

AGENDA ITEM NO. 2 [CABINET 2002 - 141]

CABINET

Minutes of the Cabinet meeting held in the Town Hall, Denbigh on Tuesday 16 July 2002 at 10.00 a.m.

PRESENT

Councillors P.A. Dobb, Lead Member for Health and Wellbeing; E.C. Edwards, Lead Member for Safeguarding our Communities; M.A. German, Lead Member for Sustainable Development and Environment; R.W. Hughes, Lead Member for Lifelong Learning; G.M. Kensler, Lead Member for Promoting Denbighshire, D.M. Morris, Lead Member for Communications; J.A. Smith, Lead Member for Social Inclusion; W.R. Webb, Lead Member for Property and Asset Management, and E.W. Williams, Leader and Member for Economic Wellbeing.

Observers: Councillors D. Jones, M.M Jones and R.E. Jones.

ALSO PRESENT

Chief Executive, Deputy Chief Executive / Corporate Director of Resources, Financial Controller and the County Clerk.

APOLOGIES

Councillor E.A. Owens, Lead Member for Finance

ANNOUNCEMENT

The Leader informed Members of the death of Councillor Peter Douglas who had died in the early hours of the morning. The Leader paid tribute to Councillor Douglas' work for both the Authority and the Rhyl area. Members were asked to stand in silent tribute.

The Leader welcomed Janet Barton, a student on work experience in the County Clerk's Department, to the meeting.

1 URGENT MATTERS

The Leader of the Council gave notice of the following items which in his opinion should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972:-

- (i) Minutes: Joint Arrangements - AONB - Membership update
- (ii) Part II Item 11B Wirral and North Wales Purchasing Organisation - Update

2 MINUTES OF THE CABINET (CABINET 2002 - 113)

The Minutes of the Cabinet meeting held on 2 July 2002 were submitted.

Item 5 Joint Arrangements: With regard to membership of the AONB, the County Clerk said the following had been nominated by their Groups / expressed an interest: Councillors A.E. Roberts and R.L.I. Williams (Independent Group); G. Jones and S. Drew (Plaid Cymru); D.M. Holder (Conservative) and R.W. Hughes (Non-Aligned).

With regard to the membership requirements in respect of Joint Arrangements with other authorities for Executive Functions, the Chief Executive informed Members that the legislation on such arrangements had not yet been changed and that the Minister for Finance, Local Government and Communities had not yet commenced the consultation process on possible changes.

RESOLVED that Members appoint Councillors A.E. Roberts and R.LI. Williams (Independent Group); G. Jones and S. Drew (Plaid Cymru); D.M. Holder (Conservative) and R.W. Hughes (Non-Aligned) to the AONB.

Item 4 Denbighshire Mediation: Councillor R.W. Hughes stressed that the Authority had procedures in place for dealing with grant applications and that the existing procedures should be followed by all applicants. Councillor G.M. Kensler said she was not opposed to the granting of funding for the Denbighshire Mediation Service and agreed with the statements expressed by Councillor Hughes.

Item 15 Property Acquisition Strategy - West Parade, Rhyl: Councillor E.C. Edwards asked whether Denbighshire was providing the budget for Rhyl Going Forward and reminded Members of the needs of both rural and urban areas. The Corporate Director: Resources said some budget provision for Rhyl Going Forward had to be included.

RESOLVED that subject to the above, the Minutes of the Cabinet meeting held on 2 July 2002 be approved as a correct record and signed by the Leader.

3 BEST VALUE REVIEW OF RESIDENTIAL HOMES (CABINET 2002 - 142)

Councillor P.A. Dobb presented the report seeking Cabinet's consideration of a range of options as detailed in the Appendices to the report.

Councillor W.R. Webb expressed his support for the report and informed Members that the Partnership Council had discussed the matter the previous day. He agreed Denbighshire should move forward with the options but that matters should not be rushed.

RESOLVED that Members agree the options recommended for further consideration as set out in paragraph 5 of the report.

4 REVIEW OF CHARGING IN APPROPRIATE CAR PARKS IN DENBIGHSHIRE (CABINET 2002 - 143)

Councillor M.A. German presented the report seeking Cabinet approval of the introduction of charges at various car parks in Denbigh, Llangollen and Ruthin and to confirm the intention, when capital resources allow, to instal CCTV cameras and other improvements at Barker's Well Lane Car Park, Denbigh and to introduce charges at the car park once the improvements had been carried out.

Councillor G.M. Kensler referred to the comment made by Rhyl Town Council that only one level of parking charge should apply throughout the County. Councillor Kensler suggested that parking charges in every town should be considered on merit and that charges should also be linked to traffic management.

Councillor E.C. Edwards referred Members to paragraphs 2.1 and 4.6 of the report and asked that paragraph 8.2 of the Recommendation be deferred as charges at Crispin Yard, Ruthin should not be introduced at this time until details of possible charging at the new car park on Park Road, Ruthin had been explored and discussed with the Local Members, the Lead Member for Promoting Denbighshire, the Lead Member for Sustainable Development and Environment and the Assistant Director: Culture. It was possible that residents would wish to park on the new car park and the issue of parking permits should be considered. Members agreed to defer the introduction of charges at the Crispin Yard, Ruthin car park on that basis.

Councillor P.A. Dobb asked for clarification on the issue of parking permits. The Head of Highways said information on permits and charges for car parking would be the subject of a press statement.

RESOLVED that Cabinet:-

- (a) approve the introduction of charges in the Post Office Lane (Denbigh), Hall Street (Llangollen), and Troed y Rhiw(Ruthin) car parks.

- (b) *approve the introduction of charges at Rhos Street (Ruthin) car park, and*
- (c) *confirm the intention, when resources are available, to instal CCTV cameras and make other improvements at Barker's Well Lane multi storey car park (Denbigh) and to introduce charges at the car park following those improvements.*

5 DENBIGHSHIRE LOCAL ACCESS FORUM (CABINET 2002 - 144)

Councillor M.A. German presented the report seeking authority to seek and appoint members of the public on to the Denbighshire Local Access Forum.

Councillor G.M. Kensler queried whether any wider consultation with Community Councils was possible. The Chief Executive said that whilst not every Community Council was represented on DALC it nonetheless spoke for the majority. It was possible for Community Councils which were not members of DALC to put forward nominations in response to the proposed public advertisement.

RESOLVED that Cabinet:-

- (a) *approval is given to contact those organisations on the list attached to the report to nominate persons for consideration to appointment to the LAF;*
- (b) *approval to advertise for public candidates to apply to the County for consideration for appointment to the LAF;*
- (c) *delegate to the Chief Executive the function under regulation 10 of the Countryside Access (Local Forums) (Wales) Regulations 2001 No 4002 to appoint the secretary to the LAF;*
- (ch) *appoint the Cabinet Member for Sustainable Development and Environment as the Denbighshire Member to the LAF, and*
- (d) *delegate to the Cabinet Members for Sustainable Development and Environment and for Promoting Denbighshire jointly power to appoint other members to the forum that satisfy the criteria for selection provided by the regulations and guidance for the formation of a LAF.*

6 HOUSING RENTS AUTHORISATIONS (CABINET 2002 - 145)

Councillor P.A. Dobb presented the report seeking Cabinet authority to delegate the nomination of officers to sign correspondence, issue notices and represent the Council in the County Court upon Council Housing Rents matters pursuant to the Housing Act 1985 to the Chief Executive.

RESOLVED that Cabinet delegate the nomination for officers to sign correspondence, the issue of notices and representation of the Council in the County Court upon Council Housing Rents matters, pursuant to the Housing Act 1985, to the Chief Executive.

7 PROPERTY BASED SYSTEMS (CABINET 2002 - 146)

Councillor D.M. Morris presented the report seeking Cabinet approval of the allocation of budget in 2002/2003 and 2003/2004 for the acquisition, implementation and maintenance of a number of property based information management systems within a coherent data storage infrastructure.

RESOLVED that Cabinet:-

- (a) *approves the overall strategy of the joint procurement;*

- (b) *agree to review the capital plan to determine projects for the current and next year and submit a revised capital plan to Council for approval, and*
- (c) *agree the revenue budget implication of £42k in 2003/2004 be considered as part of the next year's budget setting process*

8 POLICY AND PRIORITIES (CABINET 2002 - 147)

Councillor E.W. Williams presented the report seeking Cabinet consideration of the appendix attached to the report which set out the policy and priorities proposals for the medium term and the 2003/2004 budget round and for recommendation to Council.

Members discussed the document in detail.

Councillor P.A. Dobb suggested: the health partnerships should be included within the last Priority in A; first item in B - the need for European and other funding to be pursued; Priority C, first item on page 3 - the recruitment of more modern apprentices and graduates, ensuring gender equality; Priority D point one be revised to read "prioritise spending in 2003-04 and later years on services ..."

Councillor J A Smith asked for the inclusion of assessment of children in need to be included in the last item within A.

Councillor G.M. Kensler said she supported option 1 for the Authority's mission statement, with the inclusion of "sustainable" in the statement. Councillor Kensler: suggested the second and fourth item within Priority A could be amalgamated. Priority B - removing the capital receipt figure and replacing with "maximise capital receipts". Implementation of single status by 2003/04.

Councillor R.W. Hughes suggested: that a target be included in item 3 of Priority B. Councillor Hughes queried the detail included in priority D whereas earlier priorities were more general but asked that a reference to tourism be included.

Councillor W.R. Webb suggested removing the example in item three of Priority B, and also the figure to be generated within the capital receipts be omitted.

Councillor E.C. Edwards said it was important that Denbighshire staff should be deployed in the right areas of work, that some restructuring could be necessary and the number of agency staff employed should be considered, with agency employment costs of over £1m to the Authority. Councillor W.R. Webb agreed, and said that he had asked for over 12 months for staff in post figures for the Authority but these had still not been provided. Councillor E.C. Edwards suggested working closely with the Authority's partner, the Llangollen International Eisteddfod, to ensure its continued improvement and modernisation.

The Chief Executive commented on some of the points made by Members:-

Capital receipts - £3m was achievable and disposals were required to fund the Authority's other assets.

Tourism - stimulates the local economy by attracting tourists.

Member training - should be retained as development of Members was important to the Authority.

Recruitment of young people - the employee age profile was rising and recruitment issues therefore had to be addressed

Single Status - not an easy task to achieve this by March 2005 but it would be achieved sooner if possible.

Llangollen Eisteddfod - more visible presence required.

The Chief Executive summarised:-

Priority A2 and A4 to be merged.

Priority A3 to include children in need service

Priority B to attract more tourists

Priority D more visible presence at other venues in addition to the Llangollen Eisteddfod.

After further discussion the items above were agreed. It was further agreed by Members to delete the example in B3 - the reference to school places.

After discussion of the Mission Statement, it was agreed to recommend Councillor D.M. Morris' suggestion of a new statement to Council, "Denbighshire: here for you - together, we will deliver".

RESOLVED that Cabinet approve the draft proposals attached to the report, as amended above, including a new Mission Statement Option, to read "Denbighshire: here for you - together, we will deliver."

9 PRESENTATION BY MAYFIELD ARTS AND MEDIA CONSULTANTS ON THE NEW SCALA FEASIBILITY STUDY

Members received a presentation by J. Ron Inglis and Sue Todd on the New Scala Feasibility Study. Their brief had been to produce imaginative but realistic proposals to enhance and develop the artistic and cultural facilities provided by the Scala, having regard to alternative development options, the need to establish an artistic / cultural vision for the facility and the likely costs and sources of funding.

Three site options had been considered: the existing site on the High Street, the Library site which would mean relocation of the Library and Offa's Tavern. All the sites were in Denbighshire County Council ownership. Other sites were not considered viable at this stage. The presentation highlighted the following points detailed in their main report:-

Consultation and Research:-

- Cinema and community arts
- Flexible performance and social facilities
- Entertainment and community resource
- Prestatyn and North Wales
- For local people and visitors
- Education and regeneration of the town centre

Site visits were important to give an idea of comparable facilities in other areas.

Proposals - Development Options:-

- 1 Cinema and small studio theatre
- 2 Shared space for cinema and drama
- 3 Cinema only
- 4 Do nothing

1, 2 and 3 include a meeting room, cafe/bar and a foyer with sales kiosk.

Potential Facilities:-

- Modern standard cinema
- Flexible live performance and activity space
- General purpose meeting room(s)
- Social facilities - cafe and bar
- Education and training facilities
- Fully accessible and safe destination

Benefits of Option 1 at the Scala site:-

- Fits in with the Denbighshire County Council cultural strategy
- New local cultural facilities
- Sustainable combination of facilities

Complements other regional facilities
Regenerates a prominent High Street site

Way Forward - Key decisions to be taken by Denbighshire County Council: -
What should be developed
Where the venue should be located
Who owns and operates the venue
Capital and revenue costs
How the development might proceed
Where funding might be obtained

Recommendation - Option 1.

Councillor G.M. Kensler thanked the Consultants for their presentation and informed Members that a paper on the Scala Cinema would be on the Agenda for Cabinet on 30.07.2002.

At this juncture (11.30 a.m) the meeting adjourned for 15 minutes to allow Members to participate in refreshments.

10 DENBIGHSHIRE'S INTERNATIONAL LINKS (CABINET 2002 - 148)

Councillor E.W. Williams presented the report seeking Members' agreement to take steps to establish a more formal relationship with Alto Adige/Südtirol in Italy in the context of international links already developed by Denbighshire.

Councillor R.W. Hughes supported the report and said ECTARC were keen to work with Denbighshire to seek funding for young people to go on exchange visits to Italy. Councillor Hughes suggested a forum was required to discuss established links and progress made. The Leader agreed and said he would provide a report to a future meeting of Cabinet.

***RESOLVED** that Cabinet agree to establish a more formal relationship with Alto Adige/Südtirol in Italy, and that a report on established links and progress made be provided for Cabinet.*

11 URGENT ITEMS (CABINET 2002 - 149)

There were no Urgent Items.

12 QUESTION AND ANSWER SESSION (CABINET 2002 - 150)

No questions had been received by the closing date.

13. EXCLUSION OF PRESS AND PUBLIC

***RESOLVED** 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 and 8 of Part 1 of Schedule 12A of the Local Government Act 1972.*

14 MINUTES OF THE CABINET (CABINET 2002 - 113) - CONTINUED

Item 13 - Wirral and North Wales Purchasing Organisation: The Corporate Director: Resources updated Members on two meetings he had attended with Councillor W.R. Webb, the Senior Management Accountant and the County Clerk with the other partners and the Board of the Wirral and North Wales Purchasing Organisation.

The partners in the Organisation had agreed to employ separate consulting accountants to review the accounting issues and to see whether a buyer could be found for the business.

It had been agreed that Wirral Metropolitan Borough Council will chair the meetings with Conwy County Borough Council as Deputy Chair. The Wirral would be the lead authority in appointing consultants and terms of reference had been agreed by the authorities' officers.

The Leader said he had written to the Leader of Flintshire as agreed at the last Cabinet meeting and had received a reply.

Councillor W.R. Webb said a vote of no confidence in the Organisation's general management had been carried at the meeting. Councillor R.W. Hughes stressed the need to protect Denbighshire's position and agreed that whilst progress had been made at the meeting, the fundamental issues were not being thoroughly addressed.

The Corporate Director: Resources offered to write to the partners detailing concerns that ongoing issues were not being addressed.

The County Clerk reminded Members that 18 months previously a decision to remain with the Organisation had been taken. However, not all partners had been supportive of criticism of the organisation at that time but Flintshire County Council had an obligation as Lead Authority to the other partners.

RESOLVED that Members note the information and agree the Corporate Director: Resources write to the Chief Finance Officers of the other partners to outline the concerns of the Authority.

15 **WAIVER OF GRANT CONDITIONS, LLANGOLLEN GROUP REPAIR SCHEME - PHASE 2/1 (CABINET 2002 - 151)**

Item withdrawn.

16 **PFI (CABINET 2002 - 152)**

The County Clerk gave a verbal update on the situation and said one or two matters still required resolution. The National Assembly for Wales had also queried one or two matters. A telephone conference was due to be held later in the day where more progress was to be made. Additional reports would be made to County Council on 23 July 2002 to ensure every angle was covered.

RESOLVED to note the report.

The meeting concluded at 12.30 p.m.

REPORT TO CABINET

CABINET MEMBER: **CLLR G M KENSLER, LEAD MEMBER FOR PROMOTING
DENBIGHSHIRE**

DATE **JULY 30 2002**

SUBJECT: **SCALA FEASIBILITY STUDY**

1 DECISION SOUGHT

1.1. To consider the options open to the Council in respect of the Scala and to decide a way forward.

2 REASON FOR SEEKING DECISION

2.1 It is over 18 months ago that the authority had to close the Scala because of its deteriorating structural condition and the need to act in the interests of public safety. Members will recall that this decision was greeted with considerable dismay by the local community. There were many calls for the Council to resolve the problem and for us to reopen the facility as quickly as possible.

2.2 It was clear that a detailed feasibility study of the options open to the Council would be critical to deciding the way forward. Such a study would also be a key requirement for any subsequent bids for external funding. It was also equally clear that it was vital to involve the local community from the outset, and public consultation and involvement has been an important component of the project throughout. The Scala Advisory Group which was set up at the time was central to this. A brief outline of events since the closure is summarised in Appendix 1 to this report.

2.3 Following a competitive selection procedure, Mayfield Arts and Media supported by Sue Todd were selected as the consultants to carry out the feasibility study. They have worked closely with the Scala Officer Technical Group and Scala Advisory Group to produce their report. A copy of the Executive Summary of the report and the study Recommendations is attached as Appendix 2. Members will recall that the consultants appointed to undertake the feasibility study presented their findings to Cabinet on 16 July. However, it is necessary for the Council to review all options in respect of the Scala in addition to the consultants findings.

2.4 **Overview of Provision – Is there a need for the Scala?** A detailed market analysis was undertaken by the consultants who identified other cultural facilities to assess whether the provision could be met elsewhere. The nearest cinema is the Apollo multiplex in Rhyl with a further three cinemas within a 20 miles radius, but only one is designed to the latest technical and customer standards (Cineworld, Llandudno Junction). A stand-alone cinema in Prestatyn would therefore be inappropriate and is not something that the Council should provide given that the commercial sector is well represented in the region. However, extensive consultation (see section 5 and appendices) has identified the public's need for a more diverse cultural/community facility within the town centre, with a cinema integrated with a live performance space, community meeting and education rooms, social area, café and gallery to meet the needs of the 17,875 population of Prestatyn. This reflects the shortage of quality community spaces within the town especially as, unlike many of Denbighshire's other towns, it does not have a traditional community focal point such as a Town Hall. The reason for creating such a local facility was to provide an essential focus for the community, encouraging a sense of ownership and engendering social cohesion and community development whilst creating a landmark building that would contribute to the visual improvement of Prestatyn, re-enliven the image of the town centre, and assist in the tourism and economic regeneration aspirations of the town.

2.5 Site Selection As the need for a town centre location had been identified, the feasibility study research focused on three available potential locations: Scala Cinema Site, Town Library Site and Offa's Tavern Car Park. A full analysis of the advantages and disadvantages of each site is within the main body of the consultants report, but a précis follows:

Scala Cinema Site

Advantages: High St location, Historical links with cinema and community provision, proximity of Tesco's. DCC ownership. Good access for staging and performers.

Disadvantages: Modest size of the site and the restricted configuration of the site (footprint, height and access)

Town Library Site

Advantages: Location, DCC ownership, car parking

Disadvantages: Close to residential area; potential conflict with evening usage and disturbance. Insufficient space to accommodate the cinema and theatre with the library. Removal of mature trees required. Need to build higher than the existing two storey building.

Offa's Dyke Tavern Car Park

Advantages: Highly visible location, DCC ownership.

Disadvantages: Limited car parking shared with public house, Pedestrian access across busy roads, Access Rights owned by Offa's Tavern. Noise and vibration with roads and railway.

The consultants undertook a comprehensive technical appraisal of these site options and the result was that no site stood out as being strongly preferred over another. However, consultations had shown a strong preference from local people that the existing site should be chosen and the consultants recommended on this basis that there was no compelling reason to relocate the Scala from its present site.

2.6 Development Models During the study the consultants, working with the Advisory Group, explored a range of development models and facilities for the new venue. One of the key issues to emerge from this work was the need for both cinema and live performance spaces in addition to community meeting rooms, etc, and the different technical and customer requirements and standards for modern cinema and live performance space. The main development options were defined as follows:

Option 1 - Cinema, performance space, meeting room, café/bar, TIC (1378 sq m floor area)

Including a 150 space dedicated cinema built to modern standards and technical presentation; a flexible format, studio-style auditoria with retractable seating of 150 capable of presenting a wide range of performances and other events; small café/bar and foyer with TIC, fully accessible. (Estimated cost £2.5m)

Option 2 - Performance Space with cinema capability, meeting room, café/bar, TIC (1324 sq m floor area)

A single, larger studio space seating 240 people. Meeting room, small café/bar and foyer with TIC, fully accessible. (Estimated cost £2.3m)

Option 3 - Cinema, meeting room, café/bar, TIC (954 sq m floor area)

A smaller cinema-only option with 160-seater auditorium, a meeting room, small café/bar and foyer with TIC, fully accessible. (Estimated cost £1.8m)

2.7 Preferred Option The three options were discussed with the Advisory Group and Option 3 rejected because it did not meet the needs of the community. In addition, from the Council's point of view this would be an inappropriate solely commercial venture. Options 1 and 2 were reviewed in detail, with the consultants concluding that the bulk of projected income would come from the cinema side of the operation which would support the live performance area and other community facilities. The cinema would need to be a seven-day operation built to modern cinema

standards that would enable the facility to perform in a competitive market. The consultants concluded that Option 1 would be the more sustainable in revenue terms while meeting community needs and aspirations more effectively.

2.8 In addition to the consultants' recommendations, the Council must consider all options in respect of the Scala before reaching a conclusion. It is clear that a 'do nothing' option is wholly inappropriate in these circumstances. After the consultants draft report was submitted, an informal approach from a developer has highlighted private sector interest in the site. The further options for the Council to consider are therefore:

Option 4 - To sell the existing site to gain a capital receipt. There are two variations on this option. First, to dispose of the site and to invest the capital receipt in other Council facilities, and second to reinvest the receipt in a new Scala on an alternative site.

Advantages: Capital receipt for Council; secures redevelopment of the site, provide funding for Scala development work.

Disadvantages: potentially no replacement of existing community/arts facilities (if first variation adopted); loss of WDA Town Improvement Grant for new Scala; need to overcome disadvantages of the other possible sites.

Option 5 - Mixed Development involving a Pub and new Scala Development of the existing site to combine a pub and arts complex.

Advantages: Reduced capital cost for the Council arising from the injection of private finance; smaller arts facility requiring less staff/reduced running costs.

Disadvantages: Constrained site; community/arts facility provision compromised and reduced; reduced street frontage/access for Scala; compromised cinema and performance spaces as only a single auditorium could be accommodated (see Option 2, above); unlikely to accommodate new TIC; reduced earning capacity/ financial viability of the new Scala; pub and arts complex poor 'neighbours'.

2.9 Cabinet should note that neither Option 4 nor 5 have been the subject of local consultation. If the Cabinet is minded to follow either of these alternatives further consultation will be essential before deciding how to proceed. However, from the extensive consultation work undertaken as part of the feasibility study there are clear indications that both options would be the subject of objections from the community.

2.10 To summarise and conclude on the options set out above: Option 1 is the consultants favoured solution which fulfils community aspirations and has the best revenue earning potential. Option 2 is a severely compromised solution which fails to meet the specific and different requirements of cinema and live performance space (with consequent effects on earning potential), and would not cost significantly less than Option 1. Option 3 is inappropriate because it is principally a commercial venture which the Council should not be engaged in. Unless it involved provision of a new Scala at a suitable alternative site, Option 4 would not have the support of the local community and would not be eligible for WDA grant, and Option 5 is also a severely compromised solution (see Option 2) and is impractical given the constrained nature of the site. In my view, Cabinet should endorse Option 1.

2.11 **Management Options** The consultants recommend that future management of the facility should be via a new community based, not for profit organisation rather than direct management by the Council as at present. This option is supported, and if Cabinet endorse the preferred development option for the Scala it is suggested that work be undertaken immediately to establish such a body, and to seek to formally set up any new organisation at the earliest opportunity not only to manage the facility but also to drive forward the development phase. Cabinet should note that additional budget will be required to facilitate the legal and other work (eg leases) required to complete these formalities, but this cannot be precisely quantified at the present time. Members should also note that the consultants do not recommend that the development phase should be managed by the new organisation as they are unsure that local capacity currently exists to manage such a large and complex project. It is inevitable that a considerable amount of Council support would therefore still be required for the new organisation to take forward the project, and

this is reflected in the recommendations set out later in the report. The Prestatyn Area Partnership Officer will play a central role in this.

3. COST IMPLICATIONS

3.1 The cost of the Feasibility Study is £21k. An Arts Lottery grant of £12k has been secured towards the cost of the study, and the remainder has been covered by a special budget allocation.

3.2 The capital cost of Option 1 is estimated at £2.5m (£2m building costs, £0.5m fit out costs), but there are a variety of possible sources of external funding identified which could offset these costs. These include the Arts Lottery Fund, WDA Town Improvement Grant (for restoration of the existing building), Town Council, Foundation for Sport and the Arts, Objective 1, local fund-raising (via The Friends of the Scala), business sponsorship, Wales Tourist Board, Sgrin, etc. From para 2.11 above, members will note that it is suggested that the development should be led by a new not for profit organisation and not the Council. It is the view of the Chief Executive and Corporate Director Resources that the Council's contribution to the capital cost of the project should be to provide a long lease for the site at a peppercorn rent. If the new organisation fails to complete the project or make substantial progress within 3 years it is suggested that the Council reserve the right to dispose of the present site.

3.3 The consultants advise that a strategic and single-minded approach to fund-raising is required to drive forward such a project. If Cabinet agree the vision for the new Scala, the next step will be to undertake a detailed development study of the options. This would include an in depth look at external funding and fund-raising issues as well as producing more definitive capital and revenue costings. In addition, as it is recommended that management and development of the facility should be via a locally based not for profit organisation the study should include establishing the new organisation to drive the project forward. The estimated cost of the next stage development study is around £20-30K, which still represents value for money given that this is a £2.5m project. However, Arts Lottery funding of up to 50% may be available to offset the cost of this vital area of work. A bid will be made for contingency match funding for the development study later this year if Cabinet approve the vision for the New Scala. It is important that the development study phase of the project is concluded within a reasonable timescale to provide an early and clear decision on the way forward. Regular reports on progress will be submitted to the Lifelong Learning Scrutiny Committee.

3.4 Revenue budget projections for the preferred new facility (based on Option 1 and current prices) suggest annual gross expenditure of around £321k which (as is the case with all arts facilities) would require a public subsidy of approximately £80k pa. The current net devolved annual budget for the Scala is £28k. A cautious approach has been adopted to prepare the revenue cost projections (eg conservative income assumptions) to present a 'worst case' scenario in terms of any revenue subsidy from the Council so as to be clear about the potential revenue implications of the proposals. Members should note that these projections also assume that management of the facility is devolved to the new not for profit organisation, and include the financial benefits which accrue to such organisations (eg reduction in NNDR, etc). Following informal discussions with the Arts Council and other possible revenue funding bodies, the proposed arts programme which is put forward for the New Scala would be likely to attract revenue funding to offset the cost of the subsidy from the Council. Cabinet are asked to consider whether the Council should subsidise the facility over and above the current level, if required.

4. FINANCIAL CONTROLLER STATEMENT

4.1 In view of the potential capital contribution suggested by the report and the likelihood of an eventual annual revenue commitment, members will need to consider at an early stage the degree to which the Council should become involved in the project on an ongoing basis. Cash limited grant support from external sources for both capital and revenue costs can leave the Council with an increased commitment if estimated costs are breached when schemes come to fruition.

5 CONSULTATION CARRIED OUT

5.1 Public consultation and involvement has been a cornerstone of the approach to the difficult and complex issues presented by the Scala. The Scala Advisory Group has been at the centre of this. It was established early in the process and includes representation from a range of users, community interests, and key authorities and agencies. These include: Prestatyn Business Association, The Friends of the Scala, Prestatyn Musical Players, North Wales School of Dancing, Prestatyn High School pupils, a representative of the elderly community, Voluntary Services Council, Disability Access Group, Llandrillo College, WDA, and Arts Council, together with representatives of the Town and County Councils. All the Advisory Group meetings have been held in public. The Advisory Group fully supports Option 1 above, and the other proposals set out in the Feasibility Study.

5.2 In addition, two open public meetings have been held, and three consultation exercises arranged to elicit the public's views at various stages of the Feasibility Study. The last of these consultation exercises took place during May 2002 and sought views on the final proposals contained in the study, ie Option 1. A copy of the consultation document which was made available at the time is included as Appendix 3 to this report. The results of this consultation are summarised in Appendix 4 and, from the responses received, clearly demonstrates public support for Option 1.

5.3 All local members have been kept up to date with developments at the Scala and have either expressed no views or are supportive of the Option 1 proposals put forward by the consultants. The Town Council have not formally commented on the final proposals but are represented on the Advisory Group which supports the need for action in respect of the Scala, and specifically backs Option 1.

5.4 The Council have two retail tenants affected by the proposals. These have been consulted as the scheme has progressed and the issues raised will be the subject of a separate Part II report to be considered by the Asset Management Committee.

5.5 The Chief Executive and Corporate Director Resources have also had an input to this report, particularly in respect of financial considerations and the wider options open to the Council in respect of the Scala.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

6.1 The provision of cultural facilities such as the Scala is an important component of local quality of life, which the Council seeks to protect and enhance as part of its remit to promote the social, economic and environmental wellbeing of the county. Cultural facilities also have a role to play in achieving the Council's crime reduction and social inclusion objectives.

6.2 Redevelopment of the Scala is also an aspiration in the recently approved Culture and Leisure Strategy for Denbighshire 'Pick and Mix'. Upgrading and bringing back a derelict town centre site back into productive use will also assist with achieving the Council's town centre regeneration objectives. The draft Asset Management Plan for Culture and Leisure highlights the need for early action to resolve the Scala issue.

7 RECOMMENDATION

7.1 To support the need for an arts, cinema and community facility in Prestatyn.

7.2 To evaluate in detail the recommendation by the independent consultants that the facility should be developed on the existing Scala site, but also to consider and consult upon options that have come to light since the independent consultants report was prepared.

- 7.3 To support the need for a more detailed development study, including establishing a new not for profit organisation within the next year to drive the project forward and to subsequently manage the facility.**
- 7.4 To provide the necessary officer support to assist the new organisation .**
- 7.5 To clearly identify through the development study the level of revenue grant which would be required to sustain the facility, having regard to the need to limit the Council's long term financial contribution.**
- 7.6 To aim to complete the project within three years, with regular reports on progress to be submitted to the Lifelong Learning Scrutiny Committee.**

THE SCALA - SUMMARY OF RECENT EVENTS

<ul style="list-style-type: none"> • Pre December 2000 	<p>Recognition of poor structural condition of Scala. Regular monitoring of structure initiated. County Council accept need to take action to enhance the Scala and agreed a Feasibility Study was the way forward. Bids submitted for Arts Council and Objective 1 funding for study, but both rejected.</p>
<ul style="list-style-type: none"> • December 2000 	<p>Scala closed for safety reasons due to deteriorating structural condition. Structural monitoring continuous thereafter. County Council funding for Feasibility Study agreed.</p>
<ul style="list-style-type: none"> • January 2001 	<p>Internal Scala Technical Group set up within Denbighshire County Council to co-ordinate action in respect of the Scala.</p>
<ul style="list-style-type: none"> • January 2001 	<p>County Council funds secured to carry out interim structural repairs.</p>
<ul style="list-style-type: none"> • February 2001 	<p>Public Meeting at the Nova. 300+ people present. Agreed to set up a Scala Advisory Group with representation from all key interests in the community. The Advisory Group would provide a sounding board and a steer for the project.</p>
<ul style="list-style-type: none"> • February 2001 	<p>Revised application submitted for Arts Lottery funding to carry out the Scala Feasibility Study.</p>
<ul style="list-style-type: none"> • February / March 2001 	<p>Initial Public consultations carried out via questionnaire survey.</p>
<ul style="list-style-type: none"> • March 2001 	<p>First meeting of Scala Advisory Group (which has since met on 10 occasions, plus sub groups). Agreed that meetings would be held in public and publicised.</p>
<ul style="list-style-type: none"> • March 2001 	<p>Arts Council for Wales award Lottery grant for Scala Feasibility Study.</p>
<ul style="list-style-type: none"> • April 2001 	<p>Mobile Cinema operational.</p>
<ul style="list-style-type: none"> • April 2001 	<p>Report on initial consultations published. Over 680 responses received. Key findings: town centre location preferred; clear preference for cinema facility, but significant number also want a live performance space.</p>
<ul style="list-style-type: none"> • May 2001 	<p>Further deterioration of structural condition of building. Agreed that external scaffolding required to support the main auditorium.</p>
<ul style="list-style-type: none"> • July 2001 	<p>The County Council with the help of the Advisory Group appoint Mayfield Arts and Media as consultants to carry out the feasibility study following a competitive selection process.</p>

<ul style="list-style-type: none"> • July 2001 	Structural condition of the auditorium deteriorates still further. Options reviewed, and decision eventually taken to demolish the auditorium.
<ul style="list-style-type: none"> • September 2001 	Consultants start work on feasibility study.
<ul style="list-style-type: none"> • November 2001 	Draft 'Vision' document for the new Scala agreed by Advisory Group and published for comments.
<ul style="list-style-type: none"> • 11 December 2001 	Public Meeting to seek views on proposals for a new Scala. 70+ people present.
<ul style="list-style-type: none"> • January 2002 	Advisory Group review the outcome of the public meeting and agree design principles for the New Scala, including that it should remain on the existing site.
<ul style="list-style-type: none"> • March 2002 	Advisory Group agree feasibility study final proposals, and agree to a further round of public consultations.
<ul style="list-style-type: none"> • May 2002 	New Scala Cinema and Arts Centre proposals made available for public comment.
<ul style="list-style-type: none"> • July 2002 	Cabinet consider feasibility study proposals.

APPENDIX 2

Scala Cinema & Arts Centre Feasibility Study

Executive Summary Report for
Denbighshire County Council

J Ron Inglis
Sue Todd

Executive summary

1 Introduction

This study was commissioned by Denbighshire County Council to examine the feasibility of replacing the Scala Cinema and creating new cinema and arts facilities in Prestatyn. This followed the closure of the old Scala Cinema in December 2000 due to poor structural condition. The overall aim outlined in the brief was:

“To produce imaginative but realistic proposals to enhance and develop the artistic and cultural facilities provided by the Scala, having regard to alternative development options, the need to establish an artistic and cultural vision for the facility, and the likely costs and sources of funding; and to canvas public opinion on the proposals.”

The study’s requirements included assessing the likely demand for the facilities, establishing the specification of the building, reviewing site options as well as determining costs and potential sources of finance.

The study was conducted by arts and media consultants J Ron Inglis and Sue Todd working closely with an officer group (the Scala Technical Group) from Denbighshire County Council and the Scala Cinema Advisory Group.

2 Policy and regional context

Denbighshire County Council’s cultural strategy ‘Pick & Mix: Choosing Culture and Leisure in Denbighshire’ provides a strategic context for the redevelopment of the Scala. Specific actions include *“seeking opportunities for the redevelopment of facilities such as...the Scala...”*. The strategy affirms that culture and leisure activities are essential features in the life of the community.

The Welsh, UK and European governments support the provision of local leisure facilities and there is increasing recognition that leisure and arts facilities are important for the social and economic health of communities.

Research undertaken as part of this study also showed that a re-developed Scala and cultural facility in Prestatyn has the potential to meet strategic objectives identified by both the Arts Council of Wales and Sgrŷn, the Media Agency for Wales. There is scope, therefore, for partnership between a New Scala and the Arts Council of Wales – particularly through the new ACW North Wales Strategy. Activities which promote community participation and emphasise Welsh language arts are most likely to receive support.

The research undertaken as part of this study shows that there is considerable scope to develop educational partnerships with a New Scala, especially with Prestatyn High School and Coleg Llandrillo. Both organisations were represented on the Scala Advisory Group during this study.

Following the closure of the Scala in December 2000, there has been no cinema provision in Prestatyn. The nearest opportunities for local cinemagoers are provided by the 5-screen Apollo cinema in Rhyl (4 miles), the new 9-screen Cineworld in Llandudno Junction (19 miles), and Theatre Clwyd's two cinemas (21 miles).

It is not proposed that the new Scala cinema would operate in direct competition to these cinemas, rather it would complement them by providing a locally programmed, town centre, non-multiplex cinema integrated into the community and its specific needs.

There are many good examples of successful 'community' cinemas throughout the UK – from the Kavanagh Cinema in Herne Bay to the All Star Cinema in Thurso. Industry analysts such as Dodona Research are identifying smaller, locally responsive cinemas as the most significant growth opportunity for the UK cinema industry, albeit lead by public sector investment.

A range of live arts venues and arts centres operate within Denbighshire and the surrounding area and the proposals for the new Scala could complement that network. Consultation and research undertaken as part of this study indicates that there is an opportunity for a new small scale theatre venue in Prestatyn, particularly one focused on community use, which could join the Welsh Arts Council's list of 'presenting venues' for drama, music, comedy and other live performance.

The catchment area for the Scala (with a programme extended beyond the commercial mainstream for cinema and theatre) would potentially reach parts of Flintshire and Conway. Before its closure the Scala was actively used by a wide variety of user groups and had an appeal to a wide range of audiences. It is anticipated that these and others will form a basis for future user groups of the New Scala.

A draft vision statement was developed as the focus for the feasibility study work. It provided the basis for a wide range of meetings including the main public consultation meeting in December 2001.

3 Consultation

Public consultation and involvement of the wider community has been a key requirement of the study. The Scala Advisory Group has been central to this. A series of consultation meetings and interviews with existing and potential user groups, stakeholders and other cultural facilities have been held during the course of the study. A large public meeting was held in December 2001 at which the consultants canvassed public opinion on proposals for the future of the Scala.

The findings from this consultation process have been combined with base line research on population trends and regional demographics, research on changes in the cinema and leisure industry and underlying technological trends. In addition, visits to other cinemas in the vicinity and to comparable cultural facilities in other parts of the UK, were organised as part of the study. These involved members of both the Scala Advisory Group and Denbighshire County Council Technical Group.

The findings from this consultation and research showed that:

- There is an identified public need for a more diverse cultural/ community facility within the town centre
- There is a clear demand for a modern, local cinema facility
- There is an equally clear need for a theatre space for a variety of user groups
- Many different groups expressed a need for a general purpose community space or meeting room
- A town centre location for the new facility was strongly preferred
- The New Scala should provide affordable facilities and the new venue needs to be fully accessible

In addition the consultation and research indicated an identified need for increased education resources, a desire for social spaces at the Scala including a café and eating places, gallery space, art workshops, and flexible informal teaching spaces.

4 Site selection

Prior to this feasibility study, Denbighshire County Council identified three town centre sites where a new cinema and arts centre might be developed:

- Prestatyn library on Nant Hall Road
- The former Scala cinema site on the High Street
- Offa's Tavern car park opposite the railway station

The study concentrated on these three sites but did consider two alternatives: Ffrith Beach Festival Gardens and the County Council offices on Nant Hall Road. The possibility of using two separate sites for a phased development was also considered. After some consideration, both the Ffrith and Nant Hall Road sites were ruled out; the former because of its isolation and distance from the town centre, and the latter because of high costs involved in refurbishment and the limitations of the existing building.

The study included a detailed examination of the three identified sites. An assessment matrix was used to score each site on eighteen different factors grouped under three groups: location, site, and timeliness. While this procedure revealed advantages and disadvantages in each site, the conclusion was that no one site stood out as being strongly preferable to the others.

However, the feasibility study findings suggested that there were strong reasons to support the selection of the existing Scala site for development. This site has excellent visibility on the High Street, has strong potential to act as an anchor development in town centre regeneration and has greater potential to secure funding from the Welsh Development Agency. In addition, there was strong support for this site being retained for the redeveloped Scala as evidenced throughout the public consultation. This site was selected as the preferred option for further development as part of the feasibility study.

5 Development options

All of the proposals and models examined during the study combine two basic concepts: a) presentation of the arts; and b) participation in the arts. In order to assess comparable facilities, as well as current trends in cinema and arts centre design and operation, visits were made to selected venues in Autumn 2001. Useful architectural and operational insights were gained during visits to the Courtyard Arts Centre in Hereford, Wyese Arts Centre in Builth Wells, Cineworld in Llandudno Junction and four other venues. It was notable that most of the venues had been developed to modern standards of comfort and technical provision and that each of those venues had exceeded their initial audience estimates – often by a large margin.

Although some Prestatyn residents simply wanted the Scala back ‘as it was’ it was clear from the consultation meetings that the range of facilities and the specification should be rethought to reflect modern requirements. An outline list of the possible facilities for the new venue was established by the consultants and the Council’s Technical Group. The list includes:

- a modern cinema (comfortable seating, unobstructed viewing, high technical standards – picture and sound)
- a flexible-use studio theatre (with a cinema capability)
- a large meeting room/general activities room
- a café bar
- a foyer with good concession sales facilities (confectionery, ices, soft drinks).

Optional facilities includes:

- education rooms (for schools, colleges, and lifelong learning)
- digital media suites (to education and media industry SMEs)
- art production and exhibition spaces (for local amateur artists)
- a dedicated youth activities area.

During the study period the option of relocating the Prestatyn tourist information centre (TIC) into the new Scala was examined. The facility could be a manned TIC or an unmanned tourist information point. There could be mutual advantages to these arrangements and further investigation of the issues is recommended.

Three options were prepared and subjected to detailed examination by the Technical Group, architects and key stakeholders. A detailed space requirements schedule was prepared for each model in order to establish whether each model would fit each of the three candidate sites.

- Option 1 – a 160-seat cinema plus a 130-seat studio theatre (1,378 m²)
- Option 2 – a single multi-use studio-style 240-seat auditorium (1,324 m²)
- Option 3 – a single 160-seat auditorium cinema (954 m²)
- Option 4 – the ‘do nothing’ option

The options were presented to a public consultation meeting in December 2001. A wide range of opinions were represented. Option 3 was rejected and following much discussion a revised version of Option 1 received support (see Section 6 below).

Three months after the completion of this study a private sector developer expressed interest in purchasing the Scala site to develop a family pub. Two-thirds of the available site footprint would be required for the pub. The developer proposed a small theatre facility at the rear of the site. However this proposal has not been subject to public consultation and there are substantial reasons – detailed in the main report – for rejecting the offer, at least until the cinema and arts centre options have been given an opportunity to proceed.

6 Preferred development option

The conclusion of this study is that the combination of spaces that offers the best facilities for Prestatyn residents and visitors, and which best meets the aspirations of the many people consulted, is:

- A 150 seat cinema built to modern cinema standards. A small platform stage would allow business meetings and lectures to be presented. This auditorium would be the main income generator for the new Scala and would operate 6 or 7-days per week, generally offering two performances per evening.
- A 150 seat multipurpose live performance studio. The seating would be retractable so that flat floor events could take place. This space would accommodate professional productions although it is anticipated that the majority usage would be by local amateur groups and organisations, including schools and youth groups. The studio would not include a stage fly-tower. Cinema projection facilities would be included so that this venue could act as the second screen for the venue when it was not being used for live performances.
- A general purpose meeting room for private and community hire. This room may be capable of being split into two smaller spaces. It would include a small kitchen so that limited catering could be provided.
- A bar and/or café open to the public and overlooking the High Street
- Support areas such as dressing rooms, projection and control rooms, staff offices, toilets, etc
- Tourist information facilities would be integrated into the development
- The whole building would comply with disability access best practice

These conclusions have been derived from many discussions with stakeholders and extensive research conducted by the consultants.

A provisional scheme was developed by the consultants and then refined by award-winning architects Burrell Foley Fischer. All the desired facilities are included within a new building on the Scala site. The original front section of the old building may be retained and the facade extensively refurbished. The original clocktower could be reinstated and may house the disabled access lift. However the majority of the 'new Scala' would be completely new. (See the final vision document for drawings)

This preferred development option was issued for final public consultation in May 2002 and received unanimous support. Typical written comments on the final pro-

posals include: “*Very impressive proposals for a much needed facility which will be a focal point for the community*” and “*new Scala should stay on existing Scala site*”.

7 Ownership and operation

Current indications from the leisure sector throughout the UK show that arts, entertainment, and education developments of the type that are being proposed in this report require public sector leadership – although private companies may become involved in specific ways, for example as operators of a franchised catering service or of a new media training suite.

Best Value surveys in other parts of the UK frequently reveal that cinema and cultural facilities such as those proposed for the New Scala are increasingly regarded by local residents as essential amenities for their community, in much the same way as a library or a recreation or sports centre, and therefore Denbighshire County Council is likely to remain the key stakeholder.

The range of public and private sector stakeholders for the new Scala include:

- Land providers
- Activity stakeholders
- Sgrîn – Media Agency for Wales
- Education institutions
- Capital funders
- Welsh Arts Council
- Tourism operators
- Franchised and contracted tenants

The new Scala could be owned and/or operated by Denbighshire County Council, by a charitable trust, by a not-for-profit limited company, or by a private limited company. The most promising option, chosen by many cultural organisations throughout the UK, is for the property to remain in Council ownership but for the operation to be undertaken by an independent Trust or not-for-profit limited company. In several cases, the venue is provided by the local authority at a peppercorn rent and in return a service level agreement may be established to ensure that the operating company delivers services which the authority deems appropriate.

The operating company should be governed by a Board of Directors or Trustees who should represent the various stakeholders, determine policy and be accountable for the company. However the consultants’ caution against these individuals being nominated to the Board as ‘representatives’ and instead recommend that individual qualities are given precedence in establishing an effective governing team. A subsidiary board may be required for the more commercial activities such as the café bar and hire facilities. Equally, an advisory council may be established to canvas opinion from a wider constituency and ensure that the Scala responds to local needs.

8 Capital costs and funding

The costs of creating the new Scala cinema and arts centre are divided into two sections, fit out and capital costs. At this stage, as in any feasibility study, the costs are illustrative and need to be further refined during the development stage.

If the preferred option is pursued there will be site acquisition and preparation costs. Temporary relocation of the shop at N° 45 High Street is likely to be required and some or all of the CCTV and mobile communications masts may also require relocation. The auditorium of the old Scala has already been demolished but the stage, fly tower, and dressing rooms would require demolition.

The building costs are broad estimates (based on construction costs of £1,000/m²) which require detailed examination once a final scheme has been designed and approved. In order to ensure that Best Value for the budget available is obtained, the consultants recommend that specialist architects with a track record in public sector Lottery funded theatres and cinemas are involved in the project.

The fit out costs include technical equipment and furnishings and are estimated to total £499,250. In total the cost of pursuing Option 1 on the Scala site is estimated to be £2,504,705 (inclusive of professional fees, unreclaimable VAT, inflation, and a 5% contingency).

A comparison of the three development options outlined in Section 5 shows that the estimated total costs, based on the Scala site, are:

Option 1 – Cinema plus studio theatre	£2.5 million
Option 2 – Single multi-purpose studio auditorium	£2.3 million
Option 3 – Cinema only	£1.8 million

Potential sources of capital funding for the New Scala include:

- Arts Council of Wales, Arts Lottery Capital Programme (In order to attract large-scale Lottery capital funds through the arts Council of Wales, it will be necessary for the new Scala project to be identified as a leading priority for Denbighshire County Council.)
- European Structural Funds through the Objective 1 Programme - European Regional Development Fund (ERDF) and the European Social Fund (ESF)
- Welsh Development Agency (through the Town Improvement Grant scheme which provides funds to enhance or restore the visible frontages of buildings, especially in main retail centres).

Other sources of funding may be available through fundraising activities which target charitable trusts, commercial sponsors and patrons, wealthy individuals and organisations, and the general public. In addition to the purely financial benefits, fundraising campaigns can generate beneficial public relations and media coverage and can make the proposed development more visible for the wider public. Professional fundraisers may bring important benefits in terms of organising and marketing a campaign but they require a clear brief and careful management in order to achieve the objectives of the campaign.

Although the new Scala is most likely to be funded through a mix of public funds the option of seeking private sector developers, operators or tenants is potentially available. The parts of the new venue most likely to attract private sector interest are:

- The bar and café together with any catering functions
- Operation of new media/digital workshops
- Programming of the cinema
- Management and operation of the cinema.

9 Programme and operation

The proposals for the new Scala cinema and arts centre represent an exciting mixture of entertainment, culture, education and training, and social activities.

An attendance and pricing model has been developed to project ticket income from the cinema. The model predicts an annual cinema attendance of 45,133 (slightly in excess of the levels achieved by the old Scala before its deteriorating condition seriously affected attendances) with a projected box office income of £136,000.

The diverse range of non-cinema events and performances in the studio theatre make it difficult to model attendance figures and income with accuracy. 150 days per year will be available for non-cinema activities. The outline budget is based on just 80 days usage and includes the Prestatyn Youth Arts festival, an annual pantomime, four local amateur dramatic or musical shows, and 20 miscellaneous professional and amateur performances. Approximately 7,000 - 8,000 annual attendances are expected from this programme with the capacity to greatly exceed this if required.

The new Scala has the potential to provide several new jobs and stimulate the growth of a number of creative industries, notably new media and performance arts. However the new Scala could operate with minimal core staff, essentially providing a facility for community hires and presenting a straightforward commercial programme. A more satisfactory result, recommended by the Arts Council of Wales,

would be achieved with a larger staff complement, headed by a senior postholder (General Manager or Director) who had programming, fund raising and marketing skills. Alongside the General Manager or Director would be a mix of full-time, part-time, temporary, and voluntary staff.

Additional jobs would be created or enhanced through the use of the facilities, for instance drama and dance teachers developing their business, or new digital media practitioners using the Scala as the base for their emerging business.

10 Income and expenditure

The primary source of revenue is expected to be earned income from: ticket sales, concession and café bar sales, advertising and sponsorship, usage charges, hire fees, and rental income. The income from the café bar will depend on the style of operation, the hours of opening, and the management arrangements (direct operation or franchise).

The new Scala is expected to be involved in many different education and training activities. These will result in ticket sales, fees or additional public subsidy income for the cinema and arts centre. The new building will feature very useful new conference and meeting facilities for Prestatyn and Denbighshire in general.

Arts centres throughout the UK generally receive some form of public subsidy. The most common sources are Arts Councils and Local Authorities but more organisations can be involved. Outline figures for revenue funding are included in the report but are based on estimates only and will need to be explored more fully in the development stage. The main sources of revenue funding are anticipated to be Denbighshire County Council and the Arts Council of Wales. The outline budgets include a total of £80,000 revenue and project funding, representing 25% of turnover.

Overall financial forecasts project a total expenditure of £321,600 (42% cinema ticket sales, 6% studio theatre income, 23% consumable sales, 25% grants) against a projected income of £326,760.

11 Recommendations

Recommendation 1 - Development option

The conclusions of this feasibility study propose that the preferred development option is for a 150-seat cinema with a 150-seat flexible use studio theatre located on the site formerly occupied by the Scala Cinema on Prestatyn's High Street. The venue would provide entertainment, leisure, arts, educational, creative industry, social facilities and a tourist information centre. It is essential that the new building is efficient and simple to operate and that it has excellent disability access.

Recommendation 2 – Specialist architects and consultants

The planned new Scala is a relatively simple building. However it is important that a cost effective design process results in a building which is genuinely fit for the purposes that have been outlined. It is recommended that architects with specialist knowledge of cinema and theatre design are involved in the development of the new cinema and arts centre.

Recommendation 3 – Ownership and operation

The new organisation should be owned by Denbighshire County Council. The operation of the venue should however be the responsibility of a new independent limited company with charitable status or by a charitable trust.

Recommendation 4 – Project management

A Scala project management group should be established to oversee the next stage of the development. Building on the excellent work of the Scala Technical Group and the Scala Advisory Group, this new group would include representatives from key stakeholders including Denbighshire County Council Departments, potential funders especially the Arts Council of Wales and Sgrîn, and user groups.

Recommendation 5 – Project Champion & Project Manager

A Project Champion and a Project Manager should be appointed. These individuals would be expected to carry out the bulk of the development work including submission of funding applications (Arts Lottery, Objective 1, and Welsh Development Agency in particular), guiding the architectural design process and maintaining links with stakeholders and the general public.

Recommendation 6 – Fundraising

A 'New Scala Fundraising Committee' should be established in order to plan and manage the fundraising campaign. It is essential that advice from professional fund-

raisers are sought at an early stage in order to ensure that a properly organised campaign is mounted and appropriate amounts sought.

Recommendation 7 – Programme and activities

The new operating company should be formed early in the development process and should concentrate on the programme of work to be delivered by the new Scala (rather than being concerned with the construction phase). As part of this responsibility the new company should recruit key members of staff well in advance of the opening.

J Ron Inglis MA, MBA

Sue Todd BA

June 2002

New Scala

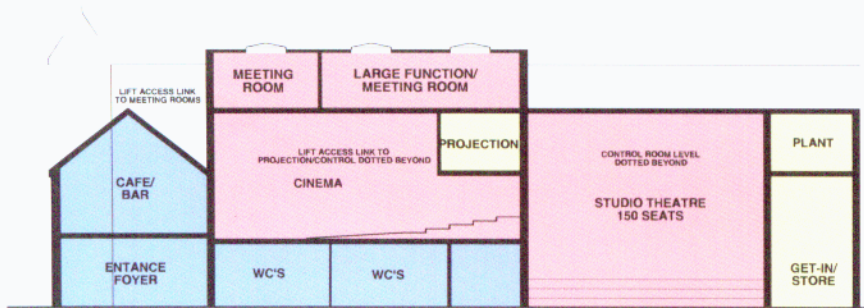


Choosing culture and leisure in Denbighshire

Proposals for the New Scala Cinema & Arts Centre in Prestatyn

In July 2001 Denbighshire County Council commissioned Mayfield Arts & Media to conduct a feasibility study on the future of the Scala Cinema. The study is now nearing completion, and has resulted in exciting new plans for the Scala which have been welcomed and endorsed by the Scala Cinema Advisory Group.

Public feedback has been an important part of this process and we would welcome your opinions on the final proposals which are outlined below. As potential users of the New Scala, tell us what you think. If you would like to become involved in the fundraising campaign let us have your details.



DIAGRAMMATIC CROSS SECTION AA

Please send your comments: by post to Scala Vision, Countryside & Leisure Services, Denbighshire County Council, Yr Hen Garchar, 46 Clwyd Street, Ruthin, Denbighshire LL15 1HP; by email to scalavision@denbighshire.gov.uk; or place in the response box in Prestatyn library. Your comments should reach us by Friday 31 May 2002.

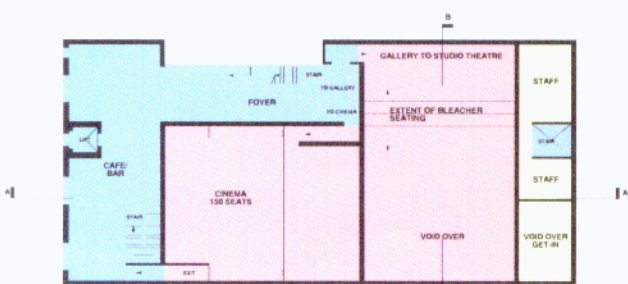
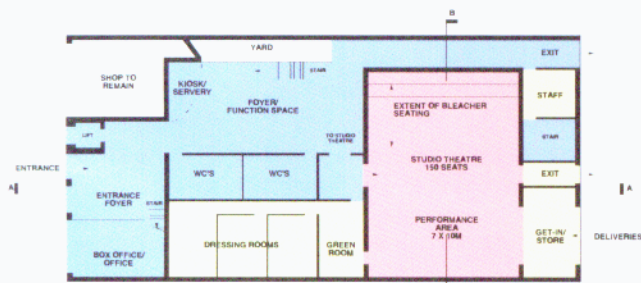
The proposed New Scala

The designs proposed by the Consultants, and architects Burrell Foley Fischer, are for a New Scala on the existing High Street site. The building would provide high quality, flexible facilities for a wide range of cinema and community arts activities including drama, music, dance, youth arts, festivals, exhibitions, parties and receptions.

There will be one full-time, up-to-date, 150-seat cinema. The studio will provide a second part-time cinema screen as well as providing a flexible studio theatre space (also seating 150). The studio will have fully accessible stage level dressing rooms and a green room.

The plans for the New Scala include general purpose rooms, a café and bar overlooking the High Street, visual arts gallery spaces, as well as rooms and facilities for education, community and business use. Restoration of the facade and clocktower is being considered although the majority of the building would be completely new.

The building will be designed to meet the highest standards of access. It will have lift access to all areas and will provide an excellent, accessible arts and entertainment facility for the county which stands as a model of good practice.



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The Scala in the 1940s

The New Scala will play a key role in Prestatyn's cultural and community life. It will be a landmark attraction in the town centre and will be located on the site of the Old Scala on the High Street.

Audiences

The Scala's activities and programme will appeal to a wide range of audiences including young people, older residents, the wider community, Welsh language communities as well as tourists and seasonal visitors to Prestatyn. It will play an important educational role within the town and will seek to work in partnership with local schools and colleges on media, drama and a wide range of cultural activities including new media technologies.

Catchment

The New Scala will provide the best possible cultural, entertainment, educational and tourist facilities for Prestatyn and the immediate area while complementing existing cultural facilities in Denbighshire and North Wales. It will be a great asset to Prestatyn and Denbighshire.

Programme

The cinema will operate seven days a week and offer a broad programme of main cinema films as well as more specialised films including world cinema, Welsh and foreign language films and educational material. A wide range of audiences will be catered for.

There will be a strong emphasis on education in the programme including schools' film screenings, special children's programmes, talks and practical workshops. Digital technologies and new media will have a key role to play and digital facilities will be available for filmmakers and budding producers. Internet access will be available in the café bar.

The studio theatre space will offer a lively programme of music, dance, small-scale theatre and community production. Community use and access will be an important feature of the New Scala. Pantomimes, dance performances, the youth arts festival, rehearsals, exhibitions, literature readings and many other community activities will take place in the studio theatre space and throughout the building.

The café bar will be designed to appeal to regular users of the New Scala and to seasonal visitors. It will be available for daytime or evening events and activities including live poetry readings and receptions and will be complemented by a visual arts gallery.

There will be space to hold meetings or workshops and even hold your next conference at the New Scala.

Management

It is currently recommended that the New Scala should be owned by Denbighshire County Council but, like many similar facilities throughout Britain, it should be operated and managed by a new independent company.

What happens next?

These are the proposals for the New Scala. Tell us what you think. Once all the feedback is received, the final report will be presented to Denbighshire County Council and with their approval, the next stage of work on fundraising begins. If you would like to be involved let us know using the address shown below.



The Scala in 2002. Photograph by Gary Jones

Please send your comments: by post to Scala Vision, Countryside & Leisure Services, Denbighshire County Council, Yr Hen Garchar, 46 Clwyd Street, Ruthin, Denbighshire LL15 1HP; by email to scalavision@denbighshire.gov.uk; or put them in the response box in Prestatyn library. **Your comments must reach us by 31 May 2002.**

SCALA FEASIBILITY STUDY

SUMMARY OF RESPONSES TO PUBLIC CONSULTATION ON FINAL PROPOSALS FOR THE NEW SCALA CINEMA AND ARTS CENTRE

During May 2002 comments were invited from the public and any other interested parties on the proposals put forward by the consultants. A summary of the proposals was publicised and made available at Prestatyn Library, Ty Nant and on the Council's website. Some 16 responses were received by the closing date of 31 May.

Respondant	Comments	Response
Mr N G Camozzi Seabank Drive Prestatyn	Well thought out and designed building which will meet all needs. Good High Street location, and a future centre of excellence for tourism.	Noted.
Mark Baker Clive Avenue Prestatyn	Fully support, wish to be involved in future fundraising.	Noted.
J B Jones Brook Park Avenue Prestatyn	Want to be involved in fundraising work to provide the New Scala.	Noted.
K and M Bray Russell Drive Prestatyn	Would like to be involved in fundraising for the New Scala.	Noted.
Elaine Clulow Maes Tegid Prestatyn	Very impressive proposals for a much needed facility which will be a focal point for the community. Need a meeting room with seating for up to 100 with catering facilities. Cost of hiring should be kept as low as possible.	Noted. A room with this capacity is included in the proposals. Noted.
Ruth and Lewis Hunt Oakhill Drive Prestatyn	Delighted with the final proposals which covers all the various interests.	Noted.
James Davies Prestatyn	Pleased with proposals; hope every effort will be made to restore the original frontage and clock tower.	Noted.

Nick Looker Bryn Newydd Prestatyn	Excellent proposals. Vital that location is in town centre. Comprehensive facilities will ensure widespread community use.	Noted.
Keith Wright Ffordd Las Prestatyn	<p>Good plans. Interested in becoming involved.</p> <p>There are many empty shops in town; could the shop be relocated?</p> <p>Access to toilets from dressing rooms desirable.</p> <p>Could ownership of the Scala be reviewed? Should the Council be running a cinema?</p>	<p>Noted.</p> <p>The tenants have expressed their wish to stay in this location.</p> <p>This will be incorporated at detailed planning stage.</p> <p>The study suggests that management of the facility should be transferred from the Council to an independent not for profit trust. The facility is more than just a cinema; it provides a much needed focus for community activity in the town.</p>
Prestatyn and District Business Assoc.	Wholehearted support for the proposals for this much needed facility. All needs are catered for. The project will help regenerate the town centre.	Noted.
Mr and Mrs Standing Gronant Road Prestatyn	Fully endorse the plans. The Scala has been greatly missed, and the proposed new Scala vision is very exciting.	Noted.
Angela Roberts Cherry Lane Lymm	Excellent proposals which are very welcome. Congratulations to those who have worked hard to secure a future for the Scala.	Noted.
A and G Trown Glan y Gors Prestatyn	The proposals appear very promising, and hope that the project goes ahead. Support for retaining Scala on existing site.	Noted.
Carol J Ashton Glan y Gors Prestatyn	Very promising plans. New Scala should stay on existing site. Hope the project goes ahead.	Noted
Mr B Sykes The Mall Prestatyn	Excellent proposal; delighted that the Scala will be retained in Prestatyn. Essential to rebuild on existing site.	Noted.

<p>Mrs V Lloyd Eden Avenue Prestatyn</p>	<p>Glad to see these wonderful proposals; it is what Prestatyn needs and would be a great attraction which is accessible to all. Would like to be involved in fundraising.</p>	<p>Noted.</p>
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REPORT TO CABINET

REPORT BY: Councillor P A Dobb, Lead Member for Health and Wellbeing

DATE: 30 July 2002

SUBJECT: Houses In Multiple Occupation (HMO) Registration Scheme

1.0 Decision Sought

- 1.1 To approve proposed consultation with local landlords, Landlord Associations and other interested parties on the proposals put forward in this report and to report back on the comments received in September 2002.
- 1.2 Consultations to take the form of :-
- a) The setting up of a Denbighshire landlords forum and a specific meeting being called to explain the proposal and receive comments from those present, with all comments being required within a set time limit to enable the drafting of full reports for consideration at a meeting of Cabinet to be held in September.
 - a) An advertisement which would be placed in the local press requesting comments within the time scale referred to above.
- 1.3 To seek approval in principle subject to 1.1 above to :-
- a) Implement phase II within the West Rhyl Area as defined on the enclosed map as set out in **Appendix I**
 - b) Set the charge for registration at £60.00 per habitable room.
 - c) To register holiday (flats) accommodation at a reduced cost.
 - d) To seek approval to recruit additional dedicated Housing Enforcement Officers as detailed below.
- 1.4 It is essential that strict time tables shown above are set against the consultation process if the process is not to be drawn out and to enable officers to draft detailed reports for consideration of members prior to making a final decision on the scheme in September.

2.0 Reasons for Seeking Decision

- 2.1 Because of the need for primary legislative change it would appear that introduction of the **mandatory licensing of HMOs remains in the distance**. Registration, therefore is still to this day, some six years on since the model schemes were first introduced the most appropriate and effective way to control substandard housing let in multiple occupation **and** the landlords who have control of such premises.
- 2.2 The adoption of a registration scheme with control provisions, in effect brings together many of the powers contained within the various Acts of Parliament and allows for the effective implementation of those powers. It also allows for the control of the persons allowed to manage HMOs' in a similar way as for taxi drivers where criminal records are taken into account, at the time of registration.- **A significant and very important element of registration when considering that some of the tenants are either young and or vulnerable persons.**

- 2.3 West Rhyl was identified in a recent Communities First report as one of the most deprived area in Wales, having social and environmental problems combined with poor housing conditions and high levels of benefit claimants. Much of this is likely to stem from the HMO properties.
- 2.4 The newly published report "Rhyl Going Forward" by Professor Peter Lloyd and Insight (Shared Renewal) Ltd, commissioned by the County Council and WDA, highlighted there were "clear concern from all sides about the state of the physical and visual environment - the "HMO blight"
- 2.5 Problems relating to HMOs are also referred to in the newly published document Policing Priority Area Assessment - Rhyl West Ward prepared by Crime Concern which is critical of the disproportionate number of HMOs in the area and the standards offered.
- 2.6 There are in excess of 540 properties identified within Rhyl West. (report 27th May 1997) Taking into account the exempted properties, it is envisaged that in the region of half of these properties will be eligible for registration (we will not know the true position until surveys are commenced) .
- 2.7 The implementation of an HMO registration scheme in the West Rhyl area is considered by many to be the most appropriate way to improve the housing conditions within that area, as it offers the best programmed approach to dealing with sub standard housing conditions. The fees collected will assist in dealing with enforcement and advice given in respect of HMOs. which will reduce the financial burden on the Council.
- 2.8 The work of dealing with the private rented sector is, as stated above very labour intensive.
- 2.9 The HMO registration scheme is staffed by one registration officer, although the structure allows for 3 - subject to available finances. Further because of pressure on the section arising from other enforcement work outside the scope of registration, some of which resulted from the trawl of properties during the pre registration process Officers have been taken away from the core subject of registration on a number of occasions to deal with other housing related problems within the area.
- 2.10 Ideally there is a demonstrable need for a minimum of three officers to be deployed on registration work permanently, however there has just not been the finance available to pay for the additional staffing .
- 2.11 Should sufficient staff resources not be available, then the scheme will be very slow to implement and will progress only as resources allow.

3.0 Cost Implications

- 3.1 The cost to the council will depend on the number of staff to be employed and also the fee to be charged in respect of the registration of properties. It is estimated that to employ an extra three members of staff it would cost in the region of £144,286 per year. This will be offset by the fees collected which to some extent is difficult to predict. It does however emphasise the need for the maximum fee to be levied if serious progress is to be made in registering pr opeities. Without additional resources the scheme will still proceed, but at a much slower pace.

4.0 Financial Controller Statement

- 4.1 Any projected additional costs resulting from the report's proposals will need to be considered as part of the budget setting exercise for 2003/4 which will commence during the Autumn.

5.0 Consultation Carried Out

- 5.1 Full consultation to be carried out as detailed in para 1.2 prior to implementation of the scheme

- 5.2 The proposals were considered by members of the Resources Scrutiny Committee at the meeting held on 23rd May 2002. Members resolved to support the implementation of the registration scheme.
- 5.3 The proposals have also been considered by members of the Environment Scrutiny Committee at the meeting held on 29th May 2002. Members stressed the importance of implementing a consultation process at an early stage and to ensure that all relevant parties were consulted. Members also raised concerns at the problems associated with absentee landlords and the detrimental effect as a result of the declining accommodation base and reduction in holiday accommodation.

6.0 Implications On Other Policy Areas Including Corporate

- 6.1 **Community Safety and Anti Poverty** - The implementation of the scheme will improve the quality of life by a safer and healthier environment for persons living in HMO properties subject to the Registration Scheme
- 6.2 **Agenda 21 Strategy** - The implementation of the scheme will ensure that the existing stock of private sector buildings are maintained in good condition. Sustaining and supporting the future of our local communities by reducing poverty and improving the quality of people's lives.

7.0 Recommendations

- 7.1 Members are recommended to support the following proposals :-
- 7.2 To Consult with local landlords, Landlord Associations and other interested parties , in accordance with paragraph 1.1 and 1.2 above on the proposals put forward in this report and to report back on the comments received in September 2002.
- 7.3 To approve in principle subject to 1.1 above to implement phase II Registration Scheme with control provisions on a programmed basis within the West Rhyl Area as defined on the enclosed map as set out in **Appendix I**
- 7.4 To authorise additional staffing to be recruited in accordance with para 3.1 and 4.1 subject to sufficient finances being identified through the bidding process.
- 7.5 To seek approval to register holiday accommodation at a reduced cost as part of the registration scheme with control provisions.

8.0 Background Papers

Housing and Environmental Services Committee dated 27th May 1997 (Minutes 39 refers)
Housing and Environmental Services Committee dated 20th January 1998
Housing and Environmental Services Committee dated 20th January 1998(Minutes 819 refers)
Regeneration Services Panel dated 28th September 1998
Technical Services and Housing Committee dated 1st December 1998
Regeneration Services Panel dated 17th February 1999
Council dated 7th April 1999
Emergency Powers Committee dated 8th June 1999
Emergency Powers Committee dated 13th July 1999
Emergency Powers Committee dated 21st September 1999
Resources Scrutiny Committee dated 23rd May 2002
Environment Scrutiny Committee dated 29th May 2002

Appendix 1



N

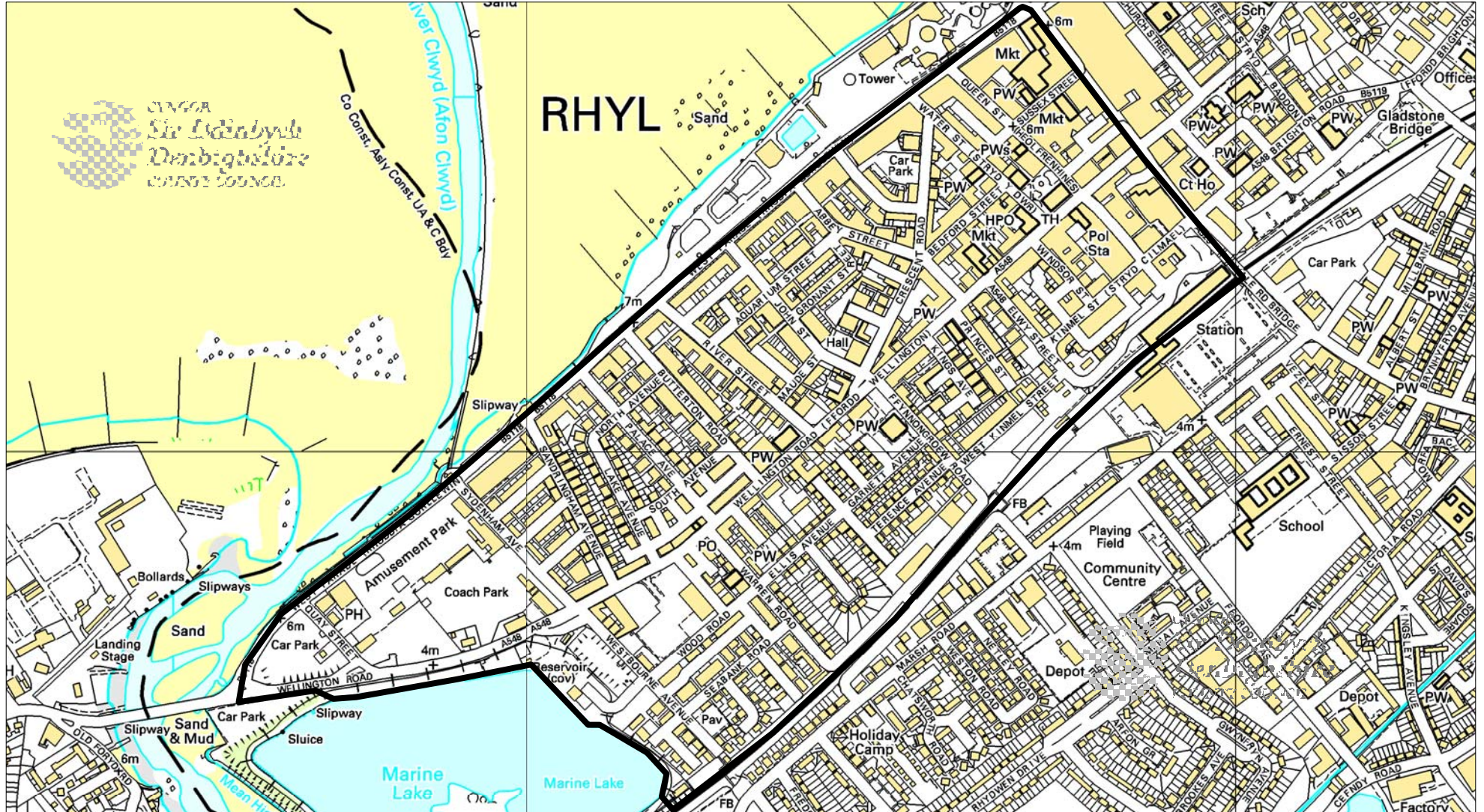
Scale 1:8000

24 April 2002

Registration of Houses In Multiple Occupation
Control Scheme
Proposed Phase 2 Area



Environment Directorate
Caledfryn, Smithfield Road, Denbigh LL16 3RJ



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REPORT TO CABINET

CABINET MEMBER: Corporate Director: Resources

DATE: 30 July 2002

SUBJECT: Revenue Budget 2002/03

1 DECISION SOUGHT

That in the light of the latest budget performance figures for the current financial year as detailed in the attached appendices and the further potential pressures reported as part of the exercise to reallocate funding from the Contingency Budget, members consider the proposed actions necessary to contain service expenditure within the overall budget for the year.

2 REASON FOR SEEKING DECISION

The need to deliver the Council's agreed Recovery Action Plan and budget strategy which calls for positive balances of at least £1.0m by the end of the current year .

The exercise to consider bids for funding from the Contingency Budget highlighted £2.2m of pressures that will be reviewed by Scrutiny Committees during the summer to assist Cabinet in the process of prioritising the bids for additional funding. It is clear that the bids will far exceed the additional funding likely to be available. It is crucial that Heads of Service refrain from incurring additional costs until approved or where unavoidable, contain additional expenditure within their overall service budgets. The balance of unfunded bids will be considered during the Autumn as part of the budget setting exercise for next financial year.

The position regarding the non teaching pay award for the current year remains unresolved . Any settlement above 3% would place a further burden upon service budgets of about £200k p.a. for every additional 0.5% awarded. If the award exceeds 3%, Cabinet will need to consider urgent savings measures to fund this pressure. Actions such as postponing all appointments to new and vacant posts would be an effective way of producing savings quickly , but the need to delete some posts may also arise. The costs and savings from industrial action on 17 July have yet to be quantified.

The Capital Programme is similarly under pressure with a long list of a desirable schemes approved to commence once additional funding from Capital Receipts is delivered. Any overspending on capital schemes that cannot be contained within capital resources for the year will fall to be funded from Revenue.

3 COST IMPLICATIONS

The latest projections undertaken for 2002/03 show a potential overspend at year end of £460k. Further pressures are being reported to Scrutiny Committees and the non teaching pay award may produce more pressure.

4 FINANCIAL CONTROLLER STATEMENT

The Council's financial strategy for the year requires balances to be built up to £1.0m by the year end (Corporate Objective C1.1). Any adverse deviation from agreed budgets will endanger achievement of this objective. The current budget projections indicate that this Objective is under threat. Immediate action is required to maximise the time available in the remainder of the financial year to rectify the position.

5 CONSULTATION CARRIED OUT

Lead Cabinet members consult on an ongoing basis with Heads of Service to agree necessary remedial action to prevent overspends in 2002/03.

Scrutiny Committees are involved in reviewing service pressures during the summer months.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The level of funding available to services together with budgetary performance impacts upon all services of the Council.

7 RECOMMENDATION

7.1 That Members note the figures in the appendices and consider necessary remedial actions to ensure that balances of £1.0m are achieved by the end of the current financial year.

7.2 To note that all external appointments, with the exception of statutory or business critical posts as agreed by the Chief Executive, are deferred for a three month period, at which time the financial position will be further reviewed. Externally funded posts are excluded.

7.3 That all services to develop proposals for a 0.5% budget saving [inclusive of 7.2 above] by mid-August, for consideration by Cabinet in September.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03

Summary of Pressures

PERIOD ENDING JUN 2002

Directorate	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Jun 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Jun 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Lifelong Learning (excluding schools delegated)	2,987	3,794	807	15,065	15,231	15,581	350	190
Environment	3,664	3,007	-657	16,768	16,991	17,101	110	0
Personal Services	5,853	5,459	-394	23,297	23,533	23,533	0	0
Chief Executive	559	423	-136	2,244	2,298	2,298	0	0
Resources	1,461	1,517	56	4,543	4,580	4,580	0	0
Corporate, Miscellaneous & Benefits	3,218	3,174	-44	3,097	3,372	3,372	0	0
	17,742	17,374	-368	65,014	66,005	66,465	460	190
Non - Service Items:								
				1,720	736	736	0	
				11,144	11,137	11,137	0	
				4,130	4,130	4,130	0	
				1,000	1,000	1,000	0	
				83,008	83,008	83,468		
						Total Variance	460	

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03
LIFELONG LEARNING
PERIOD ENDING JUN 2002**

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Jun 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Jun 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Individual Schools Budget	10,175	7,180	-2995	35,527	35,527	35,367	-160	-200
School Funds Held Centrally	1,646	2,405	759	9,004	9,179	9,432	253	190
Non school Funding	48	55	7	172	172	172	0	0
Leisure Services	593	547	-46	2,701	2,717	2,808	91	0
Culture	442	530	88	2,245	2,235	2,241	6	0
Countryside	134	151	17	405	405	405	0	0
Youth	124	106	-18	538	523	523	0	0
	2,987	3,794	807	15,065	15,231	15,581	350	190
Total Lifelong Learning	13,162	10,974	-2,188	50,592	50,758	50,948	190	-10

Notes:**Education**

Budget as at 30 June includes £175k from contingency approved by Cab 2 July, 2002.

Re-profiling exercises to be completed
Reserves not yet matched

Culture and Leisure

The zero basing exercise for 2002/03 is underway.
The re-profiling exercise for 2002/03 is also to be undertaken.

Comments

<p>Leisure Services variance due to: Costs associated with hosting the Blue Peter Event (£5k) Loss of income from the Apollo profitshare agreement (£23k) Increased operating costs, specifically de-casualisation of staff, at some Leisure Centres, due to changes in Employment Law (£45k) Funding of Supernumary post (£18k) Culture variance due to loss of income in the Library Service. It is anticipated that remedial measures taken will offset this pressure. Bids to Scrutiny for the remainder of the 2002/03 Contingency will include: Marketing costs (£17k) Increased operating costs due to the completion of the de-casualisation exercise at the remaining Leisure Centres (£28k) Funding of a Community Arts post (9k) Increased operating costs at the Pavilion Theatre (£14k) Clwyd Leisure Limited additional grant regarding Insurances (£15k)</p>	<p><u>School Funds Held Centrally</u> Education Transport - £130k Original pressure of £190k has been partly offset by an allocation of £60k from contingency. A further £70k in respect of SEN transport has been referred to Scrutiny Committee for consideration. Contribution to joint use leisure centres - £58k This pressure has been referred to Scrutiny Committee for consideration SEN (Christchurch school) £65k Additional cost of pupils with special needs. This pressure has been referred to Scrutiny Committee for consideration.</p>
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MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03
ENVIRONMENT
PERIOD ENDING JUN 2002

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Jun 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Jun 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Consultancy Services	389	449	60	995	995	1,045	50	0
Economic Regeneration	235	297	62	798	843	843	0	0
Highways and Transportation	859	816	-43	5,929	6,017	6,037	20	0
Planning Services	179	141	-38	889	889	889	0	0
Public Protection & Regulatory Services	1,865	1,178	-687	7,540	7,605	7,645	40	0
Support Services	137	126	-11	617	642	642	0	0
Total Environment	3,664	3,007	-657	16,768	16,991	17,101	110	0

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03
PERSONAL SERVICES
PERIOD ENDING JUN 2002

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Jun 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Jun 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Children and Families	942	979	37	3,805	3,850	4,005	155	196
Intake A & C M (North)	2,001	1,758	-243	8,011	8,026	8,045	19	19
Intake A & C M (South)	796	762	-34	3,046	3,030	3,042	12	12
Provider	1,394	1,321	-73	5,442	5,398	5,398	0	-41
Strategic Planning	720	639	-81	2,993	3,229	3,043	-186	-186
Total Personal Services	5,853	5,459	-394	23,297	23,533	23,533	0	0

Comments**Children and Families**

The Fostering service will be the main area of concern in 2002/2003.
Slippage due to staff appointments will offset a proportion of the projected Fostering overspend.

Intake A & C M (North & South)

Preserved Rights and Residential Care Allowance budget and spend included in A & C M (North). Currently underspent as fees have not yet been increased.

Adult Services - Provider

Elderly Residential Services - estimated overspend year end - £300K

Adult Services General

Transitional Housing Benefit Income is providing some compensation for overspends in other areas

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2002/03
CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS
 PERIOD ENDING JUN 2002

	- Year to Date -			- 2002/03 Totals -				Projected Variance (Previous Report)
	Budget Profile	Actual to end Jun 2002 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at end Jun 2002	Projected Outturn	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Chief Executive's Dept	559	423	-136	2,244	2,298	2,298	0	0
Resources Directorate:								
Corporate Property Unit	87	97	10	247	247	247	0	0
Finance	784	833	49	1,908	1,943	1,943	0	0
Audit	69	72	3	308	298	298	0	0
I.T	380	365	-15	1,492	1,492	1,492	0	0
Personnel	141	150	9	588	600	600	0	0
Total	1,461	1,517	56	4,543	4,580	4,580	0	0
Corporate & Miscellaneous Benefits	543	285	-258	2,622	2,897	2,897	0	0
	2,675	2,889	214	475	475	475	0	0
Total	3,218	3,174	-44	3,097	3,372	3,372	0	0
Total Chief Executive's, Resources, Corporate & Misc. and Benefits	5,238	5,114	-124	9,884	10,250	10,250	0	0

Contract Services Memorandum	
Projected Income	12,000
Projected Expenditure	11,900
Projected Surplus	100

REPORT TO CABINET

CABINET MEMBER: Corporate Director - Resources

DATE: 30 July 2002

SUBJECT: Capital Plan 2002/03

1 DECISION SOUGHT

To advise Cabinet of progress with the Capital Plan taking account of the 2001/02 Outturn position and to suggest measures required to ensure that proposed spending can be contained within the level of resources available.

2 REASON FOR SEEKING DECISION

Council approved the Capital Plan for 2002/03 at its meeting of 26 March 2002. The Outturn position for 2001/02 has recently been finalised. The implications for the 2002/03 Capital Plan can now be considered to determine whether sufficient slippage has occurred to enable further new capital schemes to commence in the year.

3 COST IMPLICATIONS

The overall level of capital payments on schemes financed from General Capital Resources (BCA and Capital Receipts) was £1.1m less than the projected outturn position. The majority of schemes have not progressed to the extent that was anticipated earlier in the year. Payments on these projects will now fall into 2002/03 and will in the majority of instances be matched with resources brought forward from 2001/02.

The main exception to this situation is in respect of the cost of fees relating to the Ruthin Offices PFI project. These were £200k greater than anticipated in 2001/02. The budget for 2002/03 is currently £200k but the latest estimate for the year is now £400k. The combined effect of these increases has placed an additional £400k pressure on the overall Capital Plan.

Applications for new schemes submitted to the Capital Programme Group (CPG) and reported to Cabinet on 2 July amount to a total of £10.6m. Within these applications there are schemes amounting to £200k relating to Health & Safety requirements which place the Council in a vulnerable position if not undertaken.

The General Capital Funding from NafW is fixed for the year, leaving the generation of capital receipts as the only real measure available to accommodate spending in excess of this amount. Where capital resources are insufficient to meet payments the resulting amount must be charged to the Revenue account.

4 FINANCIAL CONTROLLER STATEMENT

Capital spending must be contained within the level of capital resources available for the year. Capital Receipts The £400k pressure arising from the PFI project costs and the £200k for Health & Safety requirements can only be accommodated within the Capital Plan by deferring new schemes from within the existing Block Allocations until further capital receipts have been generated.

Applications for new capital projects submitted to the CPG which are dependent upon the generation of capital receipts should be prioritised by the Group with a report submitted to Cabinet following completion of this work.

5 CONSULTATION CARRIED OUT

Projects are prepared in consultation with service managers and elected members before submission to the Capital Programme Group.

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Projects have been reviewed to ensure that they satisfy the objectives of the Council

7 RECOMMENDATION

7.1 That the drive to generate capital receipts is maintained.

7.2 That a deferment of new schemes from within existing Block Allocations takes place until sufficient capital receipts have been generated in order to accommodate the £600k pressure arising from the PFI scheme and Health & Safety requirements. The amounts to be reinstated when sufficient capital receipts have been generated.

The Block Allocations being amended as follows:

	Existing Block Allocation £000s	Proposed Block Allocation £000s
School Buildings	1,100	900
Highways Structural Maintenance	1,000	800
Housing Improvement Grants	2,000	1,900
Community Projects	430	330

REPORT TO : CABINET
REPORT BY : COUNCILLOR P A DOBB, LEAD MEMBER, HEALTH & WELLBEING
DATE : 30 JULY 2002
SUBJECT : STRATEGIC PARTNERSHIP FOR HEALTH, SOCIAL CARE AND WELL-BEING

1 Decision sought

- 1.1 That Members approve Stage 1 of proposals to develop a Strategic Partnership for Health, Social Care and Well-being through establishment of a Strategic Partnership Board (see commentary in Appendix 1 and options for structures in Appendix II).

2 Reasons for Seeking Decision

- 2.1 The NHS Reform and Health Care Professions Bill, which is currently making its way through the UK Parliament, will enable Wales to establish and fund Local Health Boards. It will also place a duty on each LHB and each local authority in Wales to jointly formulate and implement health, social care and well-being strategies for their population. The Bill will provide the statutory underpinning for the major structural changes in the NHS. The main features of these in Wales were confirmed by the Health and Social Services Minister in her statement to the Assembly in January 2002. Personal Services Scrutiny Committee has been remitted by Cabinet to make recommendations on future structural arrangements arising from changes in the NHS.
- 2.2 In parallel with these developments, other legislation and statutory guidance are impelling the development of strategic partnerships between local government and a range of partners as a major manifestation of local government's community governance role. For example, the Local Government Act 2000 places a requirement on the local authority to produce a Community Strategy, the Learning and Skills Act and the Children and Young People's Framework Guidance are leading to the development of strategic partnerships in relation to services for children and young people.
- 2.3 The paper attached recommended a proposed structure for a Strategic Partnership Board for Health, Social Care and Well-being which is consistent with these parallel developments.
- 2.4 It is anticipated that NHS structural changes will be fully in place by 2003 and that shadow Local Health Boards will be in place by the Autumn of 2002. It is therefore rational to be moving towards a shadow structure for health, social care and well-being partnerships to a similar timescale. The first Health, Social Care and Well-being Strategies (covering a 5 year period) will be required in draft for public consultation by 1 October 2003, to be finalised by 31 March 2004.
- 2.5 During the consultation period (see below), it became evident that there was considerable support for the rapid establishment of a Strategic Partnership Board but that opinion was divided on the structure of planning/commissioning groups needed to deliver the detail of the Health, Social Care and Well-being Strategy. This was because of a genuine tension between focussing on improved health/social care service delivery and focussing on the environmental, social and economic issues which profoundly impact on health (the so called "broader determinants of health").
- 2.6 Because of the genuine differences of view, it is proposed to proceed with the changes in a staged way. Stage 1 will entail the establishment of a Strategic Partnership Board (with a linked Lead Officer Group). It is suggested that the detail of planning groups reporting to the Strategic Partnership Board become an issue for the Board to recommend, informed by the comments made during the consultation process on this paper.

3 Cost implications

- 3.1 Costs will mainly arise in terms of officer time, particularly of those with strategic planning responsibilities for health and social care provision. Some of the costs of developing and implementing jointly commissioned services will be met through the use of 'Joint Flexibilities' grant provided under the Health Act 1999. An additional administrative requirement is identified, which also needs to be considered by the Local Health Board.

4 Financial Controller statement

There are minimal costs arising from implementation of Stage 1 for which external financial assistance is being sought. Any net costs falling to the local authority in 2002/03 will need to be accommodated within existing budgetary provisions to enable the Council's Corporate Objective of building up balances of £1.0M to be achieved.

5 Consultation carried out

Extensive consultation has been carried out, between May and July 2002, as shown in attached Appendix III.

6 Implications on other policy areas including corporate

The proposed structure will provide a focus for fulfilling the Authority's responsibility to promote health, social care and well-being. It touches on almost all areas of responsibility across the Council including, for example, housing policy, Agenda 21, social inclusion, anti-poverty policy, education policies.

7 Recommendation

- 7.1 That Members approve Stage 1 of proposals to develop a Strategic Partnership for Health and Well-being ie. the development of a Strategic Partnership Board with initial membership as set out on page 4 of Appendix I.

Local Strategic Partnerships for Health and Well-being

Introduction

The NHS Reform and Health Care Professions Bill, which is currently making its way through the UK Parliament, will enable Wales to establish and fund Local Health Boards. It will also place a duty on each LHB and each local authority in Wales to jointly formulate and implement health, social care and well-being strategies for their population. The Bill will provide the statutory underpinning for the major structural changes in the NHS. The main features of these in Wales were confirmed by the Health and Social Services Minister in her statement to the Assembly in January 2002.

Local Strategic Partnerships for Health and Well-being and other strategic planning processes

The original consultation document on 'Improving Health in Wales - Structural Change in the NHS in Wales' (July 2001) envisaged that the local Strategy for Health and Well-being would have a direct relationship with the Community Strategy. The Strategy for Health and Well-being would be one of the 'books' on the Community Strategy 'bookcase'. Taking the analogy further, there would be different chapters in this book (eg relating to different services). Parallel strategies, for example, for crime reduction, for children and young people, or for economic development - might be other 'books' on the shelf, and some of their chapters would inter-relate where service delivery plans overlap or complement each other.

The role of local authorities, together with Local Health Boards, was seen as crucial in leading the development and implementation of Strategic Partnerships for Health and Well-being.

Role of local Strategic Partnerships for Health and Well-being

The July 2001 consultation document saw Strategic Partnerships for Health and Well-being as bringing together the 'crucially important' interface between health and social care services. They were also seen as a means of bringing together the wider range of local government, public health, housing, social care and community services, voluntary and independent sector providers alongside NHS services, building on the work of Local Health Alliances.

The Bill currently going through Parliament gives the Assembly the power to place a duty on the LHB and the local authority to 'formulate and implement a strategy for the health, social care and well-being of members of the public in the local authority's area'. Draft regulations have recently been issued in Wales for consultation until 23 August 2002, to come into force from 31 March 2003.

The indications are that the Assembly intend to prescribe the membership, remit and processes for developing local health and well-being strategies quite tightly. A Partnership Project Board has been established in the Assembly to drive implementation, develop thinking on the remit, processes and membership of the local 'partnerships' and decide what should be in the draft guidance.

We know, however, that the partnerships will be expected to:-

- assess the health and well-being needs of the population, existing provision, risks, needs, gaps and deficiencies;
- promote a 'whole systems approach' to health and well-being, focussing not just on those who are ill but on the whole population, the whole local authority's capacity to prevent ill health and dependency; factors which affect health and well-being and opportunities to improve public health;
- agree joint investment priorities, based on a joint assessment of need in Denbighshire;
- develop joint strategic and operational plans for the delivery of health and social services to key groups within the community. This will include arrangements to deliver against existing National Service Frameworks (eg. For Coronary Heart Disease and forthcoming ones, for People with Mental Illness, Older People, People with Learning Disabilities and Children);

- assessing who is best placed to lead on service provision for different service groups and who can provide the required services to achieve best value;
- through the development of joint plans, ensure the full integration of services, reducing duplication, improving co-ordination and facilitating access, so improving outcomes for individuals.

Existing arrangements

Planning arrangements to fulfil the functions envisaged for the Strategic Partnerships for Health, Social Care and Well-being already exist to a significant extent in Denbighshire - but require review in the light of the forthcoming new duty. The main features of existing arrangements are:-

- * the Joint Planning and Commissioning Group.
- * the Joint Consultative Committee.
- * multi-agency planning groups or forums relating to key service groups (eg People with Learning Disabilities, Mental Illness). These groups have user and/or carer representatives and key voluntary organisations as well as local authority and health service representation and sometimes other public and independent sector providers.
- * the Local Health Alliance.
- * a range of single issue and/or specialist planning, project and liaison groups.

Some of these arrangements are very well established and are highly effective mechanisms for the planning of a whole range of services for specific groups (eg housing and leisure services as well as more obvious health and social care provision).

However, these groups do not form part of a single system in terms of reporting lines and accountability, which can lead to duplication and diminish their effectiveness. The focus of some has been on information sharing and communication rather than on the agreement of joint investment priorities and development of joint services.

It is suggested that we do look afresh at what we need in the light of new responsibilities so that we are in a position to deliver. Though this paper does not specifically consider this, training and support for participants in the planning and partnerships network will be required to enable it to succeed. Some relevant resources have already been identified (eg Joint Flexibilities Implementation Manager) - but others will be required.

Proposed arrangements

It is proposed that the following arrangements be considered for putting in place in Denbighshire. Clearly, these may need to be amended in the light of detailed guidance from the Assembly. However, developing a model and establishing 'shadow' arrangements will enable basic principles to be hammered out and will enable robust arrangements to be in place by 2003 when other aspects of NHS structural changes will be in place.

Two broad alternatives are proposed. While they have strong common elements (& strong common ground with arrangements currently being put in place in Conwy), there are also some differences. The differences really lie in the role and remit of the proposed 'Strategy/Joint Commissioning Groups' - and whether they should focus on improving the way that health and social care services work together (a major agenda in its own right) or on the broader health and well-being agenda.

The proposed common elements are:-

1 Strategic Partnership Board for Health and Well-being

The proposed Terms of Reference for the Partnership Board would be:-

- * To oversee and approve for recommendation to each partner agency the development and implementation of a Strategy for Health and Well-being for Denbighshire.

- * To oversee and approve for recommendation to each partner joint strategic and operational service/commissioning plans for the following key areas/groups in relation to Health and Well-being.
 - Older People
 - Elderly Mentally Ill
 - Mental Health
 - Learning Disabilities
 - Adults with Physical Disabilities and Sensory Impairment
 - Children
 - Housing
 - Drugs and Alcohol
 - Specific other plans as agreed from time to time

- * To monitor the implementation of joint strategic and operational service plans and review their outcomes.

- * To agree all projects relating to joint flexibilities and partnership working between Health and the Local Authority.

- * To monitor progress and outcomes of all projects relating to the joint flexibilities grant.

Membership

It is proposed that the Board should comprise both officers and members/non-executive directors of the partner agencies.

It is also proposed that in addition to the statutory authorities, others who have an important part in the delivery and/or monitoring of care are included within the Strategic Partnership Framework. The following Board Membership is therefore proposed:-

Local Authority

Three Local Authority members
Director of Personal Services
Director of Lifelong Learning or representative
Director of Environment or representative

Local Health Group

Chair
Non-executive member

General Manager
(LHB representative once established)

North Wales Health Authority

Consultant in Public Health Medicine
(NHS Regional Office
representation once established)

Public Health Facilitator
(These would be Wales Public Health
Service representatives from April 2003)

Representative from NHS Regional Office,
once established, would also require
consideration.

Conwy & Denbighshire Trust

Non-executive Director

Director of Operations
Director of Nursing

Denbighshire Voluntary Services Council

Chair
Chief Officer

Independent Sector

1 Representative

Community Health Council

1 Representative

(NB : Conwy also has specific representation from Housing and from the Police)

While the above constitutes the Board, other officers may be required to attend to offer advice or report on progress.

Organisation of Meetings

It is proposed that the full Board meet on a quarterly basis to fit with the respective planning and budget setting cycles. Joint meetings with the equivalent group in Conwy would also be recommended to enable effective cross border working.

2 Lead Officers Group

The second common element is that, in addition to meetings of the full Board, it is proposed that there is a separate Lead Officers Group, which will, in the first instance, meet monthly in order to progress the existing joint flexibilities agenda. This will include establishing terms of reference and membership for planning groups in the system. In addition to the officers listed above, it is proposed that the Joint Flexibilities Implementation Manager, each organisation's nominated Planning lead, the Community Strategy Lead Officer, the Crime and Disorder Co-ordinator and the planned Housing Manager (Strategy) will be members of the Lead Officers Group.

The Local Authority will administer meetings.

The Lead Officers Group and the Board will require access to support services - Finance, Legal, Human Resources, Clinical Governance/QA, Performance Management, Information Systems - particularly in working through the implications of using the full range of Health Act flexibilities.

3 Making clear connections with related Partnership working

The third common element is that the model attempts to make clear how the Health and Well-being planning system would be linked to others - for example, the Children and Young People's Framework Partnership, Crime and Disorder structures, the Local Health Alliance, Community Strategy developments. It is still a complex network but the arrangements would be consistent with the description in the original consultation paper - 'The Strategy for Health and Well-being ...'

The two options set out in Appendix II differ as follows:-

Option 1- would create a significantly new range of service based Joint Planning and Commissioning Groups. They would be multi-sector and involve users and carers. They would be tasked particularly with improving/developing new joint working arrangements between health and social care. They would be expected to take forward good practice recommendations from e.g. Audit Commission reports, make best

use of the full range of Health Act flexibilities, take forward implementation of National Service Frameworks.

Under this model, the public health and well-being part of the agenda would be taken forward through the Local Health Alliance, existing broad based forums and strategy groups plus the forthcoming Housing Strategy Group.

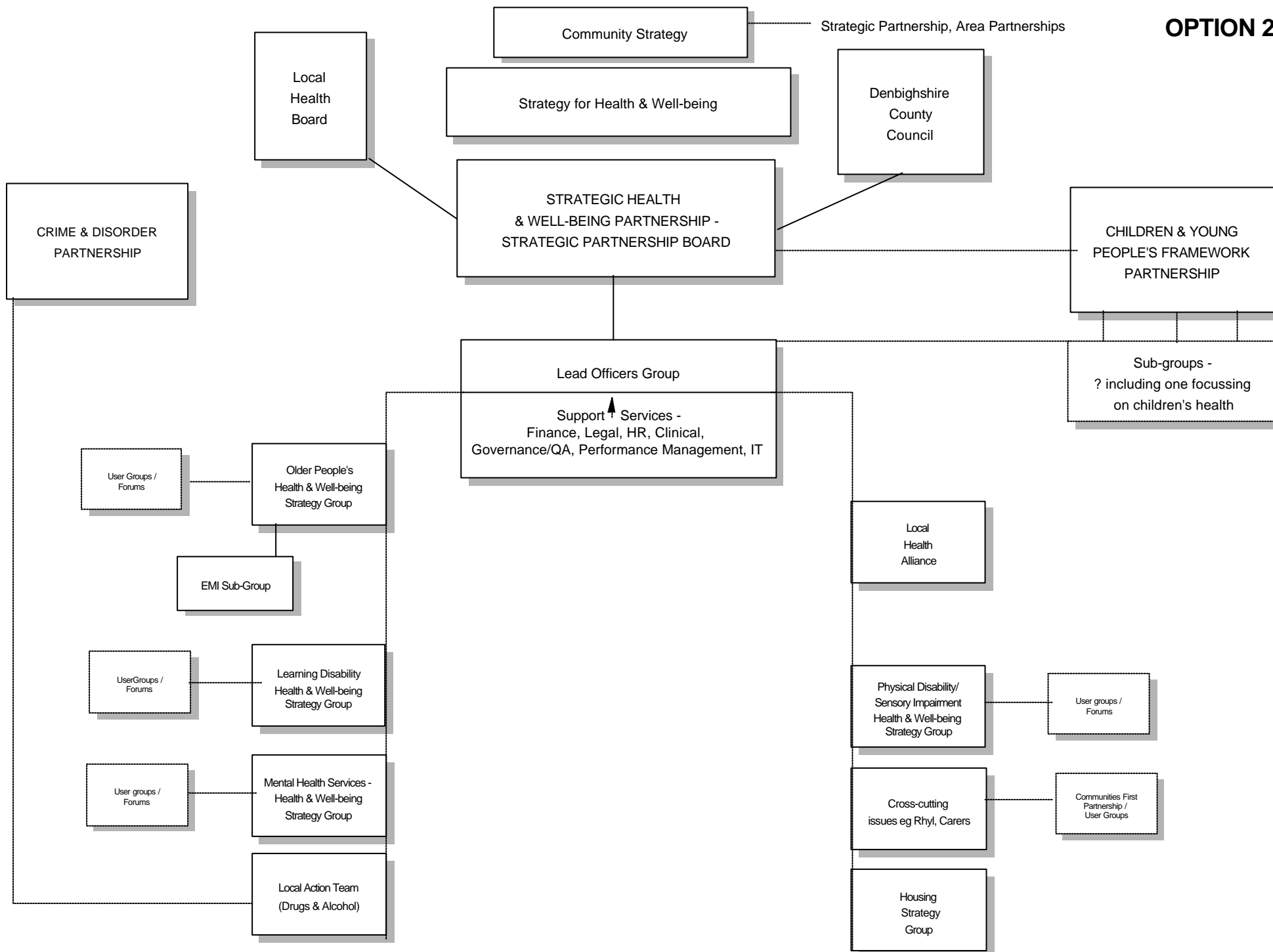
Pros	Cons
Tightly focussed on generating action to develop 'seamless' services.	Public health and well-being action potentially given lower priority.
Specifically designed to make best use of Health Act flexibility and deal with clear and urgent national agenda for health/social care services.	Health and social care not the only interface that's important to the public in terms of health and well-being.

Option 2- would create a range of Health and Well-being Strategy Groups which would replace existing forums and groups (in some cases there may be a close fit between existing and proposed arrangements which would mean only modest amendments to existing structures).

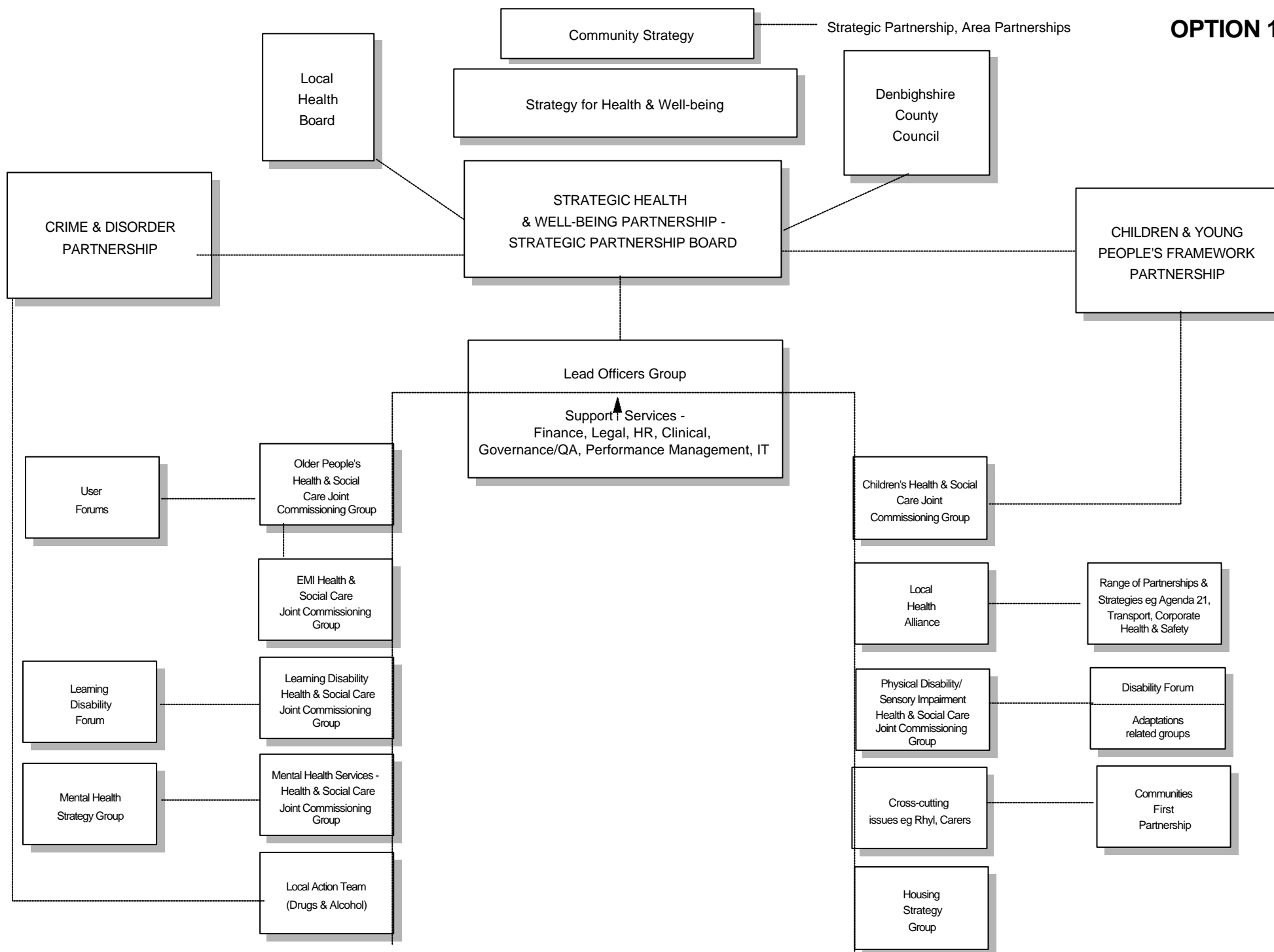
The groups would be multi-sector and involve users and carers. They would be tasked to develop broad based strategies to meet the needs of specific groups which would include improved working between health and social care - but this would not necessarily be the main focus. The Children and Young People's Framework Partnership would effectively also be the Children's Health and Well-being Strategy Group (though might develop a health sub-group to develop work on detailed issues).

Pros	Cons
Takes a holistic approach to health and well-being - consistent with the way that members of the public/service users see their needs.	Broad brief may mean opportunities are missed to improve health/social care partnerships at a time when radical change in the NHS is presenting them.
Makes health and well-being the business of a large group of people and thereby helps mainstreaming.	

OPTION 2



OPTION 1



Consultation

Consultees	Response
Conwy and Denbighshire Trust	Very supportive of setting up Strategic Partnerships for Health and Wellbeing. Very much involved in Conwy developments and look forward to developing similar initiatives in Denbighshire. Trust would support Option 2- much current excellent joint working, but also much duplication, overlap and confusion re responsibilities. Therefore useful to break down existing structures and rebuild in line with Option 2. This will signal that change has taken place and that the new arrangements are not just a modification of existing practice. Experience in Conwy (workshops) showed housing and deprivation consistently came to the fore. Therefore Housing should be represented on the Board. Role of NHS Regional Offices not yet clear. Therefore their input to the Board will need to be clarified. Feel elected members should not necessarily be involved in planning/commissioning groups but have to be involved in the Board. Critical need for trust to be developed between organisations to make these arrangements really work.
Executive, Local Health Group	Supported establishment of Strategic Partnership Board. Mixed views re preference for Option 1 or 2. Concerned about the number of groups proposed but accepted that there are at least as many now! Implementation of National Service Frameworks and Joint Flexibilities agenda does seem to support a preference for Option 1; indeed NSF for Mental Health requires the establishment of a Joint Commissioning Group. However, Option 2 also very attractive. Would be useful to move forward with setting up the Strategic Partnership Board- it's right to get ahead linked to other NHS changes- and then look at detail informed by consultation responses.
North Wales Health Authority	No response
Denbighshire Voluntary Services Council*	Voluntary sector should have equal status within the Partnership. Easier for the voluntary sector to participate in Option 1. Issues about how easy it would be for the service specific planning groups to access the Board. Will be a need to develop protocols to enable effective networking. Both options contain an element of building on existing structures, which is welcome. Vol sector tends to organise itself on client groupings basis, so either option would not require major alignment. Any option requires a change in the way groups are run- will need to be some investment in organisational development for the groups to be able to develop. Need to clarify how proposals link to Community Strategy and eg Area Partnerships. Area Partnerships might provide some additional avenues for community involvement to feed health and wellbeing planning? If Option 1 is chosen, police don't need to be involved on standing basis, but could be invited for specific items. Do need to be involved if Option 2 is pursued. It is critical that all parties are committed to the process- should not just be seen as a local authority initiative. Would be useful to develop a list of issues likely to be considered in the first 12 months to help vol sector have a practical understanding of what the new structures would mean. Welcome intention to develop the partnership and to develop our own thinking in Denbighshire in advance of Assembly guidance. Tend to preference for Option 1 (Liaison Officer) as tighter focus presents better chance of translating plans into practical action plans and investment policies. Interested in development of Option 3- which could bring together strengths of both options
Voluntary Sector Briefing	There should be user/carer representation on the Board. There needs to be further clarification as to how advocacy services fit in. Needs to be clear how commissioning arrangements would involve other Trusts (NE and NW). Interest in seeing Option 3!

Stroke Association*	Wonderful opportunity to get things right. Need to develop an Option 3 to ensure a balance between “service” focus and the wider health and wellbeing agenda. Need to develop Health Impact Assessment in the County to assess the effectiveness of health related partnerships and strategies
Community Health Council	Welcome the proposed establishment of the Strategic Partnership Board and the Lead Officers Group , which should strengthen the links already established. Pleased to note CHC representation. Chair favoured Option 1 because it would be able to build on the foundations already in existence. Believes the membership of the Strategic Partnership Board is about right, but perhaps the Police should be included.
Local Action Team- Drugs and Alcohol	No response
Mental Health Strategy Group	No response
Learning Disability Forum	Forum welcomes the document as a positive way forward in influencing service provision for the future. “Wellbeing” element is particularly critical for people with LD who are prone to certain conditions and less likely to access health services. Concern expressed as to the level of input from the Forum. Would the “lead officer group” restrict access to the Board and act as a filter? Continuation of user, parent/carer input is essential. Both options have merit; the advantages of a “commissioning” focus and a “wellbeing” focus should be married together to ensure that neither is lost in importance. Need to clarify where housing sits in the models proposed.
Strategic Planning Group for People with Learning Disability	Hard to grasp what the implications of the Strategic Partnership Board might be- users/carers more familiar with existing structures. People with LD are a relatively small group; easy for their interests to get lost in a large structure. Important that strong links with Conwy are maintained especially in relation to use of the Joint Flexibilities (eg if Conwy wanted to go one way with integrated services and Denbighshire another, this would create problems in service delivery eg for the Trust). Social Care services are really important for LD group- need to be sure this does not get lost in broader health and wellbeing agenda. Key issue is that level of user/carer involvement in this structure is maintained or greater. There should be user/carer reps on the Board (though accepted that representativeness would be a tricky issue). Perhaps Options 1 and 2 work differently for different client groups eg focus of Option 1 is useful for LD- but broader focus seems to work better for older people. Important that there are sufficient support resources to implement; otherwise health and wellbeing strategy will not fulfil its potential
Older People Planning Group(s)	No response
PDSI Planning Groups	Would have liked longer consultation period (only meet bi-monthly)
Children’s Strategic Planning Forum	No response
Children and Youth Partnership/Social Inclusion Unit (Sylvia Jones: Lifelong Learning)*	Document is service led as opposed to prevention led. Young people need to be explicitly involved in the terms of reference and issues eg sexual health explicitly identified. Preference for Option 2
Rhyl College (Jerry Jensen)*	Unsure where FE would fit in. Preferred Option 2
Surestart Management Committee	No response
Corporate Director Lifelong Learning	No specific response but LL staff involved in some other responses.
Corporate Director Environment	No response
Chief Housing Officer	No response

Service Managers and Planning Manager- Social Services Dept	<p>Service Manager: Some issues in relation to the time allowed to enable consultation with user groups ie some had put the paper on their agenda, but others had not. We should enable further consultation as user views are critical and we should take all steps to involve, consult, listen and respond. A FAQ (Frequently Asked Questions) briefing should be prepared covering, for example, What is likely to be the agenda of a Joint Commissioning Group? who sets the agenda? what is the role of the lead officers? what happens to the comments from user groups which are not about social care? why are there no users or carers on the Board? where does Supporting People fit in? what about LHB plans? How will structure be resourced? where do groups like the Emergency pressures Group fit?</p> <p>Planning Manager: Both options result in a series of sub groups which focus on groups who may be experiencing health and well being "problems" eg, due to age, disability, etc. How will the Health and Well Being Strategy address the needs of the general population unless via Health Alliance?</p> <p>Prefer Option 1 as experience of being on the Health Alliance is that the "health agenda" is so broad that focus can be lost if the brief is not specific.</p>
Community Agency	No response
Public Health facilitator*	<p>Opportunity provided by developing this partnership needs to embrace a "whole systems" approach to health and wellbeing which includes attention being paid to the wider determinants of health. Felt that attention would be paid to service development in any structure, as this is where the resource is usually placed and emphasised the need to develop the promotion and prevention of ill health. Favoured Option 2 but felt it needed to be developed further and that the structure of the current Alliance needed to be developed to support it</p> <p>Health Impact Assessment needs to be developed across the Authority, so that the impact of all policies can be considered in terms of health and wellbeing. This is critical action alongside agreement of planning structure.</p>
Crime and Disorder Strategy- lead policy officer	Need to strengthen community involvement. Development of Crime and Disorder Strategy combines topic groups, geographic groups and specialist groups- useful comparison
Assistant Chief Executive- Strategy	
User Forums- Older People	No response
Age Concern	No response
Direct Payments Management Group	No response
North Wales Residential and Care Homes Association	No response
Independent Sector Providers of Domiciliary Care	No response

Crossroads and all other organisations receiving grant aid from SSD	<p>Wales PPA: would prefer Option 2- builds on existing networks which could be used to better effect. More holistic approach- groupings with wider ranging views than Option 1.</p> <p>Rhyl and District Women's Aid: Strategic Partnership Board very constructive approach. "Option 2 seems more positive for the users of services, but the pros of Option 1 would also need to be implemented..." Admin for the new system will be critical and needs to be considered in budget plans.</p> <p>North Wales Disability Resource Centre: Option 2 sounds a bit simpler and highlights a more holistic approach to care. Important to involve users and carers. Interested in any third option which may evolve.</p> <p>St Vincent de Paul Society: important that wellbeing agenda does address the needs of highly disadvantaged single people and families- referrals for very basic help received by the Society from 24 agencies</p> <p>NCH (Action for Children)- Young Carers Support Project- preference would be for Option 1 inasmuch as it does not replace existing groups. Believe carers are well served on the Carers Strategy Group who already take an inclusive and holistic approach.</p> <p>Cruse Bereavement Care: Fully support paper. Prefer Option 1. Have some concerns re Option 2. Believes involvement of elected members on the planning/commissioning groups would make them too large</p>
Joint Consultative Committee	No response
Local Health Alliance	Views marked * were expressed at a special meeting of the Local Health Alliance to discuss the draft paper. General suggestions: Partnership Board should be centrally placed within the proposed structure to avoid the sense of an onerous hierarchy of groups
Childcare Partnership	No response
EMI Project Group	No response
Denbighshire Housing Forum	No response
Carers Strategy Group	A carers' group should feature in the new planning arrangements, whichever is the preferred model. This is because there is still a great deal of work needed to respond to the NAW Strategy for carers and to implement our own local strategy.
Clwyd Alyn Housing Association*	<p>Proposed introduction of Strategic Partnership is welcomed- to maximise effective use of resources and minimise duplication. Proposals seem to be local authority dominated. Input from health side more limited? Need to clarify where strategy will fit on health side (ie equivalent to Community Strategy). Some issues re Terms of Reference of Board and clarification of decision-making powers. Also felt there was a need to clarify respective roles of Lead Officer Group and Board. Likes Conwy model of including the Police as well as Housing. Felt Housing should have higher profile.</p> <p>Representation from voluntary sector out of balance with statutory sector? Raised issues re resourcing the Strategic Partnership- who will pay? Needs to be clearer about how the community and community groups can feed in. Elected members have to be part of structure. Tends to prefer Option 2.</p>
Personal Services Scrutiny Committee	Considered the proposals (5th June, 2002) and were keen to receive the results of the wider consultation

REPORT TO: CABINET

REPORT BY: COUNCILLOR D M MORRIS, LEAD MEMBER FOR COMMUNICATION

DATE: 30 JULY 2002

SUBJECT: IMPLEMENTING ELECTRONIC GOVERNMENT UPDATE

1. DECISION SOUGHT

1.1 Council has already approved IEG and requested that due to its importance, progress reports be submitted on a quarterly basis in order for it to take decisions should there be any slippages.

2. REASON FOR SEEKING DECISION

2.1 The IEG project, as per the attached progress report (Appendix I) , is on target and to date there are no slippages. Considerable progress has been made to date, which is a credit to the staff involved.

3. COST IMPLICATIONS

3.1 Wales Assembly Government has provided Supplementary Credit Approval of £141,000 for the year 2002/2003. Cabinet agreed on 18.06.02, to delegate jointly to the Cabinet Member for Communications and the Chief Executive, decisions on use of the supplementary credit approval for e-Government.

4. FINANCIAL CONTROLLER STATEMENT

4.1 There are no specific financial implications from this progress report. All costs involved in the matter will need to be contained within the special funding approved.

5. CONSULTATIONS CARRIED OUT

5.1 Senior Management Task Force on Implementing Electronic Government

6. POLICY IMPLICATIONS INCLUDING CORPORATE

6.1 This is in line with Council and Government policies and priorities. Specifically the Wales Improvement Programme, Whole Authority Analysis, Modernisation and Community Strategy.

7. RECOMMENDATION

7.1 That Cabinet continue to fully recognise the importance of IEG and provide its continued support.

IEG Progress Report

- i. A programme board has been created, titled the Senior Management Task Force (SMTF) on Implementing Electronic Government. This board is chaired by the Chief Executive, attended by the Lead Member and Member Champion for Communications and representatives from each Directorate.
- ii. This group has met twice and considerable progress has been made with IEG , as detailed below.
- iii. Cabinet agreed on 18.06.02 to delegate jointly to the Cabinet Member for Communications and the Chief Executive, decisions on use of the supplementary credit approval for e-Government.
- iv. The IEG Project Manager has been appointed and in post since March 2002.
- v. The IEG statement was submitted to the Welsh Assembly Government in March 2002 after being approved by Cabinet and subsequently Council.
- vi. All current actions i.e. those which are scheduled to have commenced , are in progress. There are three working groups including:

Consultation and Marketing

Attended by: Head of Personnel, Performance Management and Business Planning Manager, Planning Manager (Social Services), Public Relations Manager, IEG Project Manager

Actions: analysing previous consultations, carrying out further consultation with the public (as required) and with staff, raising awareness on e-Government and subsequently marketing the new access channels .

Progress: A report will be submitted to the next SMTF (01.08.02) analysing previous consultations with the public relating to e-Government and making recommendations on future consultation.

Customer Contact Points

Attended by: Assistant Director - Culture and Leisure, Principal Librarian, Information Librarian, Chief Cashier, IEG Project Manager

Action: Evaluate the requirements of customer contact points

Progress: A report will be submitted to the next SMTF (01.08.02) considering the requirements of customer contact points and making recommendations on requirements for contact points in Denbighshire.

Property

Attended by: County Landlord, County Asset Manager, Head of Consultancy Services, Consultancy Group Manager, Head of ICT, IEG Project Manager, Assistant Director - Culture and Leisure, Principal Librarian

Action: Challenge requirements for multiple front office sites in the same locality (look to put into one roof)

Progress: A preliminary meeting has been held to discuss this issue. Further progress is dependent on the report evaluating the requirements of customer contact points.

- vii. Business Process Analysis
Two posts of Business Process Analysts are currently being recruited
Five consultancy companies have submitted proposals tendering for the bpa project to:
 - Business process analyse and re-engineer 3 pilot departments
 - Create guidelines for other departments to follow to complete the first stage of the process i.e. documenting existing processes
 - Ensure skills transfer to two business process analysts to continue the process throughout the Authority

viii Data Protection

SMTF has agreed a form of words in line with the Data Protection Act asking for individuals' consent to share data. This will be added to all existing forms where personal data is collected.

ix Town and Community Councils Online

Rhyl Town Council are the pilot project. A project plan is being prepared to ensure the smooth roll out to all Town and Community Councils who wish to participate.

x Members Decisions Systems

User acceptance testing has commenced. A user guide is being written and training sessions arranged.

xi NLPG

A number of software companies have provided demonstrations and their products evaluated. A project plan has been created and data has been sent for cleansing.

Report to Cabinet

Report by: Councillor P A Dobb, Lead Member for Health and Wellbeing

Date: 30 JULY 2002

Subject: Requests for exemption from requirement to repay grant aid paid in respect of breaches of conditions

1.0 Decision Sought

1.1 To approve a system of delegation to the lead Member for Health and Well Being for processing requests for the waiver of the payment conditions by those who have received grant aid towards improvement of their privately owned properties.

2.0 Reasons for Seeking Decision

2.1 If full and careful consideration is to be given to requests for waiver of grant conditions it is accepted that it will be time consuming. Such requests are currently considered by the Cabinet. It is now suggested that there is a need to set up a system to allow for this to be facilitated outside the Cabinet.

2.2 Accordingly it is considered that the most appropriate way in which to deal with such requests would be for all such requests to be delegated to the Lead Member for Health and well Being. This would streamline the system and make it more responsive to requests as they are received.

2.3 Part 1, Section 1 of the Housing Grants and Regeneration Act 1996 gives local authorities power to give grant aid. The Act also sets down conditions which must be met by property owners in respect of grants given under the Act. .

2.4 One such condition which is applied, other than in respect of applications seeking Disabled facilities grants is that the owners of the property are required to sign a legally binding document stating that they will in effect not sell the property within 5 years of completion of the works concerned.

2.5 In effect should an owner sell a property within 5 years of the date of completion of grant works they will be required to repay the full amount of grant. This is registered as a Land Charge against the property, so it will be declared on receipt of a search.

2.6 There are set exemptions from the requirement to repay on breach of condition, but these are few. The Act does, however allow local authorities discretion in considering firstly whether or not grants should be repaid and secondly, if to be repaid, the amount to be paid.

2.7 It is difficult to set out parameters within which Members should work when considering requests, as each request will be different and in any event all requests must be treated on their own merits.

2.8 Because the information to be considered in respect of such requests is personal, containing financial and sometimes medical information all information received must be treated in the strictest confidence, so it is difficult to provide members of Cabinet with the detailed information required in order to make an informed decision. Instead it has been necessary to provide a summary. This is clearly not satisfactory in terms of clear decision making.

2.9 In considering any request for exemption it is considered that the following should be taken into account by the Lead Member, amongst any other relevant considerations put forward at the time of application.

- * Age of applicant
- * Reason for sale of property
- * Medical condition - where it may lead to a need to sell
- * Time lapsed since completion of the works concerned.
- * Size of property - (too small/large for present family)
- * Moving for work purposes
- * Harassment by neighbours / neighbourly disputes
- * Repayment of grant aid will make it difficult to purchase another home.

2.10 The Lead Member will need to consider all the above against the need to protect the public purse. He / she must be satisfied when making a decision to exempt parties from the requirement to repay the grant that the applicant is not merely trying to make money out of a sale at the public expense. This is the reason why such conditions were applied in the first place.

2.11 As stated above it will be time consuming for members to give the full consideration that applications require. Accordingly it is considered that the most appropriate way in which to deal with such applications would be for the Lead Member for Health and Well Being to deal with all requests received.

3.0 Cost Implications

3.1 Any grant aid reclaimed would be recycled into the overall grant system.

4.0 Financial Controller's Statement

4.1 The proposed recommendation will not have an adverse impact on the budgetary position of the Council. Any grant reclaimed will be utilised to finance new capital grants.

5.0 Consultations Carried out

5.1 None

6.0 Implications on Other Policy Areas Including Corporate

6.1 Anti poverty - to allow for consideration of requests to take into account financial considerations to allow persons to purchase a new home following the sale of their existing home.

7.0 Recommendation

7.1 To approve a system of delegation to the Lead Member for Health and Well Being for processing requests for the waiver of the payment conditions by those who have received grant aid towards improvement of their privately owned properties.