the Minutes of the Cabinet meeting held on 12th March, 2002 be approved as a correct record.

#### **2. HOUSING STOCK TRANSFER [CABINET 2002 - 26]**

The Corporate Director - Resources presented a report (previously circulated) advising Members of the financial impact of the housing stock transfer on the Council and to consider referring the matter to Council for a decision on whether to make an application to the National Assembly for Wales for Provisional Approval for Stock Transfer which would allow the process to progress. The Director introduced Mr. Mike Russell, Senior Management Accountant, who had recently joined the employment of the Authority.

The Senior Management Accountant took Members through the report and referred to the National Housing Strategy published by the National Assembly "Better Homes for People in Wales" which required local authorities to produce plans to bring their housing stock up to quality standards in 10 years. It was acknowledged that the resources available were insufficient to raise local authority housing to the quality

standards required and a Working Party on Housing Options had been set up to examine the alternatives available to the Council. The preferred option of the Working Party was to pursue stock transfer and a Shadow Board for the proposed Dyffryn Community Housing had been formed to take forward the initiative.

The Senior Management Accountant indicated that a draft Business Plan had been presented to the Working Party and Cabinet which had set out the proposals for Dyffryn and also referred to proposed legislative changes to the Housing Revenue Account and Capital Finances which would include the introduction of prudential borrowing and the removal of rent rebates from the Housing Revenue Account. The view of the Lead Consultants was that the Council would be unlikely to borrow enough through prudential borrowing and do it quickly enough to meet the 10 year improvement time scale required by the Assembly.

The Senior Management Accountant referred to the cost implications of stock transfer and particularly the impact on revenue and capital budgets. In conclusion he referred to the positive support given by Assembly Officers on the stock transfer but highlighted a number of uncertainties which had not been clarified by the Assembly.

At the invitation of the Leader the Chair of the Personal Services Scrutiny Committee addressed Cabinet and referred to the "Better Homes for People in Wales" Strategy document and highlighted the major repairs required to the Council's housing stock. She felt that if housing stock transfer was achieved the Council would be able to meet the 10 year time scale set by the Assembly. Councillor Butterfield praised the active participation of the tenants and fully supported that an application be made to the Assembly for provisional approval for Stock Transfer.

The Chief Executive urged Members to have regard to the balance of benefits for tenants and Denbighshire against the cost implications within the report which were the "worst case" scenario. He highlighted the many positive benefits of stock transfer but felt that the Assembly should clarify a number of important issues as outlined in the report.

The Lead Cabinet Member for Personal Services referred to the financial impact on the Council of a housing stock transfer but felt that the transfer would unlock significant monies to carry out the required improvements. He referred to the close working arrangements with the tenants and supported the proposed application to the Assembly.

Members took the opportunity to raise various questions with the Officers regarding stock transfer particularly referring to the:- lack of Member representation on the Shadow Board from the Dee Valley; preserved rights to buy for existing tenants; lack of information from the Assembly; social housing needs, and sheltered accommodation.

The Chief Executive reiterated that pressure needed to be exerted on the Assembly indicating that if the policy on stock transfer was to succeed the Assembly would need to mitigate the negative effects of stock transfer.

**RESOLVED that:-**

- (a) *the question of stock transfer be referred to Council in order for it to decide whether to make an application to the National Assembly for Wales for Provisional Approval for Stock Transfer, and*
- (b) *appropriate representations be made to the National Assembly for Wales requesting it to clarify a number of uncertainties as detailed in the report which would mitigate the negative effects of stock transfer.*

**3. SCHOOL BUILDINGS IMPROVEMENT GRANT - 2002/03, 2003/04 [CABINET 2002 - 27]**

The Lead Cabinet Member for Education and ICT presented a report (previously circulated) seeking Members' approval to the submission by Denbighshire for the Schools Buildings Improvement Grant for 2002/2003 and 2003/2004.

Councillor K.E. Wells took Members through the report and referred to projects currently being costed and evaluated. He also indicated that the major schemes proposed for inclusion in the submission were in accordance with those included in the Authority's draft Asset Management Plan.

**RESOLVED** that submissions for the School Buildings Improvement Grant in respect of the 2002/2003 and 2003/2004 financial years be approved.

**4. TRANSPORT BEST VALUE CROSS CUTTING REVIEW: PHASE 1 REPORT [CABINET 2002 - 28]**

The Leader presented a report (previously circulated) requesting Members to consider the first phase report from the Transport Best Value Cross Cutting Review Group, review the findings to date and consider the options identified for further review.

The Corporate Director - Environment took Members through the report and referred to the complexities in undertaking such a cross cutting review and the range of options identified for further review. He indicated that two key areas had been excluded from the review, namely the provision of internal transport and staff terms and conditions.

**RESOLVED** that the appointment of external consultants to support the Transport Best Value Cross Cutting Review Group be approved in order to facilitate the identification of best practice for transport operations and to consider the options identified for further review.

**5. CHARGING FOR RESIDENTIAL SERVICES [CABINET 2002 - 29]**

The Lead Cabinet Member for Personal Services presented a report (previously circulated) seeking approval for the Maximum Charge for Local Authority Residential Accommodation for 2002/2003 and for an inflation factor increase of 2.5%.

**RESOLVED** that the 2.5% increase in charges as detailed in the report be approved with effect from April 2002.

**6. CHARGING FOR NON-RESIDENTIAL SERVICES 2002/03 [CABINET 2002 - 30]**

The Lead Cabinet Member for Personal Services presented a report (previously circulated) seeking approval to increase charges for Non-Residential Services for 2002/2003.

**RESOLVED** that the 2.5% increase in charges for Non-Residential Services as detailed in Appendix 1 to the report be approved with effect from April 2002.

**7. VERIFICATION FRAMEWORK BENEFITS [CABINET 2002 - 31]**

The Financial Controller presented a report (previously circulated) seeking approval to implement two modules of the Verification Framework (VF) with the option to introduce the third module at a later date. He indicated that the Government was committed to reducing poverty and develop an active benefit system which supported work, savings and honesty. To achieve those aims it was vital that administration of the Housing Benefit and Council Tax system was secure and fair and the VF had set out the information which must be verified before benefit was paid.

The Financial Controller reported that the introduction of VF would increase administration and funding had been requested from the Department for Work and Pensions for two additional members of staff. A

Project Board would oversee the development of the project and regular reports would be submitted to the Resources Scrutiny Committee.

In response to a question from Councillor G.M. Kensler it was reported that the two new posts would be located at Russell House, Rhyl but benefit checks would be carried out at One Stop Shops/Libraries and additional training would be provided to those staff.

**RESOLVED** that the proposal to progress with two of the three Verification Framework modules be approved and funding be sought from the Department for Work and Pensions.

**8. REVISION OF ANNUAL LEAVE [CABINET 2002 - 32]**

(The Officers declared their interest in this matter).

The Lead Cabinet Member for Human Resources presented a report (previously circulated) seeking approval to increase the extra statutory days from 2 to 3 with effect from 1st April, 2002. Councillor I.M German indicated that the revision would improve the holiday entitlement for a large number of employees and would be consistent with neighbouring authorities. She also reported that the additional day would not apply to those employees who were currently afforded protection and it was the intention to phase out that protection by 2004.

**RESOLVED** that approval be given to increase the number of extra statutory days from 2 to 3 with effect from 1st April 2002 thereby increasing the minimum entitlement to 23 days and a maximum entitlement of 31 days after 20 years of service.

**9. FUTURE OF VARIOUS COMMITTEES UNDER THE NEW CONSTITUTION [CABINET 2002 - 33]**

The Chief Executive presented a report (previously circulated) seeking confirmation that the Cabinet support the case for it to assume responsibility for various areas currently dealt with by other Committees. He indicated that a full discussion on the matter had taken place at the Council meeting earlier that week and the paper had also been considered by the Modernising Panel on 22nd March 2002.

**RESOLVED** that Cabinet support the case for it to assume responsibility for various executive functions as identified in the Appendix to the report.

**10. REVENUE BUDGET 2001/02 [CABINET 2002 - 34]**

The Financial Controller presented a report (previously circulated) seeking Members' consideration of any further actions required to reduce the balance of overspending on services. He was pleased to report that the Council was on course to achieve a zero balance at the end of this financial year which would be in accordance with the Council's agreed Recovery Action Plan.

The Financial Controller did, however, indicate that there might be potential clawbacks on Housing Subsidies and the need to include a prudent sum for that possibility. Any unused Bellwin monies and winter maintenance contingencies would be put into the reserve account.

**RESOLVED** that the report be received and noted.

At this juncture (11.35 a.m.) the meeting adjourned for 10 minutes to allow members to partake in refreshments.

**11. RHYL GOING FORWARD [CABINET 2002 - 25]**

The Leader welcomed to the meeting Professor Peter Lloyd who had been jointly commissioned by the Council and the Welsh Development Agency to identify a common approach to a renewal strategy for Rhyl. He also welcomed to the meeting Mr. Oscar Morris, Town Clerk, Rhyl Town Council.

Professor Lloyd outlined the brief given to himself and Insight (Shared Renewal) Ltd. which was to:-

- engage with local players and identify a strategic direction for Rhyl;
- attempt to create a basis for constructive dialogue, and
- attempt to form a common vision for the town and a mechanism for delivering the vision.

Professor Lloyd took members through the "Rhyl Going Forward" final report (circulated at the meeting) and summarised the main findings within the report. The report recommended an approach to future activities which was intended to deliver a step change in the way the town perceived itself and to create a basis for future development.

Professor Lloyd emphasised the partnership approach required and the need for common policies among all agencies and groups working in Rhyl. He particularly referred to the role to be played by the County Council and the need to link its own budget priorities with that of Objective 1, W.D.A., W.T.B., etc for the future development of Rhyl.

With reference to the 'Way Forward' Professor Lloyd outlined the need to develop a Strategic Framework based on the following themes:-

- (i) public service quality enhancement;
- (ii) image, amenities, skills and regeneration, and
- (iii) community strength and social capital.

Following the presentation Members took the opportunity to raise questions/comments with Professor Lloyd regarding the report and its findings.

The Corporate Director, Environment referred to the suggested Action Plan (circulated at the meeting) which detailed a programme of connected activity in support of the three themes referred to above. He sought authority from Cabinet to progress that Plan.

The Chief Executive thanked Professor Lloyd for a most stimulating and powerful presentation and felt that the key message was for the County Council to take a strong lead to take forward the Action Plan in close partnership with all other agencies.

**RESOLVED** that:-

- (a) *the contents of the report be received and noted, and*
- (b) *the draft action plan and the steps envisaged to act on the findings of the report be approved, with further reports to Cabinet in due course.*

**12. PROGRAMME OF BEST VALUE REVIEWS FOR 2002-2003 [CABINET 2002 - 35]**

The Leader presented a report (previously circulated) seeking approval of Denbighshire County Council's programme of reviews for 2002-2003. He indicated that the authority's Performance Plan 2001-2002 contained a five year service review programme which identified eleven services for review during 2002-2003. The Wales Programme for Improvement commenced on 1st April, 2002 and by March 2003 the authority was required to produce a thorough 'whole authority analysis' and risk assessment. In order to ensure that sufficient resources were available to effectively carry out the analysis it had been necessary to revisit the Programme and rationalise the number of reviews the authority was to undertake during that period. The following five areas had been identified for review during 2002-2003:-

- procurement;
- debt recovery;
- leisure services;
- sheltered housing property maintenance, and
- property maintenance.

**RESOLVED** that the authority's revised programme of reviews for 2002-2003 be approved.

**13. YSGOL BRYN COLLEN, LLANGOLLEN : CAPITAL RECEIPT [CABINET 2002 - 36]**

The Lead Cabinet Member for Education and ICT presented a report (previously circulated) requesting Members to earmark the capital receipt received in respect of the release of part of the Ysgol Bryn Collen land to fund improvements to the school/site building. Cabinet had previously agreed to the release of part of the Ysgol Bryn Collen land for highways adoption thereby enabling housing development to gain access to a site adjoining the school. During the consultation process assurances had been given to the Governing Body that the capital receipt would be transferred to the school.

**RESOLVED** that the Capital Receipt of £10,000 be earmarked to fund improvements carried out/to be carried out to the school buildings/site at Ysgol Bryn Collen, Llangollen.

**14. DENBIGHSHIRE COUNTY COUNCIL - VARIOUS ROADS, CYNWYD (PROHIBITION AND RESTRICTION OF WAITING ORDER) [CABINET 2002 - 37]**

The Lead Cabinet Member for the Environment presented a report (previously circulated) informing Members of an objection received regarding the above proposed traffic regulation order and seeking approval to it being overruled. Councillor D.M. Morris indicated that the prohibitions and restrictions on waiting contained in the proposed order were required to remove instances of obstruction of indiscriminate parking and to ease congestion. In response to a public notice a letter of objection had been received from Ivor Williams Trailers Limited (copy of letter of objection attached at Appendix B to the report).

Following receipt of the letter of objection a meeting had been called to consider and discuss the details of the objection and agree a way forward on the issue. After lengthy discussions at that meeting it was finally agreed that in light of the overriding traffic management, road safety and environmental considerations, Member approval should be sought to overrule the objection. It was also considered, however, that Ivor Williams Trailers should be afforded adequate opportunity to make alternative parking/servicing arrangements and accepted that this could involve land purchase, seeking of planning approval and construction work.

The local Member Councillor C.H. Williams had been consulted and gave his written agreement to the objection being overruled. He also requested, however, that in light of the time which had already elapsed since the end of the original objection period the order be introduced 12 months from that date, i.e. on the 5th October, 2002.

Councillor W.R. Webb proposed that in the overriding interest of traffic management, road safety and the environment, the objection to the proposal be overruled and the order be introduced with effect from the 5th October, 2002. He also proposed that the order be restricted to 8 a.m. to 5 p.m. each day and the original order be amended accordingly. The County Clerk indicated that he would need to check to see if the original order could be amended at this late stage.

**RESOLVED** that:-

- (a) *the objection received to the above proposed traffic regulation order be overruled and the order be introduced from the 5th October, 2002, and*

- (b) *subject to the advice given by the County Clerk the order be restricted from 8 a.m. to 5 p.m. each day.*

**15. LEASE - RHYL ADVENTURE PLAYGROUND ASSOCIATION [CABINET 2002 - 38]**

The Lead Cabinet Member for Property presented a report (previously circulated) requesting Members to approve the grant of a 25 year lease to Rhyl Adventure Playground Association at a discounted rental. Councillor W.R. Webb indicated that the Association had a previous 7 year lease on Council owned land and also required an extra area of land currently forming part of the recreation field to be incorporated in the new lease in order to accommodate an all weather pitch and provide adequate access. Those facilities would be funded by the Sports Council, hence the requirement for the 25 year term.

**RESOLVED that:-**

- (a) *the grant of a 25 year full repairing lease to Rhyl Adventure Playground Association be approved;*
- (b) *the open market rental be £650 per annum, subject to review every five years;*
- (c) *a 75% grant towards the rent be granted by the Lifelong Learning Directorate for the first five years and the level of grant reviewed thereafter. This shall be a personal arrangement between the Council and RAPA and the rental income shall be "ring fenced" to fund the grant, and*
- (ch) *other terms and conditions as requested by the Head of Consultancy Services in consultation with the County Clerk.*

**16. ACQUISITION OF A REPLACEMENT VEHICLE, CEFNDY ENTERPRISES [CABINET 2002 - 39]**

The Lead Cabinet Member for Human Resources presented a report (previously circulated) seeking Members approval for the acquisition of a replacement vehicle for Cefndy Enterprises. Councillor I.M German reminded Members that Cabinet had previously rescinded an order for the acquisition of a Mercedes vehicle for the General Manager. A benchmark exercise had subsequently been undertaken to determine the typical value of a company car provided for the general manager of a small company. The cost of the vehicle would be funded within the Cefndy Enterprises Revenue Budget and the benchmark car allowance was set at £21,000 including VAT.

**RESOLVED that:-**

- (a) *approval be given to acquire a vehicle under Contract Hire for use by the General Manager of Cefndy Enterprises based on a vehicle value of £21,000, and*
- (b) *the value of future replacements be linked to RPI.*

**17. REPRESENTATION ON WLGA COUNCIL [CABINET 2002 - 40]**

The Leader presented a report (previously circulated) detailing a request from the Welsh Local Government Association to appoint two Members to represent the authority on the WLGA Council.

**RESOLVED that:-**

- (a) *the re-appointment of Councillors W.R. Webb and G. Williams, the authority's current representatives on the WLGA Council be approved, and*
- (b) *the authority's voting allocation at this year's annual meeting be 1 vote per delegate.*

**18. RECRUITMENT [CABINET 2002 - 41]**

The Leader submitted the following applications for approval:-

- (i) JNC 2 Youth Forum Worker x 2 (Coastal and Rural) - Lifelong Learning: Culture and Leisure;
- (ii) Scale 1 Heritage Trail Attendant x 3 - Lifelong Learning: Heritage Services;
- (iii) SO 1 Manager / Curator - Lifelong Learning: Heritage Services;
- (iv) Scale 5 Head Gardener, Plas Newydd, Llangollen - Lifelong Learning: Heritage Services;
- (v) SO 1 Prestatyn Leisure Centre Manager - Lifelong Learning: Leisure Services;
- (vi) Scale 1 Seasonal Visitor Services Assistant - Lifelong Learning: Countryside Services;
- (vii) Scale 2 Cabinet Support Clerk/Typist - Chief Executive's Department: Cabinet Office, and
- (viii) Scale 1/2 Clerk/Typist - Chief Executive's: County Clerk's - Administration.

In respect of (vii) and (viii) above, the Leader felt that these posts might be suitable for 'modern apprentices'.

**RESOLVED** that the external advertisement of the above mentioned posts be approved.

**19. EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that under Section 100A(4) of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 7, 8, 9 and 12 of Part 1 of Schedule 12A of the Local Government Act 1972.

**20. 76 - 82 WEST PARADE, RHYL [CABINET 2002 - 43]**

The Lead Cabinet Member for Property presented a confidential report (previously circulated) seeking Members approval to the purchase of 76 - 82 West Parade, Rhyl in partnership with the Welsh Development Agency and to approve the signing of a Joint Venture Agreement with the WDA.

Councillor W.R. Webb indicated that as part of the emerging regeneration strategy for Rhyl, provisional agreement had been reached between the County Council and the WDA to purchase empty or derelict property in key parts of Rhyl, to facilitate environmental regeneration. The parade of properties at 76 - 82 West Parade had been identified as a site in need of environmental improvement. The Welsh Development Agency had indicated their support in principle for this scheme, subject to entering into a Joint Venture Agreement with the County Council.

**RESOLVED** that:-

- (a) the entering into a Joint Venture Agreement with the Welsh Development Agency to undertake environmental improvements and redevelopment of 76 -82 West Parade, Rhyl be approved;
- (b) the acquisition of 76 - 82 West Parade, Rhyl on terms to be agreed by the Head of Consultancy Services in consultation with the County Clerk be approved, and
- (c) it be noted that this project forms part of a programme of property acquisitions in support of environmental improvements in Rhyl, as part of the 'Rhyl Going Forward' process.



21. **LLYS MARCHAN, RUTHIN [CABINET 2002 - 45]**

The Lead Cabinet Member for Personal Services presented a confidential report (previously circulated) seeking approval to enter into partnership with the Conwy and Denbighshire NHS Trust and Clwyd Alyn Housing Association, subject to a planning application being approved by the Council and final financial and legal conditions being met.

Councillor A.E. Roberts advised that a previous report to Cabinet on the 31st July, 2001 had set out the background to this potential partnership and reported on the positive outcome of the public consultation exercise. However, it had been made clear that final approval was subject to planning approval by the Council; agreement of the Financial Controller on the financial model and legal contracts satisfying the County Clerk. Councillor Roberts indicated that those conditions had now been met and proposed that the recommendations be accepted.

The County Clerk confirmed that legal opinions had now been received and the Council were ready to sign the agreement that afternoon. He sought Cabinet approval for the agreement to be signed by Aaron & Partner, Solicitors on behalf of the Council.

**RESOLVED** that:-

- (a) *the Council enters into a formal partnership arrangement with the Conwy and Denbighshire NHS Trust and Clwyd Alyn Housing Association, and*
- (b) *the County Clerk be authorised to instruct Aaron & Partner Solicitors to sign the agreement on behalf of the Council.*

22. **WRITE OFF OF IRRECOVERABLE HOUSING RENTS DEBTS OVER £1000 [CABINET 2002 - 46]**

The Lead Cabinet Member for Personal Services presented a confidential report (previously circulated) seeking approval for the write off of former tenants arrears debts that the authority had been unable to collect. Councillor A.E. Roberts indicated that following a best value review of the Housing Rents Service it had been identified that there were a number debts for which there was no prospect of recovery and all cases identified for write off within the report related to former Council tenants debts.

**RESOLVED** that the write off of former tenants arrears debts as detailed in Appendix 1 to the report be approved.

23. **APPLICATION FOR CHILDMINDING [CABINET 2002 - 44]**

(Councillor K.E. Wells declared his interest in the following item and left the Chamber during discussion and voting thereon).

The Corporate Director, Personal Services presented a confidential report (previously circulated) seeking approval of a childminding application in respect of the above applicants (copy of application attached to the report). She indicated that the decision for approval had been erroneously deferred by the Children's and Residential Care Homes Panel on the 7th March, 2002 on the basis that it involved an elected Member.

**RESOLVED** that the application be approved.

(Councillor I.M. German wished it to be recorded that she abstained from voting on the above application).

The meeting concluded at 1.05 p.m.

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REPORT TO CABINET

CABINET MEMBER: Councillor D M Morris, Lead Member for the Environment

DATE: 9 April 2002

SUBJECT: Best Value Review of the Agricultural Estates in the Ownership of the County Council - Phase One

1 Decision Sought

1.1 To agree further research into the main options identified during the review , prior to the formulation of the final report and recommendations to Cabinet.

2 Reason for Seeking Decision

2.1 The Best Value process requires the Council to challenge whether it should be performing a particular function at all and, if so, what improvements should be made . With a discretionary function such as agricultural estates, the option of ceasing to perform the function obviously needs to be looked at in depth. Many of the policies for operating the estate at the moment are viewed by some as "cast in stone" even though they are not. The current joint arrangements with Flintshire - while designed to deliver economies of scale - are not working entirely satisfactory: for example, proper service level agreements have not been put in place. Thus, even if the ultimate decision is to retain the estate, changes will need to be made to ensure that it is operated efficiently in accordance with current best practice.

2.2 A challenge day was organised at the Henllan Centre to which consultees were invited. This resulted in a rigorous challenge of the subject area. A number of points were raised both on the Challenge Day and through written consultation as requiring either change and/or further investigation. The options are set out in **appendix 1** to this report. None of the options would affect tenants' rights to continue to occupy the farms, in accordance with the terms of their tenancy agreements.

2.3 **The central issue facing the council in this best value review is whether it should support the farming industry locally, and in particular whether it should help young farmers to enter the industry. If the answer to those two questions is "yes", the council needs to look at a range of options for delivering its objective - continuing to own farms for rent is only one such option and is not necessarily the most effective.** The concept of "county farms" dates back to the period immediately following the First World War. Despite changes in legislation over the years, it is probably fair to say that it has never *fully* achieved the stated aim of allowing young farmers to enter the industry or of allowing tenants to make progression from starter farms to larger commercial units. As with council houses, tenants often become tenants for life (or until age 65 under the new style tenancies), with their children frequently succeeding to the tenancy on retirement. While this brings some "new blood" into the industry, the current arrangements do not necessarily result in the council supporting the most able of each new generation of farmers.

2.4 The Cabinet is recommended to agree that research should continue on all options other than "do nothing". For options which include disposal of the estate, consideration will be given to alternative ways in which the council could assist young people to enter farming, which could be funded by the capital receipts from the disposal.

2.5 The review will also consider, for options that involve retaining the estate, whether the joint arrangements with Flintshire should continue and, if so, what improvements might be made to them. Under the Local Government Act 2000, it will fall to the Cabinet from May onwards to decide

whether to enter such joint arrangements and on what terms. (Indeed, legislation made by the Assembly brings all such existing arrangements to an end shortly. So the Cabinet will be invited to resolve to continue with the joint arrangements, if only for a transitional period during 2002.)

- 2.6 The review will be completed by August 2002. The review will be subject to a "light touch" inspection in June/July, so there needs to have been sufficient progress by then.

### **3 Cost Implications**

- 3.1 The costs of the next stage of the review will be accommodated within existing budgets.

### **4 Financial Controller Statement**

- 4.1 The financial implications to Denbighshire arising from each of the options under consideration will need to be assessed in detail to enable the Council to determine its policy for the future.

### **5 Consultation Carried Out**

The views of the following bodies and individuals from the Challenge Day have been reflected in the report. There will be further consultation when there is a clear agreed proposal for the way forward.

*Members of the Joint Agricultural Board*  
*Undeb Amaethwyr Cymru/Farmers' Union of Wales*  
*National Farmers' Union*  
*Wales Young Farmers*  
*Young Farmers' Association*  
*Coleg Llysfasi*  
*GMB*  
*Unison*  
*Tenant Farmers Association*  
*Farm Works Union*  
*Denbighshire County Council Tenants Association (Farming)*  
*Agenda 21 Group*  
*Council for the Protection of Rural Wales*  
*Ramblers Association*  
*Leader of Council*  
*Cllr Rhys Webb*  
*Cllr Glyn Jones*  
*Cllr David Morris*  
*Cllr Eryl Williams*

### **6 Implications On Other Policy Areas Including Corporate**

- 6.1 Agriculture - Furthering the future of agriculture in Denbighshire.

### **7 Recommendation**

- 7.1 For Members to approve the options for further research as outlined in **Appendix One**.

ED ~ KE

## Identifying Service Delivery Options for Further Investigation

### Denbighshire Agricultural Estate

#### FUTURE OF ESTATES

<b>Option</b>	<b>Comments</b>	<b>Advantages (possible)</b>	<b>Disadvantages (possible)</b>	<b>Option for further research?</b>
1. Dispose of estate as single going concern .		<p>Would bring in a considerable sum on the disposal which could be utilised either to further farming in Denbighshire through other means or to support the council's other priorities.</p> <p>Reduces future capital liabilities for Denbighshire.</p>	<p>The sale of the estate would not realise the full potential market value, because of the existence of some lengthy tenancies and obligations to make payments to tenants at the end of tenancies.</p> <p>No existing tenants would be able to buy the farms that they rent.</p>	Recommended for further research.
2. Dispose of estate as individual farms.		<p>Similar to option 1</p> <p>Existing tenants would be able to buy the farms that they rent.</p>	<p>The sale of the estate as individual farms would not realise the full potential market value in some cases, for the same reasons as option 1.</p> <p>The sale might temporarily depress the</p>	Recommended for further research.

			market for local farms, because supply might exceed demand.	
3. Dispose of estate gradually as farms become vacant. Make changes to policies and operational management.	Could continue to be a joint arrangement with Flintshire.	<p>Variant of option 2 - similar advantages.</p> <p>The receipts realised could be ploughed into the remaining estate, thus meeting the capital liabilities and improving the quality and potential sale value of remaining farms.</p> <p>The changes in policies and operational arrangements would tackle the weaknesses that have been identified in the present set up.</p>	Disposal of the estate could take 25+ years. If disposal is the favoured option, this variant does not deliver a prompt solution.	Recommended for further research.
4. Vest estate in not-for-profit Trust.	Independently run by the trust with the responsibility to perform resting with the trust	<p>Might produce a one-off capital receipt but probably not as significant as options 1 and 2.</p> <p>This is one way of levering in private finance into the estate, as long as fewer than</p>	Setting up Trusts can be fraught with difficulties, and may not produce the required result within a reasonable time scale	Recommended for further research

		half of the members of the trust are appointed by the council.		
5 Continue with agricultural estate but make changes to policies and operational management.	Could continue to be a joint arrangement with Flintshire.	The changes in policies and operational arrangements would tackle the weaknesses that have been identified in the present set up.	Would not avoid future capital liabilities.	Recommended for further research
6. Continue with agricultural estate & present policies and operational management	This is the “do nothing” option	None	There are many factors which indicate the need for change in one form or another.  Does not represent best value.	Not recommended

REPORT TO CABINET

CABINET MEMBER                    COUNCILLOR R W HUGHES, LEAD MEMBER CULTURE, LEISURE AND  
TOURISM  
COUNCILLOR K E WELLS, LEAD MEMBER EDUCATION AND ICT

DATE                                    9 APRIL 2002

SUBJECT                                NEW OPPORTUNITIES FUNDING FOR PE and SPORTS

1. DECISION SOUGHT

1.1        To agree a priority list of potential capital projects for bringing about a step change in the provision of sporting facilities for young people and the community in general.

2. REASON FOR SEEKING DECISION

2.1        The New Opportunities Fund for Physical Education and Sport has allocated £1,316,000 out of an all Wales allocation of £48.75 million for modernising existing provision and/or building new facilities for PE and sport in Denbighshire. The allocation to Denbighshire is based on the size of the school population and levels of deprivation in the county.

2.2        The guidelines advise that the funds must make a difference to the target group of pupils between 5 and 16 years of age within and beyond the school curriculum. Schemes submitted by the LEA as the lead partner must fall into the following categories:

- ◆ 50-55% to be used for modernising existing provision and/or building new facilities for PE and sport (£658,000)
- ◆ 20% for promoting initial revenue support to develop and extend the facilities for wider community use (£263,200)
- ◆ 20% for individual school bids for small capital programmes (£263,200). It is recommended that a reserve list of small applications for 25% of the funding should also be listed in the event that there could be some failed proposals within the total bid.
- ◆ minimum of 5% and a maximum of 10% for building/refurbishing outdoor education facilities (max. £131,600). LEAs are encouraged to enter into partnerships with neighbouring authorities on this item

2.3        The proposals, listed in a priority order, are to be submitted to NOF by 22 April 2002. The contribution of the PE adviser from shared Curriculum Support Services for Denbighshire, Conwy, Flintshire and Wrexham has been key at the preparatory stage and in the collation of evidence to support the priorities. We have adopted a similar approach to Conwy and Flintshire and will work in partnership on the outdoor education bids.

2.4        An executive group, with representatives from education, culture and leisure, corporate property unit and design services, has met with NOF and Sports Council officers. A detailed survey of facilities has been completed within a very short timescale. Consideration was also needed in the light of other proposals to be presented to Cabinet on capital expenditure for improving school buildings, projects in areas of deprivation, Sportlot capital community investment programmes and asset management plans.

2.5        Schools have been kept fully informed and, through their governing bodies, have submitted bids. Following the Cabinet's decision and recommendation, schools will provide more detailed information on their bids. In particular, we shall look for joined up thinking with strategic health bodies, healthy school schemes, leading sports organisations and key voluntary organisations. A portfolio of evidence from these schemes and organisations is available currently but there is a need to ensure that each individual bid demonstrates the links clearly to ensure successful outcomes.

- 2.6 The projects ensure that provision for the target group of pupils (5-16) within and beyond the school curriculum is maximised. The priorities are:

School	Scheme
Rhyl, Christchurch CP	Refurbish Sports Hall and changing rooms Refurbish & remodel Sports Hall reception area and provide multi use games area (MUGA) play area measuring 35m x 18m
Rhyl High School	Refurbish gym
Prestatyn High School	Refurbish gym / changing rooms
St Asaph, Ysgol Glan Clwyd	Provision of All Weather Pitch (full size) with floodlights Refurbish gym / changing rooms
Ruthin, Ysgol Brynhyfryd	Refurbish/extend male/female changing rooms Improve staff accommodation Improve storage facilities
Prestatyn, Ysgol y Lllys	Provision of equipment for the new hall being funded through the School Buildings Improvement Grant
Gellifor CP School	Small All Weather Pitch with car parking
Llangollen, Ysgol Dinas Brân	Provision of half size All Weather Pitch with floodlights
Rhyl, Blessed Edward Jones High School	Refurbish changing rooms on detached playing field Extend hard play area Replace/repair perimeter fencing around tennis courts

The guidelines issued by NOF require 5%-10% of the allocation to be identified for improving outdoor education facilities. It is proposed to enter into partnership with Conwy CBC to enhance the facilities at Pentrellyncymmer and Nant Bwlch yr Haearn which are currently used by Denbighshire pupils. Agreement to a 5% allocation will be subject to a Service Level Agreement being drawn up between the two counties to safeguard future usage.

Up to a further 20% of the budget can be allocated for promoting initial revenue support to develop and extend the facilities for wider community use. This allocation will be further discussed once Members have approved the Capital Projects and firm costs are known.

### 3. COST IMPLICATIONS

- 3.1 The New Opportunities fund is 100% grant aided.

### 4. FINANCIAL CONTROLLER STATEMENT

- 4.1 Grant funding for proposals will be 100% up to the cash limit of £1.316m. Any cost overruns will need to be accommodated from within the Council's own resources. It will therefore be necessary to plan and monitor expenditure carefully to ensure costs are contained within the special funding available.

### 5. CONSULTATION CARRIED OUT

- 5.1 Consultation has been carried out with neighbouring LEAs, external partners and Schools.

### 6. IMPLICATIONS ON OTHER PRIORITY AREAS INCLUDING CORPORATE

- 6.1 The implications are wide-ranging and include social inclusion opportunities, healthy living and lifelong learning by providing modernised and improved facilities and a better service for PE and sports for children and their communities in Denbighshire.
- 6.2 National Curriculum requirements
- 6.3 Framework for Sport and Recreation
- 6.4 Local Agenda 21



**7. RECOMMENDATION**

That Members approve the projects listed in this report for submission to the New Opportunities Fund

LL - GB

REPORT TO LIFELONG LEARNING SCRUTINY

CABINET MEMBER: COUNCILLOR R W HUGHES, LEAD CABINET MEMBER FOR CULTURE,  
LEISURE AND TOURISM

DATE 9 APRIL 2002

SUBJECT: MINIMUM STANDARDS FOR WELSH PUBLIC LIBRARIES

**1 DECISION SOUGHT**

1.1 To seek approval for the proposed recommendations to ensure the Library and Information Service complies with the 23 Minimum Standards established by The National Assembly for Wales for the development and improvement of Welsh Public Libraries by March 2005.

**2 REASON FOR SEEKING DECISION**

2.1 The National Assembly for Wales has established a framework of Minimum Standards for public library authorities to facilitate a 3 year development strategy leading to improved service delivery by 31 March 2005.

2.2 The objectives of the Standards are

- To ensure that opening hours are appropriate and adequate for users
- To develop electronic access to services for users
- To ensure satisfactory services for issuing and reserving books
- To promote and encourage the use made of the library service by the local population
- To provide adequate levels of expenditure by which a choice in books and materials in English and Welsh is made available to users
- To provide appropriate levels of qualified staff and adequate space for the provision of a developing range of services

2.3 It is expected that public libraries will sustain their existing better performance levels whilst endeavouring to improve their achievements in others. The latter should not be at the expense of the former.

2.4 Denbighshire currently meets 11 of the 25 Standards. The attached Report presents each of the Standards as put forward by the National Assembly for Wales, demonstrates Denbighshire's performance in 2000/2001 as reported to CIPFA, and, in the final column, outlines the financial and service delivery implications to the authority.

2.5 Some of the shortfalls require a financial investment to improve the quality of service delivery and to ensure that the Standards are met. It should be noted that the Assembly does not provide additional resources to meet the cost of the Standards. The attached Report specifies the level of financial investment required over the next 3 years.

**3 COST IMPLICATIONS**

3.1 The costs of implementing the Standards in 2002/2003 are contained either within existing budgets or with additional revenue growth previously agreed by Council in the February budget round. Two exceptions demonstrate an intention to submit an application for Capital Project funding.

3.2 The financial implications of implementing the Standards in 2003/2004 and 2004/2005 will be considered through the annual budget setting rounds.

**4 FINANCIAL CONTROLLER STATEMENT**

- 4.1 Any cost implications from the proposals within the report affecting 2002/3 will need to be contained within the Directorate budget for the year. Cost implication for future years can be considered at the time of setting the budget for 2003/4 i.e. during the coming autumn

**5 CONSULTATION CARRIED OUT**

- 5.1 Consultation has been undertaken with Library and Information Service Staff, The Society of Chief Librarians (Wales), the North Wales Library Benchmarking Group, and the Lifelong Learning Scrutiny panel.

**6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

- 6.1 Implementation of the Standards, with its emphasis on increased access to information and reading resources will impact on educational attainments, support the development of key skills and contribute to the literacy strategy and the Education Strategic Plan.

**7 RECOMMENDATION**

- 7.1 That Members endorse the recommendations put forward to ensure compliance with the Minimum Standards established by the National Assembly for Wales, and note that the funding of some improvements are subject to the annual budget setting process of the Council.

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**Comprehensive, efficient and modern Public Libraries for Wales**

**Standards and Monitoring**

**Section 1: Appropriate Location and Access to Public Library Service Points**

Standard	Definition	Current Position in Denbighshire	Comments / Implications
<b>WPLS 1</b>	Welsh public library authorities will enable convenient and suitable access for users by ensuring that either:		
<b>a</b>	85% of households served by the authority is within a fixed 2 miles distance of a static library	80% of households within 2 miles	
	Or		
	85% of households is within 30 minutes travelling time to a static library, by public or private transport	100% of households within 30 minutes.	Standard reached.
<b>b</b>	The hours of opening per static library will also be convenient hours, defined as including at least 5 hours per week outside 9 – 5 Mon – Fri.	<p><b>Library Outside 9-5 % of total hrs</b></p> <p>Corwen 4 27%</p> <p>Denbigh 7 16%</p>	Standard surpassed at all libraries except Corwen. Realignment of weekday opening hours can be achieved at no additional cost.

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<p><b>c</b></p>	<p>Compliance with the Disability Discrimination Act 1995 is an essential component of this Standard.</p>	<table border="0"> <tr> <td>Llangollen</td> <td>5.5 17%</td> </tr> <tr> <td>Prestatyn</td> <td>7 16%</td> </tr> <tr> <td>Rhuddlan</td> <td>5 16%</td> </tr> <tr> <td>Rhyl</td> <td>11.5 23%</td> </tr> <tr> <td>Ruthin</td> <td>7.5 18%</td> </tr> <tr> <td>St Asaph</td> <td>7 23%</td> </tr> </table> <p>Two libraries fail to provide access to their first floor services and facilities:</p> <p>Library First Floor facilities</p> <p>Prestatyn Children's library, study room, staff room, toilets.</p> <p>Llangollen Reference library, study area, and some children</p>	Llangollen	5.5 17%	Prestatyn	7 16%	Rhuddlan	5 16%	Rhyl	11.5 23%	Ruthin	7.5 18%	St Asaph	7 23%	<p>Standard not reached.</p> <p>Tec Services about to conduct an Audit in 2002 and will subsequently advise re upgrading facilities and cost implications to ensure compliance.</p> <p>Moving Llangollen Library to the new development at The Old Chapel will greatly improve access to all the library's services and facilities, ensuring compliance with the DDA.</p> <p>Prestatyn Library is an ageing grey brick building of two floors, with no lift, no wheelchair access, and an open tread staircase. A selection of children's stock is available on the ground floor for families who cannot negotiate the open tread staircase, but access to the whole range of stock, children's events, story sessions, study room and toilets is denied. Any development requires major capital investment.</p>
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		and adult's lending services.	
		Whilst other libraries provide some degree of disabled access, we are aware of shortcomings and complaints in a number of libraries in relation to entrance steps, heavy outward opening front doors, non-compliant toilets etc.	
<b>Recommendation 1:</b>			
<b>That Members approve of Service intention to pursue Health and Safety and DDA improvements with relevant departments and organisations.</b>			
<b>WPLS 2</b>	Emergency closure (ie, with less than 3 weeks' notice) of static libraries to be no more than 2.5% of total planned opening hours in any year.	No emergency closures in 2000 / 2001	Standard surpassed.
<b>WPLS 3</b>	Emergency cancellations (ie, with less than 3 weeks' notice) of mobile library visits to be no more than 2.5% of total planned visits in any year.	Emergency cancellations (due to vehicle defects, adverse weather, sickness absence) not measured in 2000 / 2001. Current state and age of mobile in 2001 / 2002 requires frequent attention, and could well exceed the 2.5%.	Standard reached in 2000/2001. The mobile will be replaced in 2002 / 2003. A new vehicle will require less attention, thus ensuring compliance with the standard. <b>(Additional leasing costs: £2,000 per annum.)</b>
<b>Recommendation 2:</b>			
<b>That Members approve the replacement of the existing Mobile Library vehicle in October 2002 with associated increase in annual lease costs of approx. £2,000 from within budget.</b>			
<b>WPLS 4</b>	The aggregate annual opening hours for the authority as a whole will be no less	Actual Open hrs 00/01 = 14,143 Population = 91,000	Standard surpassed.

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	than 128 hours per 1,000 resident population.	Aggregate opening hrs per 1,000 population = <b>155</b>																																			
<b>WPLS 5</b>	More service points to be open at least 45 hours per week. Target for the three year period to be top quartile for all authorities, based on survey data yet to be collected.	<p>Rhyl is the only library open for 45 hours or longer.</p> <p><b>Library Opening hours</b></p> <table> <tr><td>Corwen</td><td>15</td></tr> <tr><td>Denbigh</td><td>43.5</td></tr> <tr><td>Llangollen</td><td>32.5</td></tr> <tr><td>Prestatyn</td><td>43.5</td></tr> <tr><td>Rhuddlan</td><td>30.5</td></tr> <tr><td>Rhyl</td><td>49</td></tr> <tr><td>Ruthin</td><td>42</td></tr> <tr><td>St Asaph</td><td>30.5</td></tr> </table>	Corwen	15	Denbigh	43.5	Llangollen	32.5	Prestatyn	43.5	Rhuddlan	30.5	Rhyl	49	Ruthin	42	St Asaph	30.5	<p>It is recommended that the opening hours of 3 libraries (Prestatyn, Denbigh &amp; Ruthin) be extended to 45 hrs per week, with additional increase to opening hours at Corwen and Llangollen. The estimated additional annual staffing &amp; front-line relief costs associated with extending the opening hours at 5 libraries are:</p> <table> <thead> <tr> <th><b>Library</b></th> <th><b>Proposed hrs</b></th> <th><b>Additional costs</b></th> </tr> </thead> <tbody> <tr> <td>Corwen 20 (+5)</td> <td></td> <td>£500</td> </tr> <tr> <td>Denbigh 45 (+1.5)</td> <td></td> <td>£2,500</td> </tr> <tr> <td>Llangollen 35 (+2.5)</td> <td></td> <td>£2,750</td> </tr> <tr> <td>Prestatyn 45 (+1.5)</td> <td></td> <td>£3,000</td> </tr> <tr> <td>Ruthin 45 (+3)</td> <td></td> <td>£5,000</td> </tr> </tbody> </table>	<b>Library</b>	<b>Proposed hrs</b>	<b>Additional costs</b>	Corwen 20 (+5)		£500	Denbigh 45 (+1.5)		£2,500	Llangollen 35 (+2.5)		£2,750	Prestatyn 45 (+1.5)		£3,000	Ruthin 45 (+3)		£5,000
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**Recommendation 3:**

That Members note the additional revenue implications of increasing opening hours at the 5 named libraries over a period of 3 years:

2002/03	£3,250 to increase opening hours at Llangollen in consideration of the new integrated Culture and Leisure facility at Yr Hen Gapel and to bring the library hours at Corwen more in line with those of the One Stop Shop
2003/04	£5,500 to increase the opening hours at Denbigh and Prestatyn to 45 hours per week
2004/05	£5,000 to increase the opening hours at Ruthin to 45 hours per week

**Section 2: Extending the availability and use of ICT**

Standard	Definition	Current Position in Denbighshire	Comments / Implications								
<b>WPLS 6</b>	All static service points to have an on-line catalogue for the whole authority.	On-line catalogue available at Prestatyn, Rhyl, Denbigh, Ruthin and Corwen libraries.	<p>Standard not reached.</p> <p>The Learningstream Network has been installed at St Asaph, and will be installed at Llangollen and Rhuddlan in 2002/2003. The additional costs of connecting all 3 libraries to the Galaxy on-line Stock Management system and catalogue in 2002/2003 is as follows:</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Cost</th> </tr> </thead> <tbody> <tr> <td>6 terminals</td> <td>£5,000</td> </tr> <tr> <td>6 software</td> <td>£2,600</td> </tr> <tr> <td>6 scanners</td> <td>£800</td> </tr> </tbody> </table>	Item	Cost	6 terminals	£5,000	6 software	£2,600	6 scanners	£800
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			6 Stock Management Modules £1,200
			3 printers £400
			<b>£10,000</b>
<b>Recommendation 4:</b>			
<b>That Members approve the extension of the on-line catalogue and stock management system to the 3 remaining libraries, and note the intention to apply for Capital Project funding for this development.</b>			
<b>WPLS 7</b>			Standard not reached.
<b>a</b>	Total number of PCs for public use to be no less than 7 per 10,000 population by March 2005.	2 PCs per 10,000 population in Nov 2001. (19 PCs / 91,006 pop)	NOF funding in 2002 will enable us to surpass the standard by providing 9 PCs per 10,000 pop.
<b>b</b>	All libraries to provide free public Internet access by December 2002.	Current charges for use of Internet as follows: £2 per ½ hour for non-library members £1 per ½ hour for library members	Condition of NOF funding demands free public access to the Internet. Charges to be withdrawn on receipt of funding. <b>Estimated loss of income = £6,000.</b>
<b>c</b>	Authorities to provide details of how they address the needs of disabled users in relation to ICT, and what assistive technology will be provided.	No assistive or adaptive provision available within any library.	NOF funding will be spent on assistive technology, large screens and keyboards etc to address the needs of disabled users. All staff will require training and awareness sessions in their application.

**Recommendation 5:**

That Members note the loss of annual income arising from meeting the NOF funding conditions of allowing free internet access at all libraries, and the intention to undertake remedial action to meet income targets.

**Section 3: Providing satisfactory services for issuing and reserving books**

Standard	Definition	Current Position in Denbighshire	Comments / Implications
WPLS 8	Normal issue period to be no less than 3 weeks.	2 week issue period.	Standard not reached. 3 week issue period to be introduced jointly by Denbighshire and Flintshire in 2002/03. The annual impact of introducing a longer loan period is threefold: <ul style="list-style-type: none"> <li>• reduction in fines est: <b>£4,000</b></li> <li>• reduction in stock issues (in 52 weeks, each item will have a maximum potential of 17 issues rather than the current 26)</li> <li>• reduction in visitor figures. Some visits are based on the loan cycle, which is currently 2 weeks.</li> </ul>

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<b>Recommendation 6:</b>			
That Members approve the decision to extend the loan period from 2 to 3 weeks from April 2002, whilst recognising the potential decline in fines income, issues, and visitor figures. Remedial action will be undertaken to meet income targets.			
<b>WPLS 9</b>	Library users to be allowed to borrow at least 8 books at any one time.	All users currently allowed 10 items (books and other materials).	Standard surpassed.
<b>WPLS 10</b>	Reservations for books to be supplied within the following timescales from when the reservation is made and the borrower informed that the book is available:  <b>Days Target supplied</b>  7 50%  15 70%  30 85%	CIPFA Survey 2000/2001:  <b>Days Target supplied</b>  7 56%  15 72%  30 85%	Standard achieved. This will improve when the remaining 3 libraries are provided with an on-line catalogue. Increasing the bookfund would reduce the need to reserve materials from other library authorities, enabling more requests to be satisfied from our own stock, thus improving performance.
<b>Section 4: Encouraging use made of the public library service.</b>			

Standard	Definition	Current Position in Denbighshire	Comments / Implications
<b>WPLS 11</b>	Number of physical visits per 1,000 population to be 6,600.  Target for DCC = 600,600 visitors	CIPFA Survey 2000/2001 = 5,860  Actual in 2000/2001 = 537,919	Standard not reached, despite being the most visited library service in Wales in 00/01. (Audit Comm.) Extending the loan period from 2 to 3 wks (see WPLS 8) will

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	Authorities to indicate budgetary allocations for marketing and promotional activities.	No identifiable marketing / promotions budget. All marketing relies on in-kind contributions and external funds for particular events and projects.	reduce the frequency of visits.  <b>Estimated £3,000 marketing budget</b> required for 02/03, for leaflets, posters, promotional activities and advertisements to attract and gain a new audience.
<b>Recommendation 7:</b>			
<b>That Members approve the intention to establish an annual marketing budget of £3,000 to promote the Library and Information Service to gain new members.</b>			
<b>WPLS12</b>	Number of visits to the library's website per 1,000 population to be within the upper quartile. Data and target for this Standard not yet available.  Authorities to provide details of how the library's website is to be developed up to March 2005.	Facility currently unavailable.  Library's webpages currently provide information on locations, opening times, mobile routes, etc.	Standard not measured. ICT are aware of this statutory indicator, and have agreed to develop the facility in 2002/2003.  Migrating the on-line catalogue onto the web, with search, renew and request facilities, will signal a huge step forward in the development of the library's website. <b>Estimated costs are approx £7,000 with annual maintenance of £1,500.</b>
<b>Recommendation 8:</b>			
<b>That Members approve the development of the Web catalogue to allow public interaction in respect of remote access to stock information, search facilities, and the ability to renew and reserve materials on-line, and note the intention to apply for Capital Project funding for this development.</b>			

**Section 5: User satisfaction with the services provided**

Standard	Definition	Current Position in Denbighshire	Comments / Implications
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<b>WPLS 13</b>	In any given 3 year period, at least 65% of library users will report success in obtaining a particular book by title, subject or author. Separate surveys of adults and children will be undertaken.	Public Library Users Survey 1998 (adults) = 59%	Standard not reached, due to incremental impact of years of below average bookfund. An Adult PLUS survey is planned for Jan 2002, and a Children's PLUS for 2003. <b>Cost of processing each survey is approx £1,200.</b>
<b>WPLS 14</b>	In any given 3 year period, at least 75% of library users will report success in gaining information as a result of a search or enquiry.	Public Library Users Survey 1998 (adults) = 75%	Standard reached in 1998.
<b>WPLS 15</b>	In any given 3 year period, at least 95% of library users will rate the knowledge of staff as 'good' or 'very good'.	Public Library Users Survey 1998 (adults) = 96%	Standard reached in 1998.
<b>WPLS 16</b>	In any given 3 year period, at least 95% of library users will rate the helpfulness of staff as 'good' or 'very good'.	Public Library Users Survey 1998 (adults) = 97%	Standard reached in 1998.

**Section 6: Welsh Public Libraries must provide appropriate levels of qualified staff.**

Standard	Definition	Current Position in Denbighshire	Comments / Implications
<b>WPLS 17</b>	At least 29% of total FTE staff will have appropriate information management qualifications.  Authorities to indicate the resources allocated to staff training and development as a % of payroll costs in the 3 year period from April 2002.	Currently conducting a qualifications audit of all staff, whilst also awaiting further guidance from the NafW.  Current training budget is £1,500 (approx 0.17% of payroll costs).	Standard to be clarified by NafW.  A large proportion of training is either externally funded or in-house, and is not reflected against payroll costs. The major resource is the relief costs for ensuring that libraries remain open whilst training is undertaken.

**Section 7: Welsh Public Libraries must provide choice in books and materials made available to their users.**

Standard	Definition	Current Position in Denbighshire	Comments / Implications
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<b>WPLS 18</b>	<p>Authorities to develop local collection management quality indexes to facilitate inspection of their collections based on defined local criteria, for each of the following:</p> <p>Adult fiction</p> <p>Adult non-fiction</p> <p>Children's books</p> <p>Reference materials</p> <p>Materials for special needs users</p>	<p>Management quality indexes are applied to all aspects of stock, as defined in the Stock Management Policy and the annual Stock Management Plan.</p>	<p>Standard reached.</p>
<b>WPLS 19</b>	<p>Items purchased and added to stock per 1,000 population to be at least:</p> <p><b>Category</b> <b>Volumes per 1,000 population</b></p> <p>Adult fiction 88</p> <p>Adult non-fiction / reference 68</p> <p>Children's books 69</p> <p><b>Total</b></p>	<p>Items purchased and added to stock in Denbighshire in 2000/2001 as reported to CIPFA:</p> <p><b>Category</b> <b>Volumes per 1,000 population</b></p> <p>Adult fiction 36</p> <p>Adult non-fiction / reference 31</p> <p>Children's books 47</p> <p><b>Total</b></p>	<p>Standard not reached. The average cost per volume for Denbighshire in 2000/01 was £7.88, and is estimated at £8.50 for 2002/03. The cost of purchasing the minimum number of new items per 1,000 population is reflected in the final column.</p> <p><b>Category</b> <b>Volumes per 1,000 population</b> <b>@ £8..50</b></p> <p>Adult fic 88 £68,068</p> <p>Adult non-fic / reference 68 £52,598</p> <p>Children's</p>

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	225	114	69 53,371
			<b>Total</b> <b>£174,037</b>
<b>Recommendation 9:</b>			
<p><b>That Members note the additional revenue implications implicit in enabling the Library and Information Service to reach the minimum standard in relation to the purchase of books. The current bookfund is £89,000. To reach a minimum of 225 volumes purchased per 1,000 population at £8.50 per volume requires an annual bookfund of £174,037. It is recommended that this phased over a 3 year period:</b></p> <p>2002/03 increasing the bookfund revenue budget by £20,000 to bring it up to £109,000 (this was approved by Council on 12 Feb 2002)  2003/04 increasing the bookfund revenue budget by a further £30,000 to bring it up to £139,000  2004/05 increasing the bookfund revenue budget by a further £35,037 to bring it up to £174,037</p>			
<b>WPLS 20</b>	Authorities will ensure that the time taken to replenish books and other items for adults available for loan is 8.5 years.	Replenishment rate at current purchasing level for items available for loan is <b>16 years</b> .  <b>Adult categ.</b> <b>Total stock 31/3/01</b> <b>Adds. to stock 00/01</b> <b>Rep. rate @ current level</b>  For loan <div style="text-align: right;">94,631 5,883 16.1</div>	Standard not reached. Purchasing at the minimum rate of 225 volumes per 1,000 population will enable the authority to replenish its stock within the stipulated period of 8.5 years.

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**Section 8: Providing adequate funds for purchasing library items**

Standard	Definition	Current Position in Denbighshire	Comments / Implications
<b>WPLS 21</b>	Welsh Public Libraries will compare their expenditure (per 1,000 population) with the following indicative standards based on expenditure in 1998/99:	Expenditure (per 1,000 population) in 2000/2001 did not reach the minimum standard for the Lowest Quartile.	Standard not reached.
<b>a</b>	<b>Lowest quartile</b>	<b>DCC 2000/01</b>	As demonstrated in WPLS 19, purchasing the minimum number of additions to stock at an average book price of £8.50 (after discounts etc) requires a <b>minimum bookfund of £174,037</b> by 2004/05.
	<b>median</b>	Books	To reach the lowest quartile in relation to expenditure on other materials requires a <b>minimum budget of £23,023</b> by 2004/05 (£253 per 1,000 population.) The current budget is set at £6,000.
	<b>Top quartile</b>	£980	It is recommended that the additional revenue implications be phased over the 3 year period as follows:
	Books	£1,298	<b>2002/03</b>
		£1,620	<b>2003/04</b>
		£2,018	<b>2004/05</b>
	'Other materials' includes newspapers, periodicals, audio-visual materials, electronic publications etc.	Expenditure on other materials in 2000/01 was mostly on a small amount of newspapers, no audio visuals, and no electronic publications.	Other materials
	<b>Lowest quartile</b>	<b>DCC 2000/01</b>	0
	<b>median</b>	Other materials	£7,000
	<b>Top quartile</b>	£63	£10,000
	Other materials	£253	
		£348	
		£503	



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<b>Recommendation 10:</b>			
That Members note the additional revenue implications implicit in enabling the Library and Information Service to reach the minimum standard in relation to the purchase of other newspapers, electronic publications and audio visual materials.			
<b>WPLS 22</b>	Authorities shall expend one of the following on the purchase, marketing and promotion of Welsh-language materials:	Current expenditure on Welsh-language materials (Cipfa actuals 2000/01)	Standard achieved. (option b)
<b>a</b>	Minimum of £1,000 per 1,000 Welsh speaker population,		
<b>b</b>	Or a Minimum of 4% of total library purchasing fund	is 4.7% of the total bookfund.	It is recommended that the current 4.7% of bookfund expenditure on Welsh materials be adopted as the very minimum, to be reviewed annually, with scope for particular categories to be increased in line with current trends and demand.
		Total Bookfund £89,200	
		Total Welsh Language Budget £4,195	
<b>Recommendation 11:</b>			
That Members approve the spending of a minimum of 4.7% of the total library purchasing fund on Welsh Language materials, with scope for further review and increase in line with current trends and demands.			

**Section 9: The Provision of Buildings and Space**

Standard	Definition	Current Position in Denbighshire	Comments / Implications
<b>WPLS 23</b>	Authorities will compare their performance against an indicative standard for space allocated to library provision,	Current Gross floor space is 49 sq.metres per 1,000 population.	

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<b>a</b>	namely 23 square metres per 1,000 population, and	We are awaiting advice from Estates in relation to the Net (public) floor space.	
<b>b</b>	that the needs of disabled users are properly reflected in the space available to which the public have access		

**Section 10: Summary of Financial Implications**

Recom.	Recommended Additional Revenue expenditure	Link to Standard	2002/03	2003/04	2004/05
2	Additional costs of replacing Library Mobile in October 2002	WPLS 3	2,000 Within existing budget	0	0
3	Additional staffing costs of extending opening hours	WPLS 5	3,250 Within existing budget	5,500	5,000
7	Establishing a marketing budget	WPLS 11	3,000 Within existing budget	0	0
9	Cost of reaching the minimum bookfund by March 2005	WPLS 19 / 21	20,000	30,000	35,000

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			Additional budget approved by Council on 12/2/02		
10	Cost of reaching minimum resource fund for newspapers and av, etc	WPLS 21	Not applicable	7,000	10,000
		<b>Subtotal: additional revenue implications</b>	<b>28,250 Within 2002/03 budget (see Note 1 below)</b>	<b>42,500 (see Note 4 below)</b>	<b>50,000 (see Note 4 below)</b>
	<b>Revenue pressures</b>				
5	Estimated annual loss of income from offering Free Internet Access	WPLS 7	6,000	0	0
6	Estimated annual loss of fines income from extending loan period	WPLS 8	4,000	0	0
		<b>Subtotal: revenue pressures</b>	<b>10,000 (see Note 2 below)</b>	<b>0</b>	<b>0</b>
	<b>Possible Capital Applications</b>				
4	Cost of extending the library catalogue and Stock Management System to St Asaph, Rhuddlan and Llangollen libraries	WPLS 6	10,000		
8	Cost of migrating the catalogue onto the web for public access	WPLS 12	8,500		
		<b>Subtotal: possible capital applications</b>	<b>18,500 (see Note 3 below)</b>		
		<b>Total cost of Standards</b>	<b>56,800</b>	<b>42,500</b>	<b>50,000</b>

**Notes:**

1. Recommendations 2,3 & 7 will be financed from within the 2002/2003 budget. The £20,000 increase to the bookfund (recommendation 9) in 2002/2003 was approved by Council in its budget deliberations of 12 Feb 2002.
2. The implementation of standards WPLS 7 & WPLS 8 (recommendations 5 & 6) show an estimated loss of income of approx 10k. Remedial action will be undertaken during 2002/03 to ensure that income targets are maintained and the lost revenue

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reinstated. Actions will include increased marketing of library services in general, and photocopying and fax facilities in particular, and the pursuit of non-payment of fines via the debtors system.

3. It is intended that the funding of Recommendations 4 & 9 be explored via the Capital Projects Application process.
4. The financial implications of implementing the Minimum Standards in 2003-04 and 2004-05 will be considered through the annual budget rounds.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E C EDWARDS, LEADER OF THE COUNCIL  
DATE: 9 APRIL 2002  
SUBJECT: GUIDELINES FOR FUTURE PARTNERSHIP WORKING WITH TOWN AND COMMUNITY COUNCILS

**1. DECISION SOUGHT**

To approve a protocol for future working relations with the Town and Community Councils in Denbighshire.

**2. REASON FOR SEEKING DECISION**

**2.1** Town and Community Councils in Denbighshire, notably the larger towns of Rhyl and Prestatyn have called for their dealings with the County Council to be re-defined and strengthened. The current absence of a strategy has resulted in *ad hoc* arrangements for joint working and true joint partnership.

**2.2** As an important element of a future Community Strategy for Denbighshire, an agreed framework for our relationship with Town and Community Councils is necessary. The framework should be of mutual benefit to both Councils and should define the relationship and working arrangements.

**2.3** Our present and future approach to working with the Town and Community Councils was discussed at the Quarterly Conference on 9 January when Directors and Heads of Service agreed that the Council should facilitate a "shared vision" for each area of the County. The 37 town and community councils were, it was agreed, crucial to getting closer to the communities in each area so that service provision could be targeted more effectively to the needs of local people and improve the effectiveness of local government. A paper setting out a draft set of proposals was called for for initial consideration by Operations Management Board, hence this report.

**2.4** It was decided that a set of policy guidelines were required involving a set of fundamental principles on which to base the Council's future working relationship. These guidelines would be of mutual advantage to our Town and Community Council colleagues and ourselves and ensure a consistent approach and assist in fostering partnership working with them.

**2.5** The community strategy would provide the background to such joint working and the Town and Community Councils would in any event be expected to play a leading role in future area partnerships. However, more specifically, a set of principles, tests and criteria are proposed as **Appendix I** to this report which is primarily designed to assist where, at the instigation of either the County or a Town and Community Council, a request is made to transfer responsibility for a service locally.

**3. COST IMPLICATIONS**

No proposal for joint working arrangements, whether in service procurement, provision or transfer of service functions etc., should impose an additional financial burden on the County Council.

**4. FINANCIAL CONTROLLER STATEMENT**

Partnership working does not automatically involve delegating service budgets, spending decisions or bidding for additional funds, to an external partner. In order to avoid potential misunderstanding it would be prudent to clarify the Council's overriding control of the levels of funding involved.

## 5. CONSULTATION CARRIED OUT

### (i) **Chairman of the Policy Review and Resources Scrutiny Committee :-**

- care should be taken in presenting the case to the Town and Community Councils regarding any increased costs that might accrue to them in any joint arrangement.
- any transfer of functions should be accompanied by an understanding that Best Value principles should be complied with.
- Local Members to be involved in the assessment process.

### (ii) **Chairman of the Denbighshire Association of Local Councils**

- agrees and supports in principle, but acknowledges that it would apply to the larger Town Councils rather than smaller rural Community Councils;
- There should be transparency so that Town and Community Councils should be made aware of financial consequences to them in any partnership arrangement and it would assist if the issue of business rates payable on Council owned premises was addressed by Central Government;
- Town and Community Councils would particularly value arrangements whereby the County Council could assist in practical ways with locally promoted schemes.

### (iii) **Operations Management Board**

Agree in principle for report to Cabinet subject to foregoing consultation.

## 6. IMPLICATIONS FOR OTHER POLICY AREAS

In line with Corporate Policy of encouraging co-operation and joint working with Town and Community Councils and in developing a Community Strategy for Denbighshire.

## 7. RECOMMENDATION

To approve the foregoing as the basis for working with Town and Community Councils in Denbighshire.

CE ~ RELD

**PRINCIPLES, TESTS AND ASSESSMENT FOR JOINT WORKING WITH TOWN AND COMMUNITY COUNCILS**

**1. Principles**

This set of principles has been devised in line with the County Council's corporate policies (ref. Mission Statement Para 3. Community Governance), by virtue of which the Council will encourage positive involvement and closer working with the Town and Community Councils and adopt an open and flexible approach to future partnership working. It will both instigate and respond to requests from Town and Community Councils for joint working. The following areas of joint working are suggested:-

- joint project development
- delivery and procurement of services
- development of area partnerships

**2. Tests**

In dealing with any proposals either initiated by the County Council or the Town and Community Council, the following tests should be satisfied:-

- a) Nothing in any future relationship with a Town and Community Council conflicts with the County Council's service delivery responsibilities in accordance with Best Value;
- b) The strategic capacity of the County Council to plan and deliver its services is not jeopardised by any development involving a joint working arrangement with a Town and Community Council;
- c) All proposals will be evaluated and given priority/scored ( see scoring table below).
- d) \*Any proposal which involves the transfer of current County Council owned assets, whether land or property, to a Town Council, must be subject to strict legal safeguards e.g. no onward disposal to a third party for use other than for the benefit of the local community.
- e) Referring to (iv.) above, the Town Council must satisfy the County Council ( the "Principal" Council) that it could satisfactorily take on the financial burden of maintaining assets currently owned by the County Council for community use.
- f) (There is provision under S. 123 of the Local Government Act 1972 for disposal of land by local authorities at less than market price. This can only be done at the discretion of the local authority which owns the land and the associated property). Each application will be afforded scores on a scale of **1-100** as follows, being mindful of the safeguards included in **3 above** especially in relation to any \* disposal to a Town Council of County Council assets. It is suggested that any proposal which does not reach a **minimum score of 50 points** does not qualify:-

		<b>Costs of Transfer</b>			
<b><u>Impact on other services (strategic)</u></b> (N.B. a negative impact on other services will be given a lower score than positive impact)	<b><u>Service Delivery Potential</u></b> (N.B. where a proposal enhances service provision in tcc area it will be afforded a higher score)	<b><u>Cost -saving.</u></b>  (N.B. cost savings to the County Council)	<b><u>Cost-incurring.</u></b>	<b><u>Legal / Policy Implications (e.g. statutory duty or discretionary power)</u></b> (N.B. proposals which comply with or enhance statutory duty will score higher)	<b><u>Compatible with Area Partnership Community Strategy</u></b> (N.B. Proposal which has positive impact on furthering the aims of the Area Partnership/Community Strategy in

<b>Score 1- 100 (minimum 50)</b>	<b>Score 1-100 (minimum 50)</b>	<b>Score 1-100 (minimum 50)</b>	<b>Score 1-100 (minimum 50)</b>	<b>Score 1-100 (minimum 50)</b>	<b>tcc area will score higher) Score 1-100 (minimum 50)</b>
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Although dialogue with town and community councils is an on-going process, a specific partnership proposal which has reached a final stage of preparation should be submitted in writing for assessment by a small group of officers, whose membership would vary according to the nature of the proposal. This Group, chaired by a Corporate Director, would assess the proposal, and if approved, submit to Cabinet for approval. Prior to consideration by the assessment Group, any proposal must satisfy all consultation/policy requirements.



REPORT TO CABINET

CABINET MEMBER: Councillor R W Hughes, Lead Member for Culture, Leisure and Tourism

DATE: 9 April 2002

SUBJECT: Draft Cultural Tourism Strategy

**1. Decision Sought**

- 1.1 To consider the draft strategy in detail and agree in principle the strategy subject to amendments from the consultation process. The Cultural Tourism Strategy aims to be an overarching document that advances the aims of the Culture and Leisure Strategy 'Pick and Mix' and is a key component of Denbighshire's Tourism Strategy.

**2. Reason For Seeking Decision**

- 2.1 Cultural tourism encompasses music, art, crafts, design, film, literature, heritage, historic landscape and gardens, natural environment, coastal attractions, history, linguistic diversity, entertainment and sport. At a time of increasing globalisation the protection, conservation, interpretation and presentation of the cultural heritage of the County are an important challenge to promote the distinctive local history and identity of Denbighshire.

For many people, culture facilities are an essential part of the visitor experience, for others, cultural destinations are the reason for choosing a specific holiday. Cultural heritage and the natural environment are amongst the most powerful attractions to visitors. Cultural tourism offers tremendous potential for growth in Denbighshire and is an important contributor to job creation, sustained employment and the regeneration of both coastal and rural communities of the county. Great steps to progress the strategy have already been taken with the opening of the Old Gaol and the development of the Old Chapel.

**3. Cost Implications**

- 3.1 The strategy sets the direction for Cultural Tourism for the next eight years and resources will be prioritised towards achieving these actions. The cost implications for the implementation of the strategy in 2002/03 vary but any additional major project and cost to the County Council will be the subject of further reports.

**4. Financial Controller Statement**

- 4.1 The cost implications of proposals will need to be identified to enable due consideration during the budget setting process for future years. Any implications for the current year will need to be contained within the service budget available.

**5. Consultation Carried Out**

- 5.1 This is a draft strategy for consultation which will go to Life Long Learning Scrutiny Committee and then to a wide range of organisations and individuals involved in the tourism sector. Internal consultation has already included the Corporate Director Environment, Head of Economic Regeneration and Tourism Manager.

**6. Implications On Other Policy Areas Including Corporate**

- 6.1 The Cultural Tourism Draft Strategy embraces the Corporate objectives of the County Council.

**7. Recommendation**

- 7.1** To consider the draft strategy in detail and agree in principle the strategy subject to amendments from the consultation process.

LL ~ AG

## **Denbighshire's Cultural Tourism Strategy**

### **Introduction**

Cultural Tourism is a major contributor to the economic vitality of Denbighshire. This Cultural Tourism Strategy aims to outline the approach to delivering the priorities and actions for strengthening cultural tourism and realising its potential within the county. The Strategy advances the aims of the Culture and Leisure Strategy 'Pick and Mix' and is a key component of Denbighshire's Tourism Strategy.

### **What is Cultural Tourism?**

The Wales Tourist Board's 'Towards a Cultural Tourism Strategy' highlights **'that people are looking for an experience not a destination'** and **'that the importance of the culture of Wales in establishing a sense of difference and arousing the curiosity and sense of adventure of visitors cannot be overstated.'** The British Tourist Authority (BTA) defines cultural tourism as **'visits to all types of cultural events and attractions, heritage and contemporary, classic and popular in performance or collection.'** Within Denbighshire cultural tourism encompasses music, arts, crafts, design, film, literature, heritage, historic landscape and gardens, natural environment, coastal attractions, history, linguistic diversity, entertainment and sport; all contribute to the make up of cultural tourism. At a time of increasing globalisation the protection, conservation, interpretation and presentation of the cultural heritage of Denbighshire are an important challenge to promote local history and identity both now and into the future.

### **Who is a Cultural Tourist?**

For some people, cultural venues and facilities are an essential part of the visitors experience for others, cultural destinations are the reason for choosing a specific holiday. Cultural heritage belongs to everyone, we all have the right and need to have the opportunity to increase our understanding and appreciate diversity and locality so anyone and everyone can be a Cultural Tourist. The natural environment is amongst the most powerful attractions to visitors from home and overseas. Events and public art, for example can do much to enhance and interpret those environments. The visitor's enjoyment and understanding of the destination are greater and the visitor is inclined to increase the length of stay or make a return visit. Local people are often the 'invisible' tourist enjoying days out, visits to heritage sites or walking around the countryside on their doorstep they are valued, regular cultural tourists.

### **What is the Cultural Tourism Market?**

Cultural tourism is not a single market it is a segment or a grouping of segments. Increasingly the visitor is demanding high quality and value for money product. The UK Tourism Survey and International Passenger Survey calculate total tourism spending in the UK to be worth £64 billion per year, £2 billion directly into Wales. 50% of spending is on day trips, 25% is by UK residents on staying trips, 20% is by visitors from overseas, and 5% is in fares paid to UK carriers. Visitors from overseas to the UK stay longer and spend more. The average length of stay is 8.3 nights, total spending per trips is £487 or £58 per day. As well as the natural and built environments most overseas visitors are attracted to the UK by their perception or understanding of its culture. The UK resident staying away from home in the UK is away for an average 3.4 nights. The average spend on the trip is £33 per day' BTA

estimates that spending on cultural tourism now exceeds £5 billion per year. Denbighshire's tourism strategy identified that in 1999 tourism brought £167.4 million into the County making it fifth highest in Wales, attracting five million visitors and supporting 4,000 jobs. The World Tourism Organisation has estimated that 37% of all trips have a cultural element and that the growth rate in trips of this kind was estimated at 15% annually during the nineties.

### **Why is Cultural Tourism Important for Denbighshire?**

Cultural tourism offers tremendous potential for growth in Denbighshire and is an important contributor to job creation, sustained employment and the regeneration of both coastal and rural communities of the county.

The relative decline in seaside resort tourism in Denbighshire, explained in part by the popularity of overseas air travel since the 1970s, now make resort regeneration one of the tourism's most important issues for the county. Nationally the industry is also adapting to the continuing trend away from the traditional weeklong holidays towards more flexible, later-booked shorter breaks. The variety and quality of cultural coastal attractions play a significant part in enhancing the visitor experience and have a direct impact on repeat visits.

Seasonal spread of cultural tourism is a priority both for the tourist industry and for residents in the county coping with trade and fluctuations of visitor numbers to ensure quality of experience is maintained. Some cultural tourism depends on the likelihood of fine, warm weather but it is also known that some tourism markets that are relatively free to travel outside the main summer months are strongly motivated to travel by special events and cultural attractions and culture can develop audiences based on these markets.

### **Priority Action**

It is essential that the tourism and cultural sectors across the county particularly with the private sector to identify mutuality and complementary approaches, increasing knowledge about each other's products, market segments and share understanding of the importance of access whilst respecting the fragile nature of heritage sites and collections ensuring sustainability for future generations.

### **Priority 1 Branding and Promotion**

- Cultural Tourism is essential to the county it has a niche market with excellent growth potential and the target marketing of product together with the building of a stronger distinctive brand is vital. Authenticity will be vital in selling the Denbighshire cultural product.
- Work in partnership with tourism agencies, accommodation sector, restaurants, cafes, pubs, etc., and particularly the transport sector to ease access to the county and the cultural venues. There is an opportunity to package up the main elements of the trip – transport, accommodation, meals and admissions. Although it is important to recognise that the independent cultural traveller is often resistant to too much packaging but will still need to

know the options available therefore promotion of the cultural product alongside different visitor options is essential at TIC's.

- To develop electronic systems, bilingual web site information and e-commerce in order to promote easy access to cultural tourism products, facilities, information and services.
- Improve signage to cultural tourism venues, developing special threshold signs for areas of special natural interest and welcome signs for walkers. Improve information within venues providing high quality interpretation Welsh and English and other international languages in order to encourage greater public awareness and value of cultural heritage.
- Build upon success of the Medieval Denbighshire Initiative providing additional interpretative material and supporting infrastructure; panels, signs and styles.
- To create a new focus for extreme and quality sports on the coast at Marine Lake, Ffrith Beach and Barkby Beach.
- To encourage and promote adventure pursuits enhancing the county's image to provide a wide variety of adventure holidays, outdoor activities, events and competitions such as fell running, climbing, canoeing, mountain biking and horse riding etc.
- Capitalise on Denbighshire's nationally important natural assets including the Clwydian Range one of only five nationally recognised Areas of Outstanding Natural Beauty in Wales and the National Trail of Offa's Dyke.
- Develop interpretation through innovative education, media, technology and living history events, personal guided explanations in Welsh and English of historical, environmental and cultural information.
- To encourage visitors to visit other cultural venues by direct promotional displays at attractions 'signposting' tourists from one cultural venue to another across the county.
- Develop a marketing strategy that:
  - Builds 'Location Visits' for example, Ruthin Craft Centre, Old Gaol, Nantclwyd House and Loggerheads Country Park.
  - Links attractions through common or themed marketing such as music Llangollen International Music Festival, North Wales Music Festival and Performances at Rhyl Pavilion.
  - Promotes cultural product and assets through understandable and relevant bilingual material to ensure easy accessibility for tourists and residents.
  - Build the links between coastal and rural tourism through cultural attractions.
  - Target higher spending market segments through cultural tourism, providing high yield to tourism investment in the county.

- Target marketing to grow overseas visitor numbers through ‘hooks’ such as family history centre at Nantclwyd House.
- Produce a Denbighshire Cultural Tourism Map and accompanying ‘passport’ to encourage further visits.
- Promote the use of Libraries as Cultural Tourism Information Points to complement the role of the key Tourism Information Centres.

### **Priority 2 Extending the Stay, Extending the Season**

- Extend the tourist season through cultural product that is less dependent on good weather, increasing the number of visitors to the county outside the peak summer period, extending the volume and value through the year to improve sustainability. Developing out of season cultural short stay breaks.
- Develop signature or hallmark festivals and events in the shoulder months of March/April and October/November to attract additional tourism and to enhance visitor experience, for example international ‘Denbighshire by Design’ creative industries festival, ‘In a New Light’, illumination event.
- Provide a range of specialist niche events that attract new audiences and repeat visits such as ‘Cam wrth Gam’ walking weekends and archaeological events.
- Review the opening policies of key attractions, examining summer and winter opening, evening opening to meet the needs of the ‘extended’ season.
- Build upon ‘location visits’ increasing the number of cultural attractions providing critical mass of things to see and do, encouraging visitors to stay longer. Work with the tourism accommodation sector to develop short stay holidays.
- Increase the use of the Rhyl Events Arena through promotion to potential hirers and programming of key events.
- Explore the increase use of Marine Lake, Ffrith Beach and Barkby Beach for extreme sports including climbing, sailing and water sports.

### **Priority 3 Providing the Quality of Visitor Experience**

- Create two Cultural Tourism Centres at the north and south of the county at Llangollen and Rhyl to provide major tourism gateways to the county. These orientation centres will provide easy access, information and encouragement for tourists to explore the county and its cultural attractions. This requires the refocusing of the Old Chapel to provide an integrated TIC, Visual Arts, Craft, Countryside, Library and Learning Centre and the Village to provide integrated TIC, coastal heritage museum and entertainment focus in Rhyl.
- Extend the quality of tourism products by developing new attractions, maximising external funding opportunities. Examples include Nantclwyd

House, Gees Museum and Coastal Heritage Museum that increase the range, scale and quality of attractions that meet and ideally surpass visitor expectation.

- Seek external funding partners to enhance and improve the physical quality of existing buildings and facilities to provide remodelled and renewed attractions such as Ruthin Craft Centre, Plas Newydd and Ruthin Gaol.
- Develop quality facilities and service for the increasingly sophisticated cultural tourism market to encourage people to stay longer, repeat visits and recommend friends.
- Promote customer friendly and welcoming facilities with helpful, caring and knowledgeable staff that strive to consistently meet and surpass the needs and expectations of visitors. Recognising the essential role of frontline staff such as countryside wardens and heritage custodians in ensuring visitors have access to and enjoy the county.
- Provide added value for the visitor by the strategic provision of high quality well maintained trail routes for walking, cycling, and riding. To employ innovative methods of creating trails for example, through environment art and Welsh poetry, unique way marking and other means of creating an opportunity for people to experience natural landscape and heritage from a different perspective.
- Enable people to experience the historic landscape of the county through the provision of themed visits and activities encouraging and organising programmed stays within the county to both increase enjoyment and understanding of the historic environment and bring economic benefit.
- Promote the quality brand of Denbighshire through high quality cultural products for sale such as art, craft and design work from Ruthin Craft Centre and the Old Chapel, Llangollen.
- To work with local businesses to develop good merchandising products for Denbighshire's cultural attractions that reinforce the visitor experience.
- Work with partner authorities to increase the number of visitors to natural assets that cross boundaries for example with Flintshire with the Clwydian Range and AONB.
- To work with local groups and volunteers to promote cultural tourism, recognising the important role that local people play in the visitor experience, as it is the experience as well as the destination that makes the visit special.

Ann Gosse  
Assistant Director, Culture and Leisure

REPORT TO CABINET

REPORT BY: Chief Executive

DATE: 9 April 2002

SUBJECT: EXTERNAL RECRUITMENT

**1 Decision sought**

Delegation of decisions on external recruitment to the Chief Executive; and various proposed changes to the recruitment and selection procedure.

**2 Reason for seeking decision**

The present arrangements where the whole Cabinet approves external recruitment to achieve the actions in the Recovery Plan have served the Council well. It is essential that there is continued monitoring by Cabinet on spending on staff through the regular reporting of budget information. Nevertheless it is timely to reconsider the process of approving external recruitment, which has proved rather unwieldy. It is taking an excessive amount of time to recruit to vacancies, which adds to pressure on other staff and, in some cases, has resulted in external funding being lost to Denbighshire.

In my view, it is not best use of the full Cabinet's time to police the requirement for external advertisement. Nor is it a tool that constrains expenditure: as already mentioned, that control is provided by the budget process. The interim constitution permits delegation of functions from the Cabinet to officers. I am recommending that approval of external recruitment should be delegated to me but, in practice, I would consult the Corporate Executive Team on my decisions. With the assistance of the Team, I can operate the checks and balances that the Cabinet has already put in place - an essential part of which will continue to be a robust authorisation process where all proposed advertisements are signed off by the relevant Corporate Director. The Team is well-placed to challenge whether empty posts need to be filled at all; and, if they do, to check that the cost of the posts can be met within existing budgets.

The recruitment and selection procedure "as a rule" requires internal advertisement for all posts. This does not provide a sufficiently explicit exception for posts where external advertisement is required by legislation or as a condition of grant; where early recruitment is essential in order to take advantage of external funding or for other practical reasons, such as maternity cover; or where external recruitment is known to be the only option because no existing staff have the necessary qualifications or experience.

The procedure includes a requirement that the equal opportunities statement is included in all advertisements and that all advertisements are bilingual. My view is that the council could take the opportunity to demonstrate further its practical commitment to its Welsh language scheme; and bring the procedure into line with provisions of that scheme.

A more detailed note on these issues is in the appendix.

The proposed changes to the recruitment and selection policy reflect existing and best practice respectively. The normal process is that they would need to be agreed with the trade unions through the Local Joint Consultative Committee, and then be submitted to the Resources Scrutiny Committee prior to Cabinet making a formal recommendation to Council for adoption. As a result of the modernising legislation, the LJCC will be an executive function from May and will therefore involve (some) Cabinet members. The Cabinet will therefore have two opportunities to consider this matter. Accordingly, unless significant objections are raised by the Scrutiny Committee, I suggest that the matter should not need to come back to full Cabinet for further discussion.



### **3 Cost implications**

There will be a saving in administrative overheads if Cabinet's role in approving external advertisements comes to an end.

The proposed changes to the recruitment and selection policy have no cost apart from a possible minor increase in the size of advertisements to incorporate the additional statement on the Welsh language scheme. Conversely, advertisements for posts where Welsh is essential would take up less space. In any event, any change in advertising costs would be absorbed within existing budgets.

### **4 Financial Controller's statement**

There are no significant cost implications from the proposal, any small increase in advertising costs will need to be absorbed within service budgets.

### **5 Consultation carried out**

Corporate Executive team, Head of Personnel - all support.  
Lead member for Human Resources and Leader - no objection.

There will be consultation with trade unions and the Resources Scrutiny Committee as noted above.

### **6 Implications on other policy areas including corporate**

Promotes more effective decision-making on external recruitment. Demonstrates commitment to the council's Welsh language scheme. Advertising arrangements for posts where Welsh is essential would be fully consistent with that scheme.

### **7 Recommendations**

**I recommend that:**

7.1 the Cabinet delegates to the Chief Executive all decisions on external recruitment, in accordance with the Council's recruitment and selection procedure as amended from time to time;

7.2 the Cabinet agrees to propose to the Local Joint Consultative Committee, Resources Scrutiny Committee and full Council amendments (as set out in the appendix) which:

7.2.1 reflect the need for some posts to be subject to external requirement;

7.2.2. require all advertisements to state the Council's commitment to its Welsh language scheme;

7.2.3 bring the arrangements for advertising posts where Welsh is essential into line with the Council's Welsh language scheme.

### **Proposed changes to Council's recruitment and selection procedure**

Section 4.1 of the Council's policy on recruitment and selection requires that internal advertisement should precede any external advertisement:

"Word of mouth recruitment is not permitted for any Council post.

As a rule, all County Council vacancies are advertised internally in the first instance i.e. to all Denbighshire County Council staff. If a post is advertised externally this means that internal advertising must have failed to find candidates with abilities and/or attainments stated in the person specification."

This does not reflect the reality that many external sources of grant, such as the National Assembly and Lottery bodies, require open advertisement of posts that are being funded with grant. Similar requirements are imposed by legislation for some posts e.g. the head of paid service. Nor does the present policy cater explicitly for the time constraints that are attached to some externally-funded posts, where the requirement for prior internal advertisement can be met only at risk to delivery of the project, or for filling short-term vacancies such as maternity cover. The reality for some posts e.g. Qualified social workers for children's services is that we know that there are no internal candidates, and the requirement for prior internal advertisement will cause unnecessary delay.

The procedure document should be amended explicitly to cater for such cases. Proposed amended text:

"Word of mouth recruitment is not permitted for any post.

**Except as set out below, all vacancies will be advertised internally in the first instance to all staff. If internal advertising fails to find candidates with abilities and/or attainments stated in the person specification, the vacancy will be advertised externally.**

**Posts will be advertised externally where this is a requirement of legislation or a condition of grant; and may be advertised externally in cases of urgency (for example, where external funding will be lost if wide-scale recruitment is not put in hand quickly), for short term posts of less than one year (for example, covering maternity absences) or for posts where it is known that existing staff do not have the necessary qualifications or experience. Staff's attention will be drawn to all such external advertisements and they will be encouraged to apply."**

Section 4.1 of the policy document also states:

"All job advertisements will carry the Denbighshire County Council Equal Opportunities Statement: "Denbighshire County Council is actively working to counter discrimination on the grounds of gender, race, disability, sexual orientation and marital status. Applications are particularly welcomed from people with disabilities."

We are missing the opportunity to confirm the council's commitment to its Welsh language scheme under the Welsh Language Act 1993 and making clear that the ability to speak Welsh is desirable for all posts (in some cases it is essential) and that training will be made available for staff who desire to learn the language.

Proposed amended text:

"All job advertisements will carry the Denbighshire County Council Equal Opportunities Statement: "Denbighshire County Council is actively working to counter discrimination on the grounds of gender, race, disability, sexual orientation and marital status. Applications are particularly welcomed from people with disabilities.

**Except for posts where the ability to communicate in Welsh is essential, all job advertisements should contain the following statement: "Denbighshire County Council is committed to the scheme that it has prepared under the Welsh Language Act 1993. The ability to speak Welsh is desirable for all posts. Training will be made available for staff who wish to learn Welsh."**

Section 4.1 further states:

"All adverts should be bilingual (English/Welsh)."

This is not consistent with the Council's Welsh Language Scheme which provides:

"4.8.1 Every staff recruitment advertisement published by the Council should be bilingual, except:

- (a) advertisements published in Welsh medium magazines and newspapers should be in Welsh only.
- (b) advertisement published in English medium magazines and newspapers for posts where the Welsh language is an essential qualification should be in Welsh with a short explanatory note in English."

Bringing the recruitment and selection procedure into line with the Welsh language scheme would reduce advertising costs for posts where the ability to speak Welsh is essential.

Proposed amended text:

**"Adverts for posts where the ability to communicate in Welsh is essential will be in Welsh only (with a short explanatory note in English in English medium magazines and newspapers). All other adverts will be bilingual."**

**VACANCY CONTROL  
APPROVAL FOR THE FILLING OF VACANT POSTS  
BY EXTERNAL ADVERTISEMENT**

Directorate: Lifelong Learning  
Post Title: School Finance Planning Officer

Service: Strategy and Resources  
Salary Grade: P02

**JUSTIFICATION FOR EXTERNAL RECRUITMENT**  
(This part must be completed for all posts)

This post will enable schools to work with the Authority on the development of a 3 year programme of financial strategy and management which will tie in with School Development Plans.

The existing team is fully committed to providing a day to day service of advice, guidance and monitoring and does not have the capacity to undertake the forward planning elements required.

There is budget provision within the additional 2002/03 funding for Lifelong Learning Service Improvements.

Cost Implication

- 1 The additional spend for this post (full year effect) can be contained within the Service budget.

The budgetary provision for this post is available from 2002/03. The filling of this post will not have an adverse impact on the delivery of the Council's recovery plan.

Financial Controller Statement

Signed: Lionel Bova (Corporate Director) Date: 21/03/02  
Signed: K. Wells (Cabinet Lead Member) Date: 21.3.02

TO: CABINET

Signed: \_\_\_\_\_ (on behalf of the Cabinet) Date: \_\_\_\_\_

Approved  Refused

Comments/Reasons

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please return this form to the Director of the Employing Directorate.

CABINET 09.04.2002

AGENDA ITEM: 9ii

CABINET 2002-54

VACANCY CONTROL  
APPROVAL FOR THE FILLING OF VACANT POSTS  
BY EXTERNAL ADVERTISEMENT

Directorate: RESOURCES Service: Corporate Property Unit

Post Title: Database Assistant Salary Grade: Sc 2

JUSTIFICATION FOR EXTERNAL RECRUITMENT  
(This part must be completed for all posts)

This post is on the approved structure for the Corporate Property Unit. It has been advertised twice internally and there have been no applicants. Therefore authority is sought to seek external candidates.

Cost Implication \*

- 1 The additional spend for this post (full year effect) can be contained within the Service budget.

**Financial Controllers Statement**

The filling of this post is essential to ensure compliance with the statutory timetable for the completion of Asset Management Plans.

Signed: [Signature] (Corporate Director) Date: 14.3.02

Signed: [Signature] (Cabinet Lead Member) Date: 22.3.02

TO: CABINET

Signed: \_\_\_\_\_ (on behalf of the Cabinet) Date: \_\_\_\_\_

Approved      Refused  
                     

Comments/Reasons

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\_\_\_\_\_

Please return this form to the Director of the Employing Directorate.

**VACANCY CONTROL  
APPROVAL FOR THE FILLING OF VACANT POSTS  
BY EXTERNAL ADVERTISEMENT**

Directorate: Environment

Service : Consultancy Services (Valuation & Estates )

Vacancy: Graduate Valuation and Estates Surveyors x 3

Grade: up to Scale 6

**JUSTIFICATION FOR EXTERNAL RECRUITMENT**

This part must be completed for all posts

3 vacancies for Graduate Valuers are currently being advertised internally , but it is expected that these posts will be filled by new or recent graduates in Estate Management (or a similar degree). It is not anticipated that there will be 3 newly qualified internal candidates and so approval to advertise externally is sought. If any current employees who are suitably qualified do apply through the internal system , their applications will receive prior consideration. Rod Bowden (Head of Service)



**Cost Implication \***

- 1 The spend for this post (full year effect) can be contained within the Service budget.

\* Delete as appropriate

**Financial Controller Statement**

The cost in connection with these posts will need to be contained within the funding available.

Signed:  (Corporate Director) Date: 20-3-02  
Signed:  (Cabinet Lead Member) Date: 20-3-02

TO: CABINET

Signed: \_\_\_\_\_ (on behalf of the Cabinet) Date: \_\_\_\_\_

Approved  Refused

Comments/Reasons

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\_\_\_\_\_

CABINET 09.04.2002

AGENDA ITEM NO: 9IV  
CABINET 2002 - 54

VACANCY CONTROL  
APPROVAL FOR THE FILLING OF VACANT POSTS  
BY EXTERNAL ADVERTISEMENT

Directorate: Social Services Service: Mental Health Section

Post Title: Senior Practitioner 37 hours per week permanent post

Salary Grade: PO1 sc 33-36 £22,341 - £24,072

JUSTIFICATION FOR EXTERNAL RECRUITMENT

This vacancy has been advertised internally and the only applicant was not successful. This post is vital in order to deal with the issues around Best Value, SSI and Joint Review, the Service Manager would appreciate being allowed to advertise externally as soon as possible.

(This part must be completed for all posts)

Cost Implication \*

- 1 The additional spend for this post (full year effect) can be contained within the Service budget
- ~~2 The appointment will lead to a budget overspend of £ k.~~

\* Delete as appropriate

Financial Controller Statement

The costs associated with this post will need to be contained within the service budget available.

Signed: [Signature] (Corporate Director) Date: 27/03/02

Signed: A.R. Roberts (Cabinet Lead Member) Date: 26/03/2002

TO: CABINET

Signed: \_\_\_\_\_ (on behalf of the Cabinet) Date: \_\_\_\_\_

Approved  Refused

Comments/Reasons  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please return this form to the Director of the Employing Directorate.

CABINET 09.04.2002

AGENDA ITEM: 9V

CABINET 2002-54

VACANCY CONTROL  
APPROVAL FOR THE FILLING OF VACANT POSTS  
BY EXTERNAL ADVERTISEMENT

Directorate: Social Services Service: Children's Services

Post Title: Locum Social Workers 37 hours per week

Salary Grade: SW 1-3 £16,734 - £22,971 short term contracts to cover vacancies

JUSTIFICATION FOR EXTERNAL RECRUITMENT

The Children's Service is under great pressure at this present time due to three social workers tendering their notice to leave, and two other staff on sick leave, and two other vacancies still waiting to be appointed to. This leaves the remaining staff dealing with a great deal of case work which cannot be covered, and work is being delayed and clients not dealt with as quickly as they should be.

(This part must be completed for all posts)

Cost Implication \*

1 The additional spend for this post (full year effect) can be contained within the Service budget.

2 ~~The appointment will lead to a budget overspend of £ k.~~

\* Delete as appropriate

Financial Controller Statement

The costs associated with these temporary posts will need to be contained within the savings from the posts currently vacant.

Signed: [Signature] (Corporate Director) Date: 27/3/02

Signed: [Signature] (Cabinet Lead Member) Date: 26/03/2002

TO: CABINET

Signed: \_\_\_\_\_ (on behalf of the Cabinet) Date: \_\_\_\_\_

Approved Refused

Comments/Reasons

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\_\_\_\_\_  
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Please return this form to the Director of the Employing Directorate.



VACANCY CONTROL  
APPROVAL FOR THE FILLING OF VACANT POSTS  
BY EXTERNAL ADVERTISEMENT

Directorate: Social Services

Service: Admin Section

Post Title: Admin Assistant 20 hour per week

Salary Grade: Scale 2 £11,817 - £12,390

JUSTIFICATION FOR EXTERNAL RECRUITMENT

This post have been advertised internally and had no response due to rural locality and being part time. This post which is based at Cysgod y Gaer Residential Home, Corwen, is not being covered to its full hours at present, and therefore the pensions of the clients and payments in general are not being dealt with. This is causing problems generally and will obviously cause greater problems in the long term. We would therefore request permission to advertise externally.

(This part **must** be completed for **all** posts)

Cost Implication \*

1 The additional spend for this post (full year effect) can be contained within the Service budget.

~~2 The appointment will lead to a budget overspend of £ k~~

\* Delete as appropriate

Financial Controller Statement

The costs in relation to this post will need to be contained within the service budget available

Signed: [Signature] (Corporate Director) Date: 27/3/02

Signed: A.R. Roberts (Cabinet Lead Member) Date: 26/03/2002

TO: CABINET

Signed: \_\_\_\_\_ (on behalf of the Cabinet) Date: \_\_\_\_\_

Approved  Refused

Comments/Reasons

\_\_\_\_\_  
\_\_\_\_\_  
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Please return this form to the Director of the Employing Directorate.