

To: Members of the Cabinet

Date: 21 April 2014

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Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 29 APRIL 2014** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams
Head of Legal and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

1 APOLOGIES

2 DECLARATION OF INTERESTS

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

3 URGENT MATTERS

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

4 MINUTES (Pages 5 - 12)

To receive the minutes of the Cabinet meeting held on 25 March 2014 (copy enclosed).

5 DUBLIN DECLARATION (Pages 13 - 18)

To consider a report by Councillor Bobby Feeley, Lead Member for Social Care, Adult and Children's Services (copy enclosed) regarding an invitation to sign up to the Dublin Declaration and collaborate on developing policy and practice to create age friendly places by 2020.

6 DENBIGHSHIRE'S EVENT STRATEGY 2014 - 2020 (Pages 19 - 34)

To consider a report by Councillor Hugh Irving, Lead Member for Customers and Communities (copy enclosed) presenting Denbighshire's Event Strategy 2014 – 2020 for adoption.

7 BAILIFF REFORM (Pages 35 - 46)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) regarding recent changes to the legislation governing the use of bailiffs and the fees charged.

8 BUSINESS RATES WRITE OFFS (Pages 47 - 52)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) seeking Cabinet approval to write off irrecoverable Business Rates as detailed within the report.

9 FINANCE REPORT (Pages 53 - 68)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) detailing the latest financial position and progress against the agreed budget strategy.

10 CABINET FORWARD WORK PROGRAMME (Pages 69 - 72)

To receive the enclosed Cabinet Forward Work Programme and note the contents.

PART 2 - CONFIDENTIAL ITEMS

No Items.

MEMBERSHIP

Councillors

Hugh Evans
Julian Thompson-Hill
Eryl Williams
Bobby Feeley

Hugh Irving
Huw Jones
Barbara Smith
David Smith

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Agenda Item 4

CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 25 March 2014 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for Economic Development; Bobby Feeley, Lead Member for Social Care, Adult and Children's Services; Hugh Irving, Lead Member for Customers and Communities; Huw Jones, Lead Member for Leisure, Youth, Tourism and Rural Development; Barbara Smith, Lead Member for Modernising and Performance, David Smith, Lead Member for Public Realm, Julian Thompson-Hill, Lead Member for Finance and Assets and Eryl Williams, Deputy Leader and Lead Member for Education

Observers: Councillors Raymond Bartley, Brian Blakeley, Joan Butterfield, Jeanette Chamberlain-Jones, Bill Cowie, Ann Davies, Meirick Davies, Richard Davies, Huw Hilditch-Roberts, Gwyneth Kensler, Margaret McCarroll, Jason McLellan, Peter Owen, Dewi Owens, Merfyn Parry, Paul Penlington, Gareth Sandilands, David Simmons, Cefyn Williams, Cheryl Williams and Huw Williams

ALSO PRESENT

Chief Executive (MM); Corporate Director Economic and Community Ambition (RM), Director of Social Services (NS), Head of Legal and Democratic Services (GW); Heads of Service: Finance and Assets (PMc); Communication, Marketing and Leisure (JG), Education (KE), Customers and Education Support (JW), Economic and Business Development Manager (TB), Programme Manager – Modernising Education (JC) and Committee Administrator (KEJ)

1 APOLOGIES

Apologies were submitted on behalf of Councillor Hugh Irving who would be arriving late for the meeting.

2 DECLARATION OF INTERESTS

Councillor Huw Hilditch-Roberts declared a personal interest in Agenda Item No. 5 – Proposal to close Ysgol Llanbedr. Councillor Jason McLellan declared a personal and prejudicial interest and Councillor David Simmons declared a personal interest in Agenda Item No. 6 – Coastal Facilities in Rhyl and Prestatyn.

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 18 February 2014 were submitted.

RESOLVED that the minutes of the meeting held on 18 February 2014 be approved as a correct record and signed by the Leader.

5 PROPOSAL TO CLOSE YSGOL LLANBEDR AS OF 31 AUGUST 2014 AND TRANSFER EXISTING PUPILS TO YSGOL BORTHYN, SUBJECT TO PARENTAL PREFERENCE

Councillor Eryl Williams presented the report detailing the objections received following publication of the Statutory Notice to close Ysgol Llanbedr with pupils transferring to Ysgol Borthyn, subject to parental preference, together with factors to be considered prior to determining the proposal.

Councillor Williams explained the context of reviewing schools as part of the modernising education programme and statutory processes to be followed. Cabinet considered the objections detailed within the report together with the arguments for the proposal and factors detailed in the School Organisation Code. During that process members asked questions and sought assurances regarding a number of issues. The following responses were provided to the issues raised –

- Ysgol Borthyn was considered sustainable long term and had been identified as an alternative school (being English Medium and faith based) – only one respondent had confirmed a preference for that school at this stage
- the stages of the review process were explained and assurances given that all schools in the Ruthin area had been treated equally with different outcomes depending on the particular circumstances relating to each school
- the reasoning behind the proposal for Ysgol Llanbedr was explained taking into account the criteria applied and the need to tackle surplus places and rationalise the school estate in order to access capital funding and invest in schools
- even at full capacity (54 pupils) the school was not considered sustainable with suitable alternative provision 2.1 miles away
- assurances were provided that all responses received as part of the consultation process had been taken into account and due process had been followed
- consideration had been given to attainment levels which were generally good across all Ruthin area schools; it was believed standards would not suffer as a result of the proposal and the Council strived for continuous improvement.

Councillor Huw Williams spoke against the proposal and commented as follows –

- he felt that reference (within the determination report) to the allocation of £8400 to Llanbedr Village Hall was unfair and should be removed
- parents felt they had not been provided with enough information on alternative schools to express a preference
- the option to federate the school should be explored further
- whilst Rhos Street School and Ysgol Pen Barras had surplus places there were safety issues in terms of traffic management which would be worsened if pupils transferred to those schools
- assurances had been provided by the Head of Education to the Governing Body in March 2012 that there was no intention to close the school

- queried whether 'Munchkins' child care facility could be safeguarded if the school closed
- asked whether the Diocese had been approached for funding.

The following responses were provided –

- reference had been made to the funding allocation for Llanbedr Village Hall in order to respond to questions raised regarding community impact
- the context in which the discussion took place with the Governing Body in 2012 was provided in order to support the school and provide stability at a time before the school had entered into a review situation
- 'Munchkins' was a private business linked to the school and the value of that provision had been acknowledged – officers would work with other Ruthin schools to explore the possibility of providing wrap around care for pupils
- during general discussion on faith reviews it was apparent that the Diocese did not have the capital to invest in schools.

Councillor Dewi Owens thought the proposal premature because pupil numbers could increase over the next few years. Councillor Merfyn Parry highlighted that some parents wanted their children educated in a rural school. Officers responded that such a preference was not a fundamental priority for consideration and the Council provided a mix of rural and town schools where sustainable. Councillor Huw Hilditch-Roberts was concerned about uncertainty for pupils and was advised that a report would be submitted to Cabinet in June regarding capital funding for the outcome of the review but there would still be some unknowns in terms of timescale for a new Ruthin school.

The Head of Legal and Democratic Services highlighted the relevant factors which must be considered when approving and determining proposals together with the requirements of S.53 of the School Standards and Organisation (Wales) Act 2013 for members to approach the proposal with an open mind and consider objections alongside arguments for the proposal. Cabinet was satisfied that the relevant factors had been considered throughout the process and that the requirements of S.53 of the Act had been met when determining the proposal.

In moving the recommendation Councillor Eryl Williams highlighted the difficult decisions required in order to progress the modernising education agenda and ensure the best quality education in the future. The Leader supported the recommendation adding that the review presented an opportunity to manage surplus places and modernise schools.

RESOLVED that Cabinet –

- (a) *note the determination report and objection report, and*
- (b) *following consideration of the above, Cabinet approve the proposal to close Ysgol Llanbedr as of 31 August 2014 with existing pupils transferring to Ysgol Borthyn, Ruthin subject to parental preference.*

[Councillor Hugh Irving took no part in the discussion or voting on this item as he had not been present throughout the entire proceedings.]

At this juncture (10.55 a.m.) the meeting adjourned for a refreshment break.

6 COASTAL FACILITIES IN RHYL AND PRESTATYN - INTERIM MANAGEMENT OPTIONS

Councillor Huw Jones presented the report detailing interim management options for the Sun Centre, Nova Centre and North Wales Bowls Centre which had been returned to the Council after Clwyd Leisure Limited (CLL) had ceased trading.

Councillor Jones explained the position to date and the reasoning behind each of the recommendations following a detailed appraisal of the different options for the facilities pending the development of the business case for an improved coastal leisure offer. With regard to the recommendation for the Sun Centre he proposed an amendment to include the opportunity for wet leisure activities in view of potential interest in that regard which had recently come to light.

Cabinet considered the merits of each recommendation in order to satisfy themselves as to the best way forward. The following key points were discussed –

North Wales Bowls Centre – Members highlighted the importance of the Bowls Centre as a community facility and acknowledged the valuable contribution made by the existing bowling clubs and key role in ensuring its future success. Officers were asked to progress the recommendation to reopen the Bowls Centre as soon as possible.

Nova Centre – Cabinet accepted it would not be financially viable for the Nova Centre to reopen for a short period pending its redevelopment. However concerns were raised about the impact of its temporary closure on other businesses in the locality and Councillor Julian Thompson-Hill asked that consideration be given to reducing/removing some long stay car parking charges during that period to help businesses. Councillor David Smith confirmed he would ask officers to consider that request as part of the car parking review currently being undertaken. In response to questions from Councillors Paul Penlington and Gareth Sandilands regarding leisure provision in Prestatyn the Head of Communication, Marketing and Leisure confirmed that in the interim alternative gym and fitness provision would be available at Prestatyn Leisure Centre and alternative public access swimming opportunities would be explored with other local providers. He also confirmed developer interest in the Nova Centre and likely timescales for redevelopment.

Sun Centre – Cabinet agreed to an amendment to the recommendation to include wet leisure activities at the facility. Whilst accepting it was not viable for the Council to re-open the Sun Centre members were keen for the facility to be operated by a third party. Councillor Barbara Smith queried the number of employees affected and was advised that records showed 13 full time equivalent posts with a large cohort employed through the summer season, most of whom resided outside the area. Councillor Eryl Williams referred to a recent site visit and expressed serious concerns regarding the state of the facility and how it had been managed.

Councillor Joan Butterfield stated that Rhyl members would never have voted to close the Sun Centre but were supportive of officers' actions after seeing the condition of the facility. Concerns had been raised for a number of years about CLL's management and Labour Members called for an internal inquiry to establish the facts and ensure it never happened again. Councillor Brian Blakeley also voiced his concerns and sought assurances regarding future investment in Rhyl's coastal offer. The Corporate Director Economic and Community Ambition provided assurances on the longer term vision for Rhyl and delivering the aquatic offer. She also confirmed members would be kept informed of potential developer interest in both current and future provision.

The Chief Executive confirmed a review would be undertaken to learn from the experience but emphasised the need to focus on the present and future recommendations in order to move forward. Cabinet agreed to reference the review within their recommendations. Councillor David Simmons highlighted public perception that the Council was to blame for the Sun Centre's closure and at his request the Chief Executive agreed to issue a factual statement.

RESOLVED that Cabinet –

- (a) *approve the re-opening of the Bowls Centre from April/May 2014 and that officers explore a future operating arrangement in partnership with the existing bowls clubs;*
- (b) *agree that the Nova Centre remains closed pending agreement of the Alliance Leisure redevelopment proposals in May 2014, note that in the interim alternative gym and fitness provision will be available at Prestatyn Leisure Centre, and ask officers to explore alternative public access swimming opportunities for the local community with other local providers;*
- (c) *agree that the Sun Centre is not reopened as an aquatic facility operated or managed by the Council; authorise officers to explore further opportunities for the operation of the Sun Centre by a third party either as a wet or dry leisure facility, and note that in the interim alternative gym, fitness and swimming provision will be available from Rhyl Leisure Centre;*
- (d) *note that the financial consequences of the recommendations can be contained within the budget available for coastal facilities in Rhyl and Prestatyn;*
- (e) *confirm that the Council remains focused on securing a new aquatic leisure offer for Rhyl through the arrangements agreed by Cabinet in February, and*
- (f) *agrees that an internal review be undertaken into the way in which the Council monitored the operation by Clwyd Leisure Limited of the facilities referred to within the report.*

At this juncture (12.20 p.m.) the meeting adjourned for a refreshment break.

7 TOWN AND AREA PLANS

Councillor Hugh Evans presented the report seeking adoption of the Town and Area Plans for Rhyl, Denbigh and Rhuddlan and approval of funding for the priorities contained within those plans. The report also provided an update of spend to date against Town and Area Plans.

Councillor Evans highlighted the need to link Town/Area Plans to the economic strategy and explained how the plans contributed to the corporate priority of developing the local economy and bringing the Council closer to communities. In terms of the Rhyl Plan he explained how it was linked and aligned to existing plans, including Rhyl Going Forward and Rhyl City Strategy. Councillor Joan Butterfield supported the Rhyl Plan for approval and thanked officers for their guidance in its development. In response to questions from Councillor Meirick Davies regarding Rhyl Railway Station, the Chair asked the Lead Member for Public Realm to investigate the funding allocation and works to be carried out.

The Economic and Business Development Manager responded to questions regarding spend to date and explained the process of monitoring funding for Town and Area Plans. Councillor Eryl Williams raised concern that proof of match funding had been required for a project in his area with no such requirement for other areas. The Chief Executive agreed the need for a clear position on match funding and felt that as a general principle projects should not commence until match funding had been secured. During discussion the important role of the Member Area Groups in monitoring spend and reviewing projects' progress was raised together with the need for realistic project timescales. The lack of consistency across the Town and Area Plans was highlighted and the need to ensure allocations based on the best use for communities. Councillor Bobby Feeley in particular expressed her concerns about the way monies had been allocated and although she agreed to accept the town and area plans this year, she asked that the plans be 'sharpened up' in line with the content of the Corporate Plan before next year. The Corporate Director Economic and Community Ambition gave assurances that the issues raised by members would be considered as part of the review into the Area Plans process.

RESOLVED that Cabinet –

- (a) *approve the adoption of Area Plans (incorporating the existing Town Plans) for Rhyl, Denbigh and Rhuddlan;*
- (b) *approve the funding for the priorities detailed in the above referred Area Plans, and*
- (c) *note the information with regard to spend to date against Town and Area Plans.*

8 WIGGLE ETAPE CYMRU 2014 CYCLING EVENT

Councillor Huw Jones presented the report updating Cabinet on the Etape Cymru closed cycling event scheduled for September 2014. The report addressed

concerns raised about the 2013 event and provided details of the proposed new route, communications with event organisers and planned road closures.

Cabinet acknowledged the significant economic benefits of the event on the local economy but highlighted the need to be sensitive to local businesses and residents and felt that communication was key in that regard. They took reassurance from the arrangements to be put in place to address previous concerns including communications with residents/landowners; marshalling and traffic management and proposed changes to the route. Consequently it was –

RESOLVED that Cabinet note the arrangements put in place to address the communities, and members' concerns, agree the road closure, and endorse the event taking place.

9 RECOMMENDATIONS OF THE STRATEGIC INVESTMENT GROUP

Councillor Julian Thompson-Hill presented the report seeking Cabinet's support of projects identified for inclusion in the 2014/15 Capital Plan as recommended by the Strategic Investment Group (SIG) and detailed in Appendix 1 to the report.

Councillor Thompson-Hill guided members through the report and elaborated upon funding available for capital investment to one-off projects and block allocations for on-going programmes of work. Reference was made to the work of the SIG in reviewing bids for allocations together with issues that arose during that process and a summary of the recommendations.

As Lead Member, Councillor David Smith was pleased with the allocations to Highways in order to progress necessary works. Councillor Eryl Williams explained the background to the A525 Crash Barrier scheme and was concerned that funding had been retained for that project since 2006/07 instead of reallocated to other schemes. He asked that the matter be investigated and processes put in place to ensure funding allocations were used appropriately. Both Councillor Thompson-Hill and the Head of Finance and Assets accepted that it had taken too long to release the funding allocation in this case and gave assurances that most elements of the capital plan were robustly monitored. The bid had not been supported by the SIG who recommended that funding be released back into the capital plan.

Councillor Thompson-Hill thanked colleagues on the SIG for all their hard work.

RESOLVED that the projects detailed in Appendix 1 to the report for inclusion in the 2014/15 Capital Plan be supported and recommended to full Council.

10 FINANCE REPORT

Councillor Julian Thompson-Hill presented the report detailing the latest financial position and progress against the agreed budget strategy. He provided a summary of the Council's financial position as follows –

- an under spend of £1.412m was forecast across service and corporate budgets
- 91% of agreed savings had been achieved to date (target £3.061m)

- highlighted key variances from budgets or savings targets relating to individual service areas
- a positive movement of £398k on school balances brought forward from 2012/13
- a general update on the Capital Plan and Housing Revenue Account.

Cabinet was also asked to approve a transfer of £23k to the Planning reserve.

Councillor Eryl Williams referred to his request at Full Council that a letter be sent to Assembly Members asking them to lobby for a change to the Housing Revenue Account finance system to ensure local authorities who had achieved the Welsh Housing Quality Standard were not penalised with regard to the amounts they were able to invest in the future. He asked that the letter be sent as soon as possible and that he be provided with a copy.

Members noted the underlying financial position was good and congratulated departments on their achievements.

RESOLVED that Cabinet –

- (a) note the progress against the agreed budget strategy, and
- (b) approve the following transfer to reserves as detailed in Section 6 of the report – £23k to the Planning reserve in respect of fees received in the current year but that relate to expenditure in 2014/15.

11 CABINET FORWARD WORK PROGRAMME

Councillor Hugh Evans presented the Cabinet Forward Work Programme for consideration and members noted a number of amendments.

RESOLVED that Cabinet's Forward Work Programme be noted.

The meeting concluded at 2.00 p.m.

Report To:	Cabinet
Date of Meeting:	29th April 2104
Lead Member / Officer:	Councillor Bobby Feeley
Report Author:	Sandra Jones, Older People's Strategy Development Officer
Title:	Dublin Declaration

1. What is the report about?

A request has been received from the WLGA to sign a pledge, to take forward over the next five years; work based on the World Health Organisation (WHO) and the United Nations principles to make their communities more age friendly. The public signing will be known as the Dublin Declaration and forms part of the Irish Republic presidency of the EC. (Please see Appendix 1)

2. What is the reason for making this report?

- 2.1 To inform Cabinet about the invitation received from the WLGA to sign up to the Dublin Declaration with other Local Authorities in Wales, the UK and regions within Europe to collaborate on developing policy and practice to create age friendly places by 2020.
- 2.2 To inform Cabinet of the offer from the WLGA to offer one day's free support or Development training to all Welsh Councils on demographic change and/or creating age friendly communities.

3. What are the Recommendations?

- 3.1 That Cabinet agree to support DCC signing up to the declaration.
- 3.2 That Cabinet agree to request WLGA support or training on demographic change and/or creating age friendly communities.

4. Report details.

- 4.1 The principles and the commitment proposed within the Dublin Declaration (Appendix1) align fully with existing Welsh policy and local plans to implement the Older People's Strategy in Wales. Phase Three of the Strategy for Older People (2013-2023), launched in May 2013, identified 'creating age friendly places' as a key priority within the overall concept of improving the wellbeing of older people. The contribution of reshaping social, environmental and financial resources to this overall goal is a vital element to achieving success. Councils with the support of the WLGA are best placed to lead this action at local and national level.
- 4.2 Although the signing does not automatically attract funding it will place the Authority within a global and European network that will be working to devise high quality bids

for funding when these come on stream from various sources. For example, the EC has identified a potential pot of €9 billion under the EC Horizon 2020 Health, Democratic Change and Wellbeing stream. The EC Health for Growth Programme (2014-2020) is €446 million.

- 4.3 The WHO have produced a strategy and action plan for *Healthy Ageing in Europe 2012-2020*, which gives invaluable insight into how small and subtle changes can significantly improve the daily lives of older people and how integrated action is the most appropriate way forward. Their strategy is underpinned by; evidence-based practice, toolkits and guidelines to support local agencies amend policy and practice. It articulates “postponing implementation of healthy ageing policies in a period of austerity may prove more costly in the long term and can be counter-productive to the sustainability of agencies and social policy”.
- 4.4 To Support Local Authorities in developing Age Friendly Communities the WLGA are offering in partnership with the new National Wales Ageing Well Programme a free tailored one day workshop that will help us develop and inform our thinking on demographic change and or creating age friendly communities. Those Local Authorities who have signed up to the Dublin declaration will be given priority for the delivery of the WLGA’s free support or training. It will also give the Local Authority access to best practice tools and resources from across Europe.

The Dublin Summit in June 2013 and Declaration of Commitment (Appendix 1)

- 4.5 Under the auspices of the Irish Presidency of the European Union, senior political representatives of European cities, municipalities, communities and regions gathered together at a Summit on “Age friendly communities” in June 13-14 in Dublin. Wales was invited to join a public declaration of signing up to a common set of principles and actions that will be known as the Dublin Declaration. A similar initiative occurred in Madrid in 2007, which helped to strengthen collaborative action across Europe.

5. How does the decision contribute to the Corporate Priorities?

Creating Age Friendly Communities directly contributes to the priority to protect vulnerable people and ensure that they are able to live as independently as possible.

6. What will it cost and how will it affect other services?

There are no financial implications arising directly from this report.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

Although an equalities impact assessment has not been completed at this time, equality of opportunity for residents will be increased by their living in Age Friendly Communities. It will enable greater empowerment, autonomy, choice and control.

8. What consultations have been carried out with Scrutiny and others?

No local consultation has been completed in the very short timescale available.

9. Chief Finance Officer Statement

There are no financial implications arising directly from this report but signing up to the declaration enables the Council to be part of a network that will potentially enable the Authority to leverage future funding opportunities as and when these come on stream

10. What risks are there and is there anything we can do to reduce them?

No risks can be identified in relation to endorsing this Declaration.

11. Power to make the Decision

The Cabinet is requested to approve the signing of this Declaration.

**THE DUBLIN DECLARATION
ON AGE-FRIENDLY CITIES AND COMMUNITIES IN EUROPE 2013**

On the occasion of the 'EU Summit on Active and Healthy Ageing', held in Dublin, Ireland on the 13-14 June 2013, under the Irish Presidency of the European Union, we, the mayors and senior political representatives of European cities, municipalities, communities and regions unanimously declare the following:

We will:

Promote the 'Dublin Declaration on Age-Friendly Cities and Communities in Europe 2013' (Dublin Declaration 2013) in appropriate national and international forums, fostering the maximum adherence possible to its values, principles and premises, in terms of plans, programmes and resources, in order to implement the commitments in this Declaration within a reasonable period of time.

Collaborate with all relevant regional and local stakeholders to support the full application of the pledges in the Dublin Declaration on Age-Friendly Cities and Communities in Europe 2013, including cooperation with the WHO European Regional Office and its Network of Cities committed to developing age-friendly environments as part of the WHO Global Network of Age-Friendly Cities and Communities. This will involve commencing a multi-year cycle of continual assessment and improvement to make their environments more age-friendly.

Communicate through local and regional channels and networks between the various cities and communities to stimulate and support advances in the promotion of equal rights and opportunities for older citizens and to share learning about advances in policies and practices which improve their lives.

Supporting Pledge

The undersigning cities and communities also pledge, where it is within their area of responsibility and economically feasible, to further the following specific actions, and to incorporate them into key planning instruments to strengthen long term sustainability: Promote among the general public **awareness of older people**, their rights, needs, and potentials, and highlight the positive social, economic and cultural contribution they make.

Ensure that the views and opinions of older people are valued and listened to and that structures and **processes of citizen-centred engagement** are developed to ensure that older people have an adequate involvement in decision making and are actively involved in the design and creation of innovation and change.

Adopt measures to develop **urban spaces and public places** that are inclusive, sharable and desirable to all, including older people, and ensure that publicly used buildings promote the dignity, health and well-being of users of all ages, and are fit for purpose to meet the changing needs of an ageing society.

Promote and support the development of neighbourhoods and communities for all ages that are diverse, safe, inclusive and sustainable, and that include **housing** for older people that is of the highest quality. Particular attention should be given to the needs of older people in assisted living, residential care and nursing homes where their dignity and autonomy is at greater risk.

Work to establish **public transport systems** that are available and affordable to all, including older people, and are 'seamless' within and across the various modes of transport that exist. The transport systems should also promote and facilitate personal transport use, such as cycling and driving by older people.

As these become more difficult, personal alternatives such as affordable taxis and car-pooling, which interconnect with the public system, should be made available.

Promote the **participation of all, including older people, in the social and cultural life** of their community by making available a diverse range of events and activities that are accessible, affordable and tailored to be inclusive of them and promote their integration into the community. This should include the promotion of intergenerational activities.

Promote and support the development of **employment and volunteering opportunities** for all, including older people, and recognise their positive contribution, and include the provision of **lifelong learning** opportunities in order to empower older people and promote their autonomy.

Ensure that a comprehensive and integrated range of affordable, easily accessible, age- friendly and high quality **community support and health services** is available to all, including older people, to include health promotion and prevention programmes, community-based support services, primary care, secondary acute hospital, rehabilitation services, specialist tertiary, long-term residential and compassionate end of life care.

SIGNED ON BEHALF OF DENBIGHSHIRE COUNTY COUNCIL:

The Leader of Denbighshire County Council – Councillor Hugh Evans

Sig: _____

Date: _____

Denbighshire County Council's Older People Champion-Councillor Bobby Feeley

Sig: _____

Date: _____

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Report To:	Cabinet
Date of Meeting:	29.04.2014
Lead Member / Officer:	Cllr Hugh Irving – Lead Member for Customers and Communities
Report Author:	Sian Owen – Lead Officer, Destination, Marketing and Communication
Title:	Denbighshire’s Event Strategy 2014- 2020

1. What is the report about?

The production of an events strategy was identified as a key action (3.1A:e) in the Economic and Community Ambition Strategy 2013 -2023.

The attached Events Strategy has been written to develop and support the existing programme of events, and to create a framework within which new events can be encouraged and flourish whilst ensuring that they make a meaningful contribution to the local economy.

The document ensures that the Council has a strategic decision making process for selecting and supporting events and identifies the key outcomes that are expected from the delivery and support of existing and new events.

The strategy will ensure that we sell Denbighshire as a location for hosting events, and will help us to draw down funding to host events from partners and sponsors.

2. What is the reason for making this report?

A decision is required from cabinet to endorse the events strategy as the key document which will inform our approach and strategic decision making around event management and support.

3. What are the Recommendations?

- It is recommended that Cabinet adopts the Events Strategy
- It is recommended that Member Area Groups are involved in validating and contributing to the events programme.
- It is recommended that all corporate events are evaluated in accordance with the strategy
- It is recommended that the outcomes of the strategy are monitored through the Economic and Community Ambition Board

4. Report details.

The strategy has been produced to address the need for change in the way Denbighshire supports and manages events in the county, and maximises the opportunities to achieve an improved economic impact.

The key focus of the document is aimed at ensuring that events make a meaningful contribution to the economy of the County and that this is measured effectively. It is also of primary concern that the visitor experience at events is of the highest quality. This in turn will ensure that Denbighshire's reputation for hosting events is recognised and new events are attracted to the county as a result.

The strategy aims to pull together a robust and sustainable approach to event management to ensure that the County gets best value from investment in events which bring with them cultural, economic and social value.

The vision outlined in the event strategy is that "By 2020 Denbighshire will have a vibrant programme of well managed events spread across the seasons and locations in Denbighshire, which contribute to the local economy, creating additional visitor spend and additional opportunities for employment in the supporting sectors"

The aspirations set out in the strategy are to:

1. Increase the quality and quantity of events held in the County
2. To raise the profile of Denbighshire as a destination that welcomes and supports events with professionalism
3. To increase the economic impact of events that are supported by Denbighshire

The main purpose of the strategy document is to act as a driver to attract more major events in order to deliver a better economic impact for the authority.

The strategy will provide Denbighshire with direction and confidence in its decision making about which events to support, attract or encourage.

The draft Events Strategy is attached as an appendix to the report

5. How does the decision contribute to the Corporate Priorities?

One of the seven priorities in Denbighshire's Corporate Plan 2012 -2017 is "developing the local economy". The link between an increase in the number of successfully managed events and the positive impact on the local economy is identified as an outcome of the corporate plan. This is identified in the events strategy and is included in the strategy context

6. What will it cost and how will it affect other services?

The costs of producing the strategy and the supporting documents include staff time in writing and consulting on the strategy. The design and print of the strategy and supporting documents will cost a maximum of £2000.

The impact on other services will include the requirement for them to provide an appropriate level of economic impact assessment data for their major events and to supply information about their events for the events programme.

The costs of events in the supporting programme will be assessed in light of the specific economic impact predicted and a business case produced for those that require significant investment from the major events budget.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

The equality impact assessment identifies the need to incorporate equality and access for all explicitly as an underpinning principle of the strategy.

The selection criteria for supporting events include the requirement for organisers to consider and implement the best options to ensure access is maximised for all. The toolkit supporting this strategy document will include specific guidance around producing an equality impact assessment for each event. This toolkit will be used not only for Denbighshire supported events but also for events organised by local event organisers.

8. What consultations have been carried out with Scrutiny and others?

The requirement to produce an events strategy was identified through consultation with businesses, officers and councillors in the development of the Economic and Community Ambition Strategy. This resulted in the action to produce an events strategy being included in the ECA strategy.

Consultation on the development of the strategy has taken place with officers involved in event management in the County.

The strategy has been endorsed by the Senior Leadership Team on the 3.4.2014.

Detailed consultations have taken place with the two lead members Cllr Hugh Irving, Lead Member for Customers and Communities and Cllr Huw Jones, Lead Member for Leisure, Youth, Tourism and Rural Development

9. Chief Finance Officer Statement

"Costs associated with the production of the Strategy will be contained within existing revenue budgets of the Destination, Marketing and Communication service. Costs associated with delivering the individual events will be subject to assessment through the event selection criteria and a business case"

10. What risks are there and is there anything we can do to reduce them?

The successful delivery of the strategy requires co-operation from all parts of the Council involved in delivering and supporting events. The risk of poor co-ordination

of this effort has been identified and requires that all stakeholders are kept engaged in the roll-out of the action plan.

11. Power to make the Decision

Section 111 of the Local Government Act 1972 – subsidiary powers of local authorities.



Denbighshire Events Strategy 2014 -2020
“memorable experiences
a lasting impact”

Introduction

Events are an important component of the cultural, social and economic life in Denbighshire and are valued as such by residents, businesses and visitors alike. In order to consolidate and develop this position, an Events Strategy is required to provide the context in which events are supported and encouraged in Denbighshire.

The Events Strategy has been put together to develop and support the existing programme, to create a framework within which new events can be encouraged and flourish, whilst ensuring they make a meaningful contribution to the local economy.

As such the Events Strategy helps us to decide how to best support existing organisers to ensure that their events are the best they can be, and to decide which events Denbighshire should encourage and develop itself. The strategy and supporting information will also play a key role in encouraging new event organisers to see Denbighshire as a natural partner for future development.

Any successful Events Strategy will rely on both the natural and physical assets that the County can offer, but will also be fundamentally influenced by the friendly attitude of the Council and its support infrastructure.

Denbighshire's Tourism offer is already enhanced by the existing events programme, and is a core strand of activity which will continue to improve the visitor experience and loyalty to the area. Events attracting large numbers of visitors or those that take place outside the traditional visitor season, help to increase spend locally, and increase the length of overnight stay.

The contribution of a robust and sustainable programme of events to the economy of the area is recognised through the expenditure that is made locally by those who attend, and through the services required. It is for this reason that the Council's Economic Ambition Strategy places key emphasis, and therefore priority, on the need to attract and support more events.

Denbighshire provides event organisers with outstanding locations, good transport links and is close to some of the largest built up areas in Britain, including Greater Manchester, Merseyside and Birmingham. The County has a wide range of natural resources,

including glorious beaches in the north and one of only five areas of outstanding natural beauty in Wales, the Clwydian Range and Dee Valley AONB. Well known seaside resorts, attractive rural towns and villages, contribute to making Denbighshire an appealing location to both event organisers and attendees.

The natural strengths of the County make it a great location for a broad range of activities. This means that Denbighshire is in a strong position to add value to any event held in the County's beautiful surroundings.

The strategy aims to pull together these key factors into a robust and sustainable approach, ensuring that the County gets best value from investment in events which bring with them cultural, economic and social value.



The Current Position

Alternatively, arrangements can be made for events to be held in surprising locations. The summit of Moel Famau (Jubilee Tower) will feature in this year's Queen's Baton Relay.

An experienced technical events team based currently in Rhyl can be deployed to support events which are hosted in Denbighshire and have expertise in staging various indoor and outdoor events.

A dedicated event and marketing team has been set up, with experienced marketing professionals able to provide advice and practical help.

Denbighshire provides a wide range of other assistance to support events, such as traffic management, road closures and licencing. The Events Team are able to help guide organisers through each process to ensure that events run smoothly and that the Council's response is seamless.

In recent years the County has demonstrated that it has the potential to attract and hold successful events appealing to a wide range of visitors. This track record gives confidence that the aspirations of this Strategy are a natural fit and provide a solid base from which to expand.

Partnerships

Our existing partnerships with event organisers are testament to the fact that we work extremely hard to support and provide a crucial link for them in developing local relationships with town and community representatives and groups.

We have a vibrant and diverse voluntary sector, able to be deployed for large events in roles such as hosts or welfare support. Denbighshire continues to develop opportunities for volunteers to contribute, through a new volunteering policy and through our website.

Denbighshire as a County already plays host to a wide range of events, a good example is, Rhyl Air Show, which has been in existence since 2009 and annually attracts 120 thousand visitors, is a heart thumping display of aero acrobatics against a stunning beach backdrop. Smaller intimate and charming local produce markets and festivals feature throughout our picturesque market towns.

Range of events

The wide range of existing events demonstrates a long history of successful management delivered through many different models. Some are organised privately with the Council's support and others are organised by or funded by Denbighshire County Council.

Sporting events include the Etape Cymru Cycle race and the Tour of Britain, as well as the Wales Rally GB. The scenic backdrop and interesting routes makes the County a natural choice for on and off road events. Walking festivals are regularly and keenly attended by walkers from across the world, enjoying the vista of historic hill forts and tackling the famous Offa's Dyke path.

Music and Arts Events range from local town based events, which showcase local Welsh talent attracting a predominantly local audience, through to International televised events.

Business events help our local employers to network and celebrate their contribution to the national economy whilst giving them an opportunity to sell their products to the public. The Hamper Llangollen Food Festival is a good example, and is becoming renowned for showcasing the best of Welsh produce.

Event locations and infrastructure

Events can be held in traditional venues such as the fully serviced Llangollen Pavilion which has hosted the Llangollen International Music Eisteddfod for more than 60 years, through to the Events Arena in Rhyl which has accommodated celebrated acts at free open air concerts. There are also performance spaces such as the Rhyl Pavilion and privately owned facilities such as Bodelwyddan Castle and grounds.

The Strategy Context

There are many strategies, policies and existing initiatives that impact on tourism and events. Ensuring the Strategy acknowledges these, and maps out their contribution, is crucial to ensuring a meaningful impact.

Local context

One of the seven priorities identified in Denbighshire's Corporate Plan 2012-2017 is developing the local economy. The link between an increase in the number of successfully managed events and the positive impact on the local economy is identified as an outcome of the Plan, and is derived from an increase in revenue from tourism. The Plan makes the explicit link between the role events can play in raising the profile of Denbighshire as a destination, and the potential for increasing the number of over-night stays and therefore visitor spend.

The Corporate Plan also sets out how a programme of successful events can create opportunities to develop and grow the increased visitor numbers during an event.

Another important contribution to developing the local economy is the impact that a successful programme of events can have on the local development of infrastructure. Physical assets can be invested in, and expertise can be developed in the public and private sector.

As a consequence of the Council prioritising the development of the local economy Denbighshire has published its Economic and Community Ambition Strategy 2013-2017. This identifies key priorities for action under six themes.

- 1 Infrastructure for growth
- 2 Supported and connected businesses
- 3 Opportunities for growth
- 4 High quality skilled workforce
- 5 Vibrant towns and communities
- 6 Well promoted Denbighshire

The Events Strategy plays an important role in its delivery. Helping to stimulate new events and enhancing existing events will develop expertise and employment opportunities in the creative and event support sectors as well as in the more traditional retail, tourism and leisure businesses.

Tourism accounts for 10% of employment in Denbighshire, and although jobs tend to be seasonal and lower paid, the development of events will encourage diversification into higher value areas. Event staging or event management may help to increase the value of employment and stimulate the formation of new creative businesses.

Recognising that any events programme will have a significant impact on local residents and communities, it is important to consider the opportunities for the Strategy to have a positive impact on those who live and work in Denbighshire. Denbighshire's Big Plan 2011-2014 examines this from the perspective of eight outcomes. For example outcome 8: Denbighshire has a thriving and sustainable economy and a skilled workforce. It is important to take into account the fact that events offer possibilities for volunteering and work experience which may provide routes into longer-term employment. Events also encourage business entrepreneurship by creating opportunities for local businesses to provide skills and services to the event organisers.

Sporting events are a natural fit with the County's assets; often this type of event offers opportunities for participation as well as spectating. There is a clear link with Denbighshire's Leisure Strategy which will deliver on the vision that by 2020, Denbighshire will be renowned for high quality, accessible leisure opportunities attracting high levels of participation and improving the well-being of its residents and visitors.

The Corporate Communications Strategy 2012 -2015 identified a need for Denbighshire to improve its destination marketing activity. One of the key actions to deliver this is to produce an Events Strategy. The role that Corporate Communications and Marketing plays in conjunction with the marketing of the events will be developed further in the Strategy.

Regional and National Context

The Welsh Government Strategy for Tourism 2013 – 2020 recognises the role that events play in driving through higher earnings from tourism, focussing particularly on the major events in the high profile venues. However there is a clear emphasis on supporting events at community, regional and national level.

The Welsh Government recognises the impact of local action to create an attractive programme of events that can augment the visitor experience significantly.

The Welsh Government has also identified a key opportunity to develop the meeting and conference events market which is under-developed in Wales. International business conferences are to be encouraged in the cities of Wales; however there should be an opportunity for the regions to capitalise on any image enhancements.

With the support of the North Wales Economic Ambition Board and the Wales Major Events Unit in Cardiff, opportunities for Denbighshire to work with international event organisers to attract national and international events to the region will be provided.

The Tourism Strategy is delivered regionally by Tourism Partnership North Wales working with Denbighshire to promote North East Wales in particular. The Marketing Strategy produced by TPNW provides opportunities for Denbighshire to capitalise on the wider reach achieved through the Visit Wales campaigns.

The Major Events Unit Event Wales: A Major Events strategy for Wales 2010-2020 is the key industry strategy to impact on our strategy. It provides a purpose and context for attracting events to Wales and a clear direction on the Team Wales approach to attracting internationally recognised events to Wales. It highlights many of the same culturally significant aspirations as we do at the local level and provides selection criteria which recognise the same issues that need to be taken into account locally such as economic impact.

We have used the same event description labels as are used in this strategy for clarity and cohesion.

The Strategy Context



The Challenges

There are many challenges which need to be addressed as part of this Events Strategy, and that we are committed to resolving.

- **Ensuring that economic value is maximised**
During a period of intense challenge in public finance, it is crucial to ensure that the investment in individual events clearly delivers a return. The requirement for undertaking an economic impact assessment will need to be at the forefront of decision making as to which events can be supported. The importance of an improved economic outcome for our businesses and residents cannot be underestimated with some significant challenges faced in particular by communities in Rhyl and Denbigh.

Some existing events have been analysed to assess their economic impact using a comprehensive model for assessing the effect of an event on local, regional and national economies. This model can also be used to predict the likely impact of an event before it takes place.

It is a key challenge for the strategy to ensure that the use of such modelling is embedded in event management in Denbighshire, to assess and improve the economic impact of events that are either hosted or funded by Denbighshire.

- **Ensuring that the visitor experience is of the highest standard**
Visitors have become accustomed to a wide range of excellent event experiences. The visitor experience can never be taken for granted; opportunities to test the reality versus the perception should always be taken and encouraged. Measuring the experience against competitive alternatives will ensure that opportunities to improve will be identified. It is a key challenge to keep pace with the expectation of visitors in order to encourage repeat visits and recommendations. Helping event organisers to recognise and act on this will be important, as will ensuring that we put on events that are attractive to audiences.

- **Marketing the events to increase attendance, stay and spend**
Although many of the events organised by Denbighshire and our partners in the County are organised professionally, there is a challenge to improve the marketing of these events. To ensure that the organisers are able to identify and target their audiences is a key factor, as is their ability to capitalise on all media platforms and joint marketing opportunities with other organisations. Improving events to encourage additional overnight stays and spend will



need a step change in product development and event marketing.

- **Developing opportunities for communities to deliver events well**
Communities, town councils and local event organisers currently arrange a wide range of small local events. In spite of having the expertise to deliver these events, there is an opportunity to improve quality and confidence. There are few opportunities to share information and expertise between organisers, and no technical guidance available to help them in the process.
Local event organisers interact with various parts of the Council in planning their events, but do not have comprehensive guidance on their responsibilities or advice to make it easier for them to organise successful events.
- **Creating opportunities for volunteers to participate.**
Volunteering is widely used across some areas of the Council to great effect particularly in Leisure, Heritage and Countryside services. There is a challenge to raise participation levels for volunteers in events. We already have examples that events can act as a catalyst for volunteers to gain employment.
- **Improving the professional standards in event organisation**
Although there are pockets of significant expertise and experience in event organisation in Denbighshire County Council, a comprehensive toolkit has not as yet been developed for event organisers nor is there any mechanism to share best practice. The key challenge is provide help to improve the overall performance and to monitor professionalism.
Attracting high profile events to the County will be fundamentally influenced by the reputation of and confidence in Denbighshire's events team. Building this reputation is a key

The Challenges

area of focus.

- **Securing additional funding to develop the events programme**
In a period of intense competition for funding and in view of the need to market events more comprehensively, the key challenge is to secure sustainable sources of funding for the events programme.

Securing sponsorship and funding is fundamentally influenced by the challenge of developing professional standards which will influence the investment decision makers.
- **Competing regionally to attract events to Denbighshire**
Working with other local authorities on a regional basis to attract major events began with the Wales Rally GB and the Tour of Britain. The challenge of balancing the benefit to the region and the benefit to the County is particularly evident as our neighbouring counties have a more developed offer for hosting events. Denbighshire will need to invest in



Our Vision and Priorities

Within Denbighshire there is the knowledge and experience to deliver co-ordinated, successful events. This Strategy has been developed to set out the aspirations and outcomes, and clearly identify the role Denbighshire County Council will play in funding, delivering, hosting and managing large or small events within the county.

For events to be delivered effectively it will be necessary to develop a partnership approach. In order to deliver this, Denbighshire will support the strategy with the following documents:

- An events programme.
- An events toolkit
- A pack designed to sell Denbighshire to event organisers.
- A strategic decision making process for selecting events to be supported directly by the Council.
- An action plan for delivery of the Strategy.

The vision guiding our delivery is that:

“By 2020 Denbighshire will have a vibrant programme of well managed events spread across the seasons and locations in Denbighshire, which contribute to the local economy, creating additional visitor spend and additional opportunities for employment in the supporting sectors.”

To deliver this vision we aspire to

Increase the quantity and quality of events held in the County.	Raise the profile of the County as a destination that welcomes and supports events with professionalism	Increase the economic impact of events that are supported by Denbighshire
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Supporting this is the aspiration to seek funding, sponsorship and investment to help to improve the offer.

Our Desired Outcomes

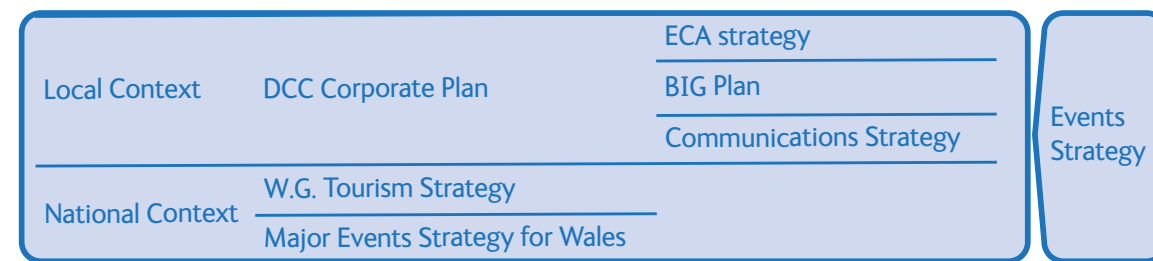
To achieve our vision and aspirations, we have developed four key outcomes:

1. Organisations involved in the delivery of events in partnership with Denbighshire County Council, will be confident to deliver effective well managed and well-marketed events.
2. Visitors and residents in Denbighshire will be able to enjoy a more varied range of year round events.
3. All supported events will demonstrate a clear proven economic benefit to the County.
4. Denbighshire’s reputation for hosting events is recognised and new events are attracted to the County as a result.

The Strategy has been developed on the basis of research done with Councillors and event organisers in Denbighshire. This strategy is derived from the findings of the consultation completed for the Economic and Community Ambition Strategy with Councillors officer and businesses.



Our Vision and Priorities



Our Aspirations	Increase in quality and quantity of events	Raise the profile as an event destination	Increase the economic impact of events
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Our Desired Outcomes	Well managed and marketed events	More varied range of events	Economic benefit to the county	Improved reputation attracts more events	Principles Equality Investment Economic benefit Appropriate Language Safety
	Event audit	Gap analysis	Economic impact model	Event pack	
	Event toolkit	Market research	Market Research	Streamline support	
Actions	Best practice shared	Event criteria	Event Business networking	Promote success	
	Co-ordinated advice	Regional partnerships			
	Promotional platforms				

Underpinning Principles

Our strategy is guided by a number of principles which underpin the action plan.

1. Equality and access for all – the strategy will ensure that any event supported by the Council will consider and implement the best options to ensure access is maximised for all. This will be key criteria in the selection of events which will be supported.
2. Maximising investment opportunities – external funding will be sought to increase the number and quality of events that can be hosted.

3. Maximising economic benefits – Decision making will be primarily influenced by the proposed economic benefit of the event to the local community.

4. Appropriate language and cultural considerations – participants and those accessing information about events will be able to access this in the Welsh language.

5. Community engagement and consultation – the strategy will focus on ensuring that events have the support of local communities and partners.

6. Health and safety – events will only be supported if they are operating safely and legally.

Event Type and Definition

The Denbighshire Strategy will match the classifications used in the Welsh Government Events strategy. These event descriptions help us to categorise events consistently across Wales. Using the same language as the Welsh Government will help us to explain our strategy more effectively when applying for funding and support from the Welsh Government.

Description	Definition	Example
Mega Events	These are peripatetic events with a global reach normally preceded by large scale capital projects:	The Commonwealth Games
Major Events	These are events defined by their scale and appeal to attract large scale international audiences and extensive media coverage, and to deliver economic impact and significant visitor numbers for the host destination:	The Ashes Test Match
Signature Events	These can have a strong international dimension but unlike Major Events they are recurring. They are also unique to Wales or distinctly Welsh in Flavour and reflect our culture, traditions and values:	The Llangollen International Music Eisteddfod
Growth Events	These are smaller events, often new with a footprint and focus that is regional, local or sector led and which demonstrate the ambition and potential to evolve and grow to become Major or Signature events:	The Llangollen Food Festival

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We have also included the following categories to differentiate the Denbighshire strategy from the National strategy.

Description	Definition	Example
Local Events	These events are significant to the local community and attract local interest and local visitors:	Christmas Celebrations
Corporate Events	Events that promote the work of the Council to residents, businesses and investors and encourage more interaction with residents, businesses, Council staff and Council Members:	Business Networking Events



Delivering Our Key Outcomes

Outcome 1 - Well managed and marketed events

Organisations involved in the delivery of events in partnership with Denbighshire County Council will be confident to deliver effective well managed and well-marketed events.

This will be achieved by improving our communications with existing event organisers and developing direct links. We will need to share best practice and develop our own reputation for consistent practical and professional advice

Key Actions will include:

Identify existing events and event organisers.

Produce an events toolkit for local community event organisers

Provide mechanisms to share best practice from the experienced event organisers who are part of the strategic events group.

Co-ordinate advice for event organisers from different parts of the Council

Introduce the economic modelling tool for events.

Implement the first sift criteria for selection of events

Develop a more detailed scoring process for accepting events to support to ensure that they are well managed and well promoted.

Develop social media platforms for promoting events

Enhance the **What's On** brochure to promote events more effectively to visitors.

Producing an events calendar

Outcome 2 - More varied range of events

Visitors and residents in Denbighshire will be able to enjoy a year round, wider and more varied range of events across the county

Key Actions will include:

Undertake an analysis of the existing range of events and identify the gaps

Develop relationships with key partners to attract new events and funding.

Work closely with regional event organisers to maximise the related activities for regional events.

Work with Denbighshire's Economic and Business Development team to decide which type of events to encourage to the area.

Identify key regional events to avoid duplication.

Outcome 3 - Economic benefit to the County

All supported events will demonstrate a clear proven economic benefit to the County.

Key Actions will include:

Introduce and promote the use of the economic modelling tools for events.

Introduce a clear link with the outcomes of the ECA strategy as part of the selection criteria for supporting events. Undertake market research into the opportunities for sponsorship and funding

Work with Denbighshire's Economic and Business Development team to decide which type of events to encourage to the area.

Identify and attract events which extend the tourism season

Identify and attract events that increase the length of visitor stay and spend.

Provide additional opportunities for businesses to engage with events and offer them opportunities for additional business.

Outcome 4 - Improved reputation attracts more events

Denbighshire's reputation for hosting events is recognised and new events are attracted to the County as a result.

Key Actions will include:

Produce a comprehensive event pack which can be tailored to provide information for potential event organisers.

Streamline all of the event support activities and ensure easy access to the different Council departments involved

Undertake targeted market research to attract investment in events.

Promote the success when new events are attracted to Denbighshire

Delivering Our Key Outcomes

It is imperative to measure the success of this Strategy in line with our Corporate Performance Management Framework and the Economic and Community Ambition Strategy's Benefit Realisation Plan.

To align with the Council's performance management framework the strategy will be monitored quarterly.

Performance will be managed using data from the following sources

- Strategy review meetings
- Consultation with partners
- Evaluation reports following events
- Monitoring returns submitted to external funders
- Tourism business surveys

An annual strategy review report will be produced to outline overall progress and key changes to agreed actions. The economic impact of our Events Strategy will be managed, as will the individual events.

Denbighshire's role will vary dependent on the type of event and the level of support required:

- **Partner** - Coordinating and working with partners to develop events and event expertise.
- **Organiser**- Directly organising council led events to support the Council's priorities.
- **Sponsor**- Providing support in kind such as providing a venue or marketing advice or financial support in the form of a grant.
- **Regulator** –Ensuring that all legal and safety issues are dealt with.
- **Catalyst**- creating an effective business team to encourage event organisers to consider the benefits of hosting events in Denbighshire.
- **Promoter** – Maximising the impact of events through effective marketing and promotions especially through digital marketing.

Denbighshire's Role in Events

Before any event is considered for support there will be a stage one sifting process. The criteria used to select events are:

- The event must demonstrate a measureable positive economic impact in Denbighshire
- The event must link with the priorities and outcomes included in the Council's Economic and Community Ambition strategy
- The event must fit with the values of the Denbighshire County Council Brand
- The event must have secure additional funding in place from other sources.
- The event should have a clearly demonstrated competitive advantage
- The Event should have the appropriate infrastructure in place.
- The audience/target market should be identified and mechanisms for reaching them should be in place.
- An appropriate locational spread will be taken into account within the context of the event programme.

Following the initial assessment a more detailed scoring process would come into play which will require the organisers to demonstrate that their event is well planned, appropriately funded, well marketed and operating legally and safely. Denbighshire will prioritise the development of Signature and Growth events.

Denbighshire's Events Strategy 2014 -
2020
March 2014

Equality Impact Assessment

Denbighshire's Events Strategy 2014 -2020

Contact: Sian Owen Communications, Marketing and Leisure
Updated: April 3rd 2014

1. What type of proposal / decision is being assessed?

A strategic or service plan

2. What is the purpose of this proposal / decision, and what change (to staff or the community) will occur as a result of its implementation?

The strategy has been written to outline our strategic approach to event management and event support in Denbighshire. This includes the events we organise directly and those which we support as a Council. It also outlines the role of events in delivering the economic ambition outcomes for Denbighshire. The vision of the strategy will result in a vibrant programme of well managed events spread across the seasons and locations in Denbighshire, which will contribute to the local economy, creating additional visitor spend and additional opportunities for employment in the supporting sectors. An underpinning principle of the strategy is that the strategy will ensure that any event supported by the Council will consider and implement the best options to ensure access is maximised for all. This will be a key criteria in the selection of events which will be supported.

3. Does this proposal / decision require an equality impact assessment? If no, please explain why.

*Please note: if the proposal will have an impact on people (staff or the community) then an equality impact assessment **must** be undertaken*

<Please Select> | yes

4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken

(Please refer to section 1 in the toolkit for guidance)

A workshop was held with event organisers who have the expertise and

experience in event management to ensure that the strategy and the supporting documentation complies with the Aims of the Equalities Act.

- 5. Will this proposal / decision have a positive impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?**
(Please refer to section 1 in the toolkit for a description of the protected characteristics)

Event organisers and those events supported or organised by Denbighshire will have the appropriate guidance to ensure that positive steps are taken to ensure access to all. The strategy, toolkit and event assessment selection criteria are new documents therefore this specific advice is currently is not available other than through the generic Equality Impact Assessment documentation produced by the Council. By including specific reference to equalities impact tailored to events in the strategy document and supporting toolkit and detailed support criteria we are making a positive impact on all of the protected characteristics.

- 6. Will this proposal / decision have a disproportionate negative impact on any of the protected characteristics (age; disability; gender-reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation)?**

No

- 7. Has the proposal / decision been amended to eliminate or reduce any potential disproportionate negative impact? If no, please explain why.**

<Please Select> No

- 8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?**

<Please Select> yes

Action(s)	Owner	By when?
Detailed criteria for supporting events will include the necessity for event organisers to complete an EIA on their event	Vicki Shenton	May 2014
Event toolkit will include guidance for event organisers on ensuring events are accessible to all	Sian E Davies	April 29 th 2014
Review the impact of the strategy and	Sian Owe	nAnnually until

supporting processes to ensure that the EIA is positive		2020

9. Declaration

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal / decision will be reviewed at the appropriate stage.

Review Date:	29 April 2014
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Name of Lead Officer for Equality Impact Assessment	Date
Sian Owen	3 April 2014

Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.

Report To: Cabinet

Date of Meeting: 25th April 2014

Lead Member / Officer: Julian Thompson-Hill / Paul McGrady

Report Author: Rod Urquhart, Head of Revenues and Benefits

Title: Bailiff Reform

1. What is the report about?

To advise members of the changes in government legislation, the impact to DCC and our customers, effective from 6th April 2014. It must also be noted this will also have a direct impact on our commercial agreement with Conwy County Council, for whom we act as a bailiff service provider.

2. What is the reason for making this report?

To understand the financial implications associated with these changes, to seek approval for the minimum levels of debt to be sent to the bailiff and associated operational procedures, including the adoption of a vulnerability policy, designed to protect vulnerable customers.

3. What are the Recommendations?

- That members approve the minimum debt value to be issued to the enforcement agent, as set out in paragraph 4.13 below and note the new processes as shown in Appendix C.

4. Report details.

Background

4.1 For a number of years the Ministry of Justice has undertaken a review on how Civil Enforcement, through the use of Bailiffs is working. A large proportion of the industry, consumer groups, Local Authorities, Debt Agencies and other interested parties have called for a more transparent system, which would be equitable to both the end customer and the industry.

4.2 During 2012/13 a lengthy consultation exercise was undertaken, from which phase 1 of the Tribunals and Courts Act was passed in parliament. The next set of the regulations 'the control of goods regulations' was laid in July 2013 and the regulations governing the levels of fees and prescribed documents / processes was laid in January 2014, effective from 6th April 2014. There are still some minor, consequential regulations to be laid, which will cover the 'transitional period' where we move from one set of regulations to the other,

both from a customer view and from a new certification process and also the treatment of VAT.

- 4.3** One of the key strands within the legislation is the necessity to treat all customers fairly and consistently. The policy intention is that organisations pursuing debts are more focussed at resolving and negotiating with the debtor at the initial phase, where a set fee is charged, rather than issue the case automatically to the bailiff to visit the customer.
- 4.4** If within the first phase no agreement can be reached or an arrangement is broken, then subsequent phases of recovery, including the seizure and sale off goods, will commence, again within defined timescales and levels of fees.

Current Issues

- 4.5** DCC currently has an in-house bailiff team, which collects the majority of cases passed through and raises fees, in line with the current legislation. We also act as a collecting agent for Conwy CC, who pays an agreed annual fee. There are a number of cases that are passed to a private sector company, where the debtor has left our area and it is not cost effective for us to pursue it further.
- 4.6** The defined levels of fees to be charged for Non High Court debt are shown below, details of the recovery criteria and stages are shown as an appendix to this report.
- Compliance Notice (£75)
 - Enforcement Stage (£235) + 7.5% of the Value after £1500
 - Sale of goods (£110) + 7.5% of the Value after £1500
 - Reasonable disbursements (to include Auction Fees, Storage Fees etc)
- 4.7** As stated in 4.3 above the desire from central government is that 'Enforcement Agencies' will attempt to secure a form of payment arrangement from the debtor at the compliance note phase, hence there is a defined minimum amount of contact and prescribed forms and process to follow. It should be noted that as soon as the compliance notice has been issued the fee of £75 is automatically charged to the client.
- 4.8** Since December 2013 the Revenues Team has trialled a telephone debt strategy, contacting the client and encouraging payment. This has been very successful with large numbers of customers contacted and payments received. This has set the foundations for the changes post 6th April 2014 but we will need to monitor this carefully in terms of performance and resources.
- 4.9** As mentioned in 4.4 above if no contact is received or the debtor fails to keep to an arrangement then the process moves to the second phase, where by different prescribed documents are sent to the customer, explaining the situation and potential consequences and a fee of £235 is automatically charged. During this stage the enforcement agent will again attempt to secure

payment through an arrangement but if necessary and appropriate will mark aside a schedule of goods to be removed and sold if payment is not forthcoming.

- 4.10** Where the enforcement agent finds out that the customer is vulnerable the legislation, again is prescriptive in that the agent must give the customer 7 days to get suitable advice or assistance in dealing with their affairs and the £235 fee is then rescinded. In these cases we would refer the customer to a debt advice organisation and suspend action for 30 days. All cases for DCC would be subject to the Safeguarding Policy, which clearly defines vulnerable adults and children.
- 4.11** If the customer does not respond to the second stage and if there are sufficient goods to cover the debt then the final sale stage will be initiated. Again there are prescribed forms and time in between notice of seizure / sale for the debtor to come to a payment arrangement. If however this is not forthcoming then the goods will be sold, the disbursements taken off the sale price and the balance of the proceeds passed to the Local Authority.
- 4.12** DCC uses Jacobs Ltd to action cases out of our area as they have a nationwide service. The contract with them allows us to serve notice, giving 4 weeks written notice. We also use Jacobs where we have no contact with the debtor, despite numerous attempts, which is known in the industry as 'recycling the debt'. An initial discussion with two competitor enforcement companies has shown that there is a strong desire within the industry to take on these cases. DCC will go out to tender for this service to secure the best deal for us and gain some value added benefits.
- 4.13** As with any new legislation being implemented there will be a great deal of scrutiny, particularly from the press. As such it is essential that whilst we are protecting the public purse and pursuing non-payment, that we are also being fair and equitable to the customer. Given the amount of extra effort and resources being put in to secure payment at an earlier stage of the recovery process we need to decide on a minimum value of debt to be passed through to the enforcement stage, as the costs to the debtor increase dramatically. The suggested options are shown below.

Debt Value	Compliance Notice Fee	Enforcement Fee
Less than £75	No	No
Between £75 - £150	Yes , £75 Charged	No
Greater than £150	Yes , £75 Charged	Yes , £235 Charged

Any cases where payment was not made would be reviewed on an individual basis.

- 4.14** The same process would be followed for Businesses; however the final sanction of removing goods would in some cases cause the business to close down. As such it is suggested that the final decision in terms of removal of goods in these circumstances is delegated to the Head of Finance in

conjunction with the Lead Member for Finance and Assets and the Head of Revenues and Benefits.

- 4.15** Details of current processes are shown in appendices A and B and the future processes are shown in appendix C .

5. How does the decision contribute to the Corporate Priorities?

By implementing this solution it will meet the modernisation agenda and also the aspiration to be an efficient Council.

6. What will it cost and how will it affect other services?

There is a cost associated with the implementation of a new Bailiff Software System (One Step), associated equipment and interface development, of approximately £20k, it has been agreed with Conwy that they will contribute 50% towards the set up costs. The remaining £10k has been allocated from existing budgets so that overall it is cost neutral to DCC..

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

Not applicable as the Eqia has already been completed by Ministry of Justice

8. What consultations have been carried out with Scrutiny and others?

None as this is a legislative change, however it is suggested that a report could be provided in November / December 2014 to Scrutiny and or Cabinet giving an update on the changes and their impacts.

9. Chief Finance Officer Statement

The Council relies heavily on income generated through Council Tax, Business Rates and Sundry Debts. It is therefore important to have a robust recovery process that is also balanced and fair. The appendices show the effort the Council goes to to avoid the need for bailiff intervention. The proposals above aim to strike the balance between recovery and preventing unnecessary fees increasing a person's debt.

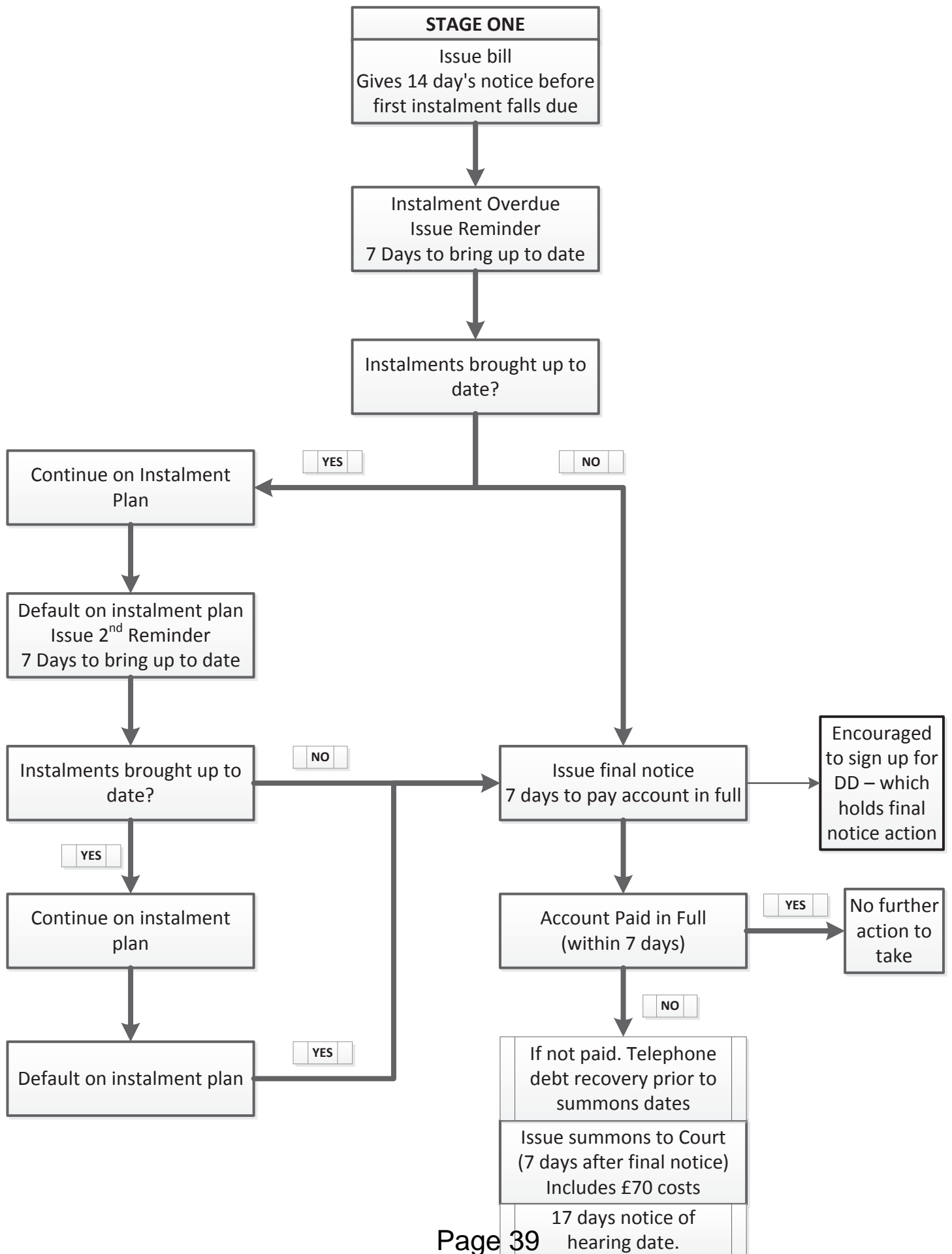
10. What risks are there and is there anything we can do to reduce them?

There is a risk with the new legislation that we will need to get the balance right between genuine payers with hardship against payers who refuse to pay.

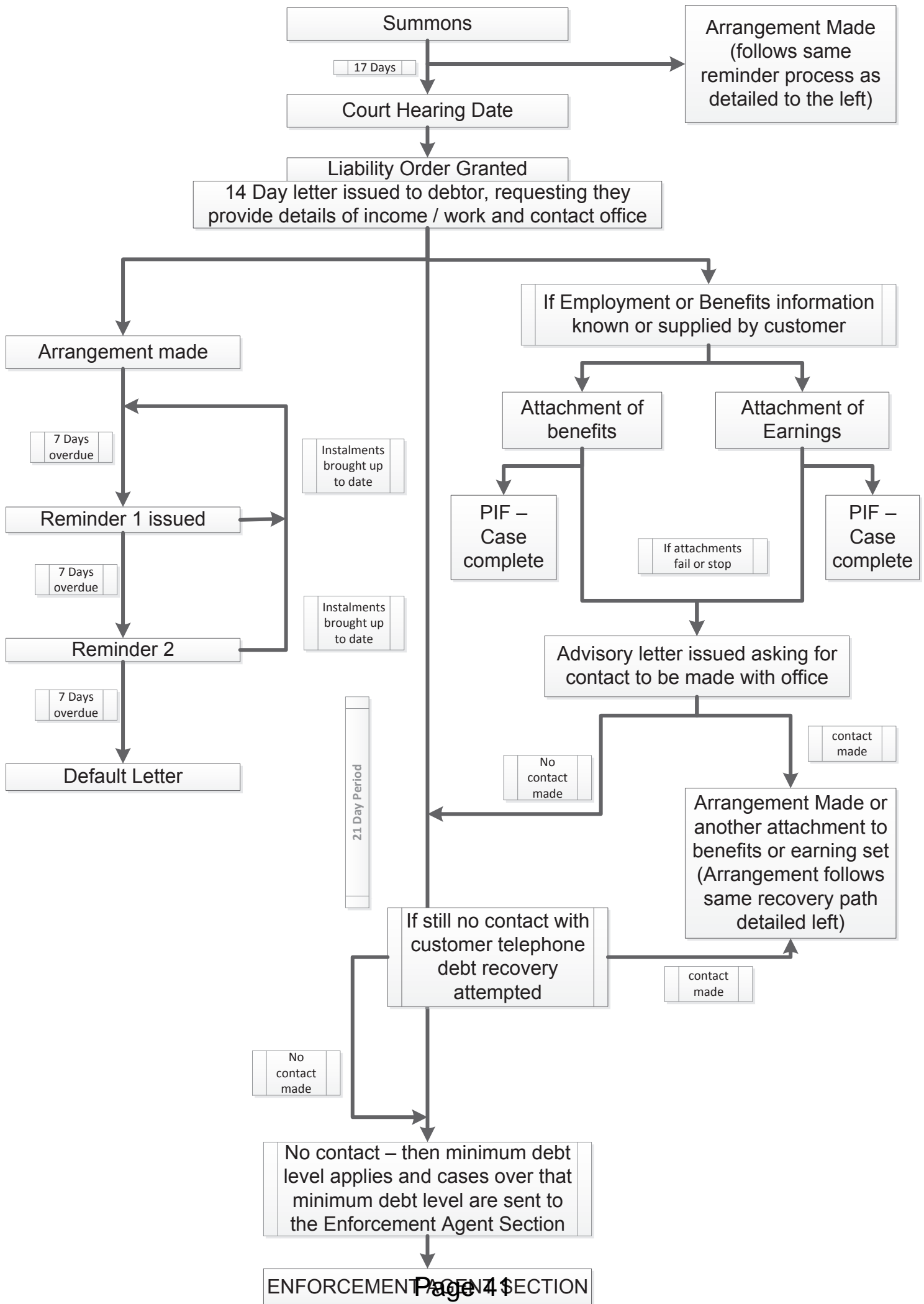
11. Power to make the Decision

Taking Control of Goods SI 2013 No 1894 and SI 2014 No.1
Tribunals and Court Enforcement Act 2007

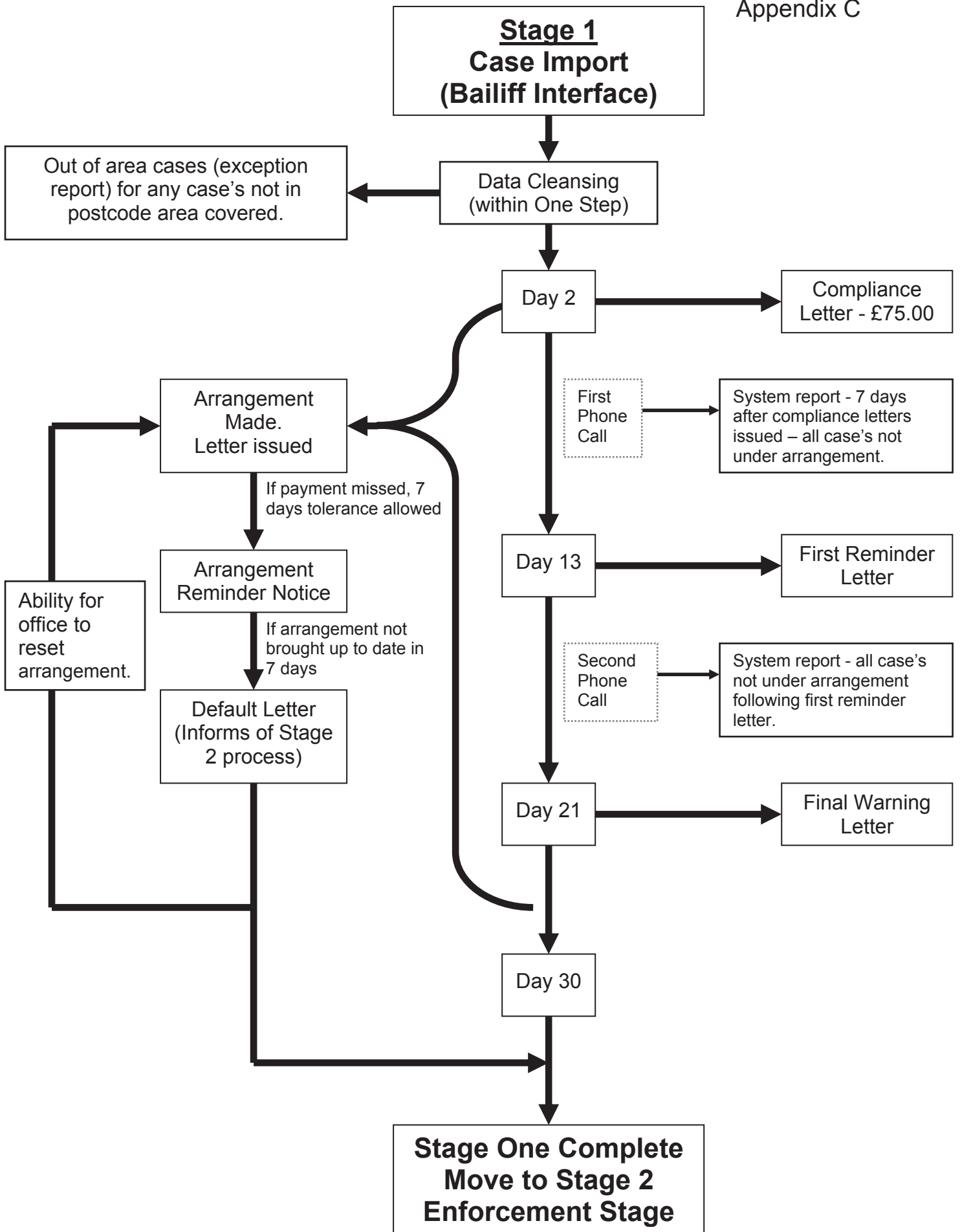
Council Tax and Business Rates



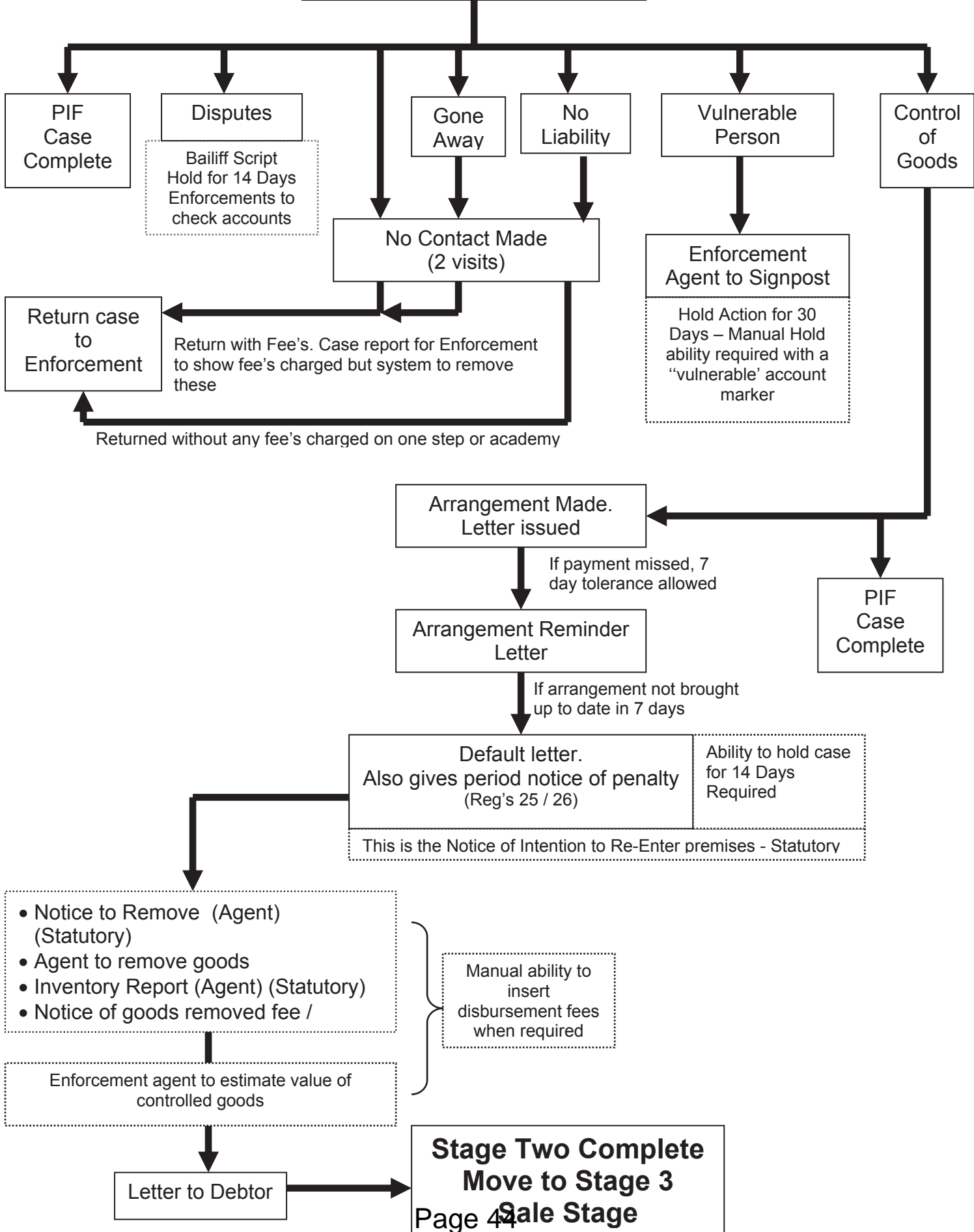
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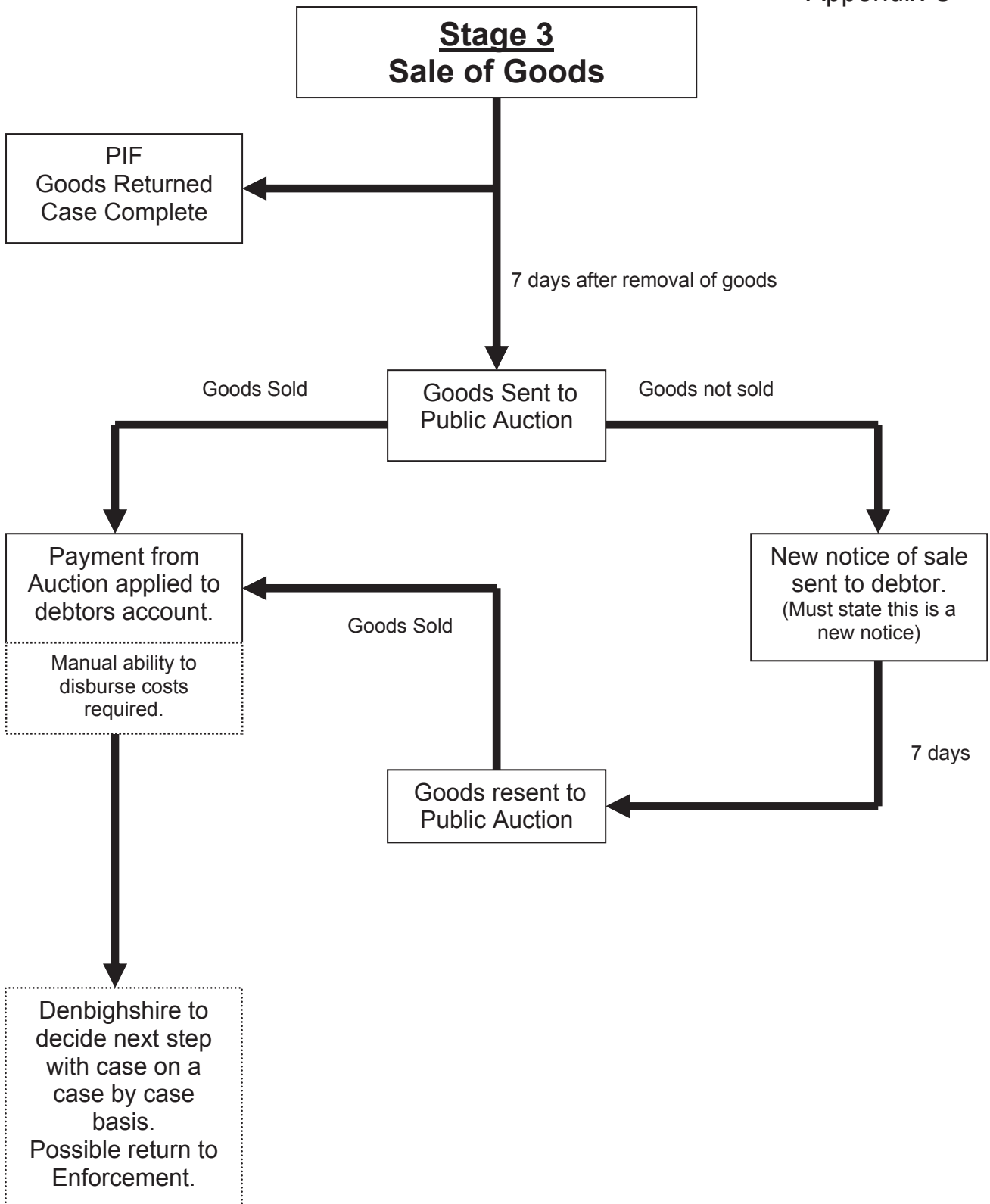


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**Stage 2
Allocate to
Enforcement Agent**





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Report To: Cabinet meeting

Date of Meeting: 29th April 2014

Lead Member / Officer: Julian Thompson Hill / Paul Mcgrady

Report Author: Rod Urquhart / Head of Revenues and Benefits

Title: Business Rates write offs

1. What is the report about?

The report is to seek approval from Cabinet to write off business rates for companies where recovery action cannot continue because they have either been wound up or dissolved. The balances outstanding have for some time had to be accounted for in the bad debt provision and on statutory returns to Welsh Government.

2. What is the reason for making this report?

A decision is sought to write off irrecoverable Business rates arrears.

3. What are the Recommendations?

To write off the irrecoverable Business Rates shown in appendix 1.

4. Report details.

Denbighshire County Council (DCC) is required by legislation to administer and collect Business Rates on behalf of central government. An annual bill is issued providing businesses 10 monthly instalments in which to pay. Failure to make payment will result in the issue of reminders, final notices and summonses to attend Magistrates' Court.

At the Magistrates court DCC asked for and was granted liability orders in each of the cases below. The liability order provides Denbighshire the authority to take more rigorous recovery action. The day following the granting of a liability all accounts are issued to the bailiff for collection unless the business had made a prior arrangement and is paying.

In each of these cases bailiffs were instructed to collect but were unable to as the companies have been liquidated or simply ceased trading and disappeared.

The first company Aegis CRS Ltd went into administration in 2004, subsequent investigations by the Administrators found there was limited funds and assets to make any dividend payments to secured creditors. All unsecured creditors, including DCC were notified no dividend payment would be made.

The second company 'WMB Sales UK Ltd' ceased trading in Feb 2013 and was subject to a winding up order. We supplied all the relevant information to the insolvency service. In March 2014 the Insolvency Service confirmed there was no prospect of a dividend, as such there is no likelihood of any payment of the Business Rates debt.

The third company 'Knight Morjaria & Co' ceased trading in Dec 2008, but was still liable for empty property rates until March 2014. It is clear the company has ceased to exist and despite numerous attempts at tracing the debtor all efforts have been in vain. As the lease / ownership of the property is unknown the matter has been referred to the Treasury Solicitor at Whitehall.

Table 1: Summary of write offs

Company name	Financial Year	Amount
Aegis CRS Ltd in Administration	2004/05	£24,948.00
WMB Sales Uk Ltd	2012/13	£40,468.50
Knight Morjaria & Co	2008/09 – 2012/13	£22,193.29
Total		£87,609.79

5. How does the decision contribute to the Corporate Priorities?

This is not applicable as it is a legislative requirement to manage the income and debts as part of Business Rates administration.

6. What will it cost and how will it affect other services?

As the Business Rates income is passed over to the National Pool any bad debts are met by the pool, as such there is no cost to DCC.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

This is not applicable.

8. What consultations have been carried out with Scrutiny and others?

Not applicable.

9. Chief Finance Officer Statement

Numerous attempts have been made to recover the money owed but have been unsuccessful. These bad debts are written off against the national scheme.

10. What risks are there and is there anything we can do to reduce them?

By prompt processing of cases for write off we minimise the cash flow impacts to DCC, in terms of payments of Business Rates to the National Pool and reduce our contribution levels, in line with the collectable debt.

11. Power to make the Decision

- The power to make the decision is contained within Denbighshire's Financial Standing Orders under Section 25.

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Appendix A Business Rates write offs greater than £20k

REFERENCE NUMBER	NAME & LAST KNOWN ADDRESS	LIABILITY ADDRESS (IF DIFFERENT)	CHARGE START PERIOD	PERIOD END DATE	REASON FOR WRITE OFF	NET AMOUNT	COSTS AMOUNT	AMOUNT O/STANDING £	COMMENTS
201587539	Aegis CRS Ltd In Administration, Begbies Traynor, FAO Gary Lee & Paul Stanley, Elliot House, 151 Deansgate, Manchester, M3 3BP	Unit A, Cefndy Employment Park, Cefndy Road, Denbighshire, LL18 2TT	01.04.03	01.04.04	Company Dissolved	£24,948.00	£0.00	£24,948.00	No prospect of a dividend
201668238	WMB Sales Uk Ltd	The Dyserth Falls Resort, Dyserth	01.04.12	01.04.13	Liquidation	£40,468.50	£0.00	£40,468.50	No prospect of a dividend
201666337	Knight Morjaria & Co Great Eastern Street, Shoreditch, Hackney EC2A 3NW	6 Bodfor Street, Rhyl LL18 1AU	24.12.08	01.03.13	Company no longer exists	£21,888.29	£305.00	£22,193.29	Unable to trace
Totals						£87,304.79	£305.00	£87,609.79	

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Report To: Cabinet

Date of Meeting: 29th April 2014

Lead Member / Officer: Councillor Julian Thompson-Hill /Paul McGrady

Report Author: Richard Weigh, Chief Accountant

Title: Finance Report

1. What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2013/14. The report also provides a summary update of the Capital Plan as well as the Housing Revenue Account and Housing Capital Plan.

2. What is the reason for making this report?

The purpose of the report is to provide an update on the council's current financial position.

3. What are the Recommendations?

Members note the progress against the agreed budget strategy.

4. Report details

The report provides a summary of the council's revenue budget for 2013/14 (**Appendix 1**). The council's net budget is £192m. At the end of March, there is a forecast under spend on service and corporate budgets of £1.578m (£1.412k last month) which represents a variance of 1.24%.

Appendix 2 to the report shows the progress to date against the savings highlighted in the Medium Term Financial Plan for 2013/14. A savings target of £3.061m was agreed for the year and 94% have been achieved totalling £2.862m.

5. How does the decision contribute to the Corporate Priorities?

Effective management of the council's revenue and capital budgets and delivery of the agreed budget strategy underpins activity in all areas, including corporate priorities.

6. What will it cost and how will it affect other services?

Narrative supporting service forecasts where necessary is detailed below:

Business Improvement and Modernisation – The under spend has increased by £12k, due to a delay in the progress of the digitisation project,

and is now showing an under spend of £99k. It is recommended that this further under spend is used to fund the digitisation project in 2014/15 which forms part of the overall modernisation agenda.

Legal & Democratic Services - The movement of £50k relates to legal fees received in respect of the West Rhyl Housing Improvement Project.

Highways & Environment Services – the under spend remains as forecast last month. The level of the projections still involve a number of assumptions which will continue to be assessed over the coming weeks and reported on in final outturn report. The outturn assumes resources are drawn from the Winter Maintenance Reserve in respect of the costs incurred during April 2013 following the heavy snow at the end of March.

Planning & Public Protection – the movement from last month relates to planning fees received in advance being taken to a planning fees reserve as agreed by cabinet in March.

Adults & Business Services – the under spend has increased by £74k from last month. Part of the movement relates to grant for 2013/14 being awarded after the end of the financial year. The main reasons for the service under spend are the impact of savings made against the 2014/15 budget being realised early and Charging Policy income exceeding the budgeted amount. Part of the under spend (£31k) is required in 2014/15 to fund termination costs related to grant funded posts. The service proposal is for the remainder to be used to fund two spend to save projects – one aimed at developing a team of vocationally trained workers to reduce the workload of professionally trained staff and a second to develop a team to help reassess care packages.

Children's Services - the forecast under spend is now £574k (£549K reported last month). The additional savings are as a result of the delay in the completion of the fostering/adoption marketing campaign which is now rolling forward into 14/15 and late notification of additional grant funding. Approximately £96k of the under spend is needed to fund ICT modernisation equipment (hand held devices, etc) that has been ordered but will not be received until the summer.

The service is also considering invest to save proposals that could facilitate improvements to some foster carers' accommodation that would potentially reduce the numbers of foster placements purchased from independent providers. The proposal is still being developed but a £250k investment could create five additional places. The average saving per place could be approximately £37k per place, per year.

Communications, Marketing & Leisure – The two main reasons for the improvement of £46k are additional grant funding being awarded to the Family Information Service and Flying Start Childcare initiatives, plus increased membership at leisure facilities. The service proposals are that the under spend is carried forward to fund works to improve the foyer at Rhyl Pavilion Theatre, improvements to the changing facilities at Ruthin Leisure Centre and

the purchase of a marquee (approximately £20k) which will save money on annual hire costs.

Strategic HR – the under spend has reduced as the service has repaid prudential borrowing early to create a revenue saving next year.

ICT and Business Transformation – The service is now showing an under spend of £174k. The slight increase is related to delays in the delivery of committed expenditure on the Server Room power distribution unit (£12k) and the Load Balancers relating to the service provided to schools (14k). It is recommended that these amounts are carried forward to fund this committed expenditure in 2014/15. As previously reported, the remainder of the under spend relates to the implementation of the ICT Strategy which is committed expenditure in 2014/15.

School Improvement & Inclusion – The service is now showing an under spend of £71k. The service requests that £14k of this under spend is used to help manage the reduction of grant funding in 2014/15. The service has previously requested that £45k of the under spend is carried forward in order to help fund costs relating to restructures that support efficiencies in 2014/15.

Schools - at the end of March the projection for school balances is £3.405m, which is a positive movement of £535k on the balances brought forward from 2012/13 (£2.870m). The council supports two schools in financial difficulty and will continue this support through the recovery process into 2014/15. The Non-delegated budget is currently projected to under spend by £99k.

Corporate budgets – the movement relates to the council's proportion of liabilities associated with the winding up of the regional CCTV project (£28k). The total estimated write-offs in the year for NNDR are expected to be £520k (£252k last year) and £182k for Council Tax (£228k last year).

Corporate Plan cash reserves are forecast to be £14.7m by the end of the year, leaving a cash requirement of approximately £5.5m required to deliver the Plan.

Treasury Management - At the end of March, the council's borrowing totalled £141.648m at an average rate of 5.63%. Investment balances were £32.5m at an average rate of 0.66%.

The **Housing Revenue Account (HRA)**. The latest revenue position assumes an increase in balances at year end of £170k, which is an improvement of £272k on the budgeted assumption. The Housing Capital Plan forecast is £7.1m (£8.1m budget). The capital programme under spend includes savings made from contract tendering and a high number of 'refusals' on this year's improvement programme works. The Welsh Housing Quality Standard will be achieved in April 2014. Debt write-offs for the HRA are estimated to be £67k in the current year (£9k last year) which is in line with the forecast in the budget.

A summary of the **Capital Plan** is enclosed as **Appendix 3**. The approved general capital plan is £36.4m and expenditure to the end of March was £32.8m. Accruals will bring the final total in line with the planned amount of £36.4m. Also included within Appendix 3 is the proposed expenditure of £6.6m on the **Corporate Plan**.

Appendix 4 provides an update on the major projects included in the Capital Plan.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?

A summary EqIA was submitted to Council in February 2013.

8. What consultations have been carried out with Scrutiny and others?

Service challenges were held with each head of service and each challenge included representatives from scrutiny committee and Cabinet. Corporate Plan and Budget workshops were held with members in September, November and December. The capital plan was approved by council following scrutiny by the Strategic Investment Group and recommendation by cabinet.

9. Chief Finance Officer Statement

It is important that services continue to manage budgets prudently and that any in-year surpluses are considered in the context of the medium-term financial position, particularly given the scale of budget reductions required over the coming two years.

10. What risks are there and is there anything we can do to reduce them?

This is the most challenging financial period the council has faced and failure to deliver the agreed budget strategy will put further pressure on services in the current and future financial years. Effective budget monitoring and control will help ensure that the financial strategy is achieved.

11. Power to make the Decision

Local authorities are required under Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs.

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET MONITORING REPORT 2013/14

Outturn as at 31/03/2014	Net Budget	Budget 2013/14			Projected Outturn			Variance			Net %	Variance Previous Report £'000
	2012/13	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Business Improvement & Modernisation	1,370	2,243	-465	1,778	2,281	-602	1,679	38	-137	-99	-5.57%	-87
Legal & Democratic Services	1,513	2,082	-555	1,527	2,140	-669	1,471	58	-148	-90	-5.89%	-40
Finance & Assets	7,058	14,112	-7,379	6,733	14,635	-7,917	6,718	523	-538	-15	-0.22%	-15
Highways & Environmental Services	20,893	37,549	-17,683	19,866	35,028	-15,221	19,807	-2,521	2,463	-58	-0.29%	-59
Planning & Public Protection	2,621	4,246	-1,706	2,540	4,536	-2,034	2,502	290	-328	-38	-1.50%	-62
Adult & Business Services	31,865	47,876	-14,371	33,505	48,174	-14,855	33,319	298	-484	-186	-0.56%	-112
Children & Family Services	8,913	9,402	-623	8,779	9,346	-1,142	8,204	-56	-519	-575	-6.55%	-550
Housing & Community Development	2,103	3,397	-1,518	1,879	3,243	-1,688	1,555	-154	-170	-324	-17.24%	-322
Communication, Marketing & Leisure	5,224	11,828	-5,870	5,958	12,238	-6,327	5,549	410	-457	-47	-0.79%	-1
Strategic HR	901	1,286	-368	918	1,512	-615	897	226	-247	-21	-2.29%	-40
ICT/Business Transformation	1,935	2,662	-707	1,955	2,644	-863	1,781	-18	-156	-174	-8.90%	-154
Customers & Education Support	1,983	2,509	-505	2,004	2,525	-521	2,004	16	-16	0	0.00%	0
School Improvement & Inclusion	4,444	11,851	-6,978	4,873	12,076	-7,275	4,801	225	-297	-72	-1.48%	-60
Total Services	90,823	151,043	-58,728	92,315	150,378	-59,729	90,287	-665	-1,034	-1,699	-1.84%	-1,502
Corporate	5,997	43,363	-28,870	14,493	43,484	-28,870	14,614	121	0	121	0.83%	90
Transfers to Corporate Plan Reserve	1,700	3,100	0	3,100	3,100	0	3,100	0	0	0	0.00%	0
Precepts & Levies	4,569	4,593	0	4,593	4,593	0	4,593	0	0	0	0.00%	0
Capital Financing	12,656	13,230	0	13,230	13,230	0	13,230	0	0	0	0.00%	0
Total Corporate	24,922	64,286	-28,870	35,416	64,407	-28,870	35,537	121	0	121	0.34%	90
Council Services & Corporate Budget	115,745	215,329	-87,598	127,731	214,785	-88,599	125,824	-544	-1,034	-1,578	-1.24%	-1,412
Schools & Non-delegated School Budgets	61,643	73,085	-9,245	63,840	73,231	-10,025	63,206	146	-780	-634	-0.99%	-463
Total Council Budget	177,388	288,414	-96,843	191,571	288,016	-98,624	189,030	-398	-1,814	-2,212	-1.15%	-1,875
Housing Revenue Account	-71	12,772	-12,670	102	12,581	-12,751	-170	-191	-81	-272		-260

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Appendix 2 Medium Term Financial Plan Update 2013/14
Update to 31/03/2014

<u>Ref</u>	<u>Action</u>	<u>Status</u>	<u>Saving</u> £'000	<u>Total</u> £'000
General				
A2	Reduce Contingency for balances and impact of Recession	Achieved	300	
A3	Convert Essential Car Users to Casual	Achieved	200	
A10	Modernising the Council	Deferred	122	
A10	Modernising the Council	Achieved	66	
A7	Costs of Democracy	Achieved	17	
				705
Support Services				
C6	ICT Printer Rationalisation Project	Achieved	25	
C7	Finance & Assets	Achieved	100	
	Energy - Reduced Consumption	Achieved	100	
	Capital Financing Budget	Achieved	100	
				325
Service Challenges				
Communication, Marketing & Leisure				
Da5	Remove leisure subsidy by increasing income	Achieved	70	
Dk1	Modernise Library Service Provision	Achieved	77	
				147
Environmental Services				
Db2	Renegotiate recycle and disposal contracts	Achieved	225	
Db5	Regional Waste Procurement budget	Achieved	81	
Db6	Succession Planning	Achieved	15	
Db10	Service Redesign (Street Cleansing)	Achieved	138	
	Various Minor reductions in expenditure within Env Servs	Replacement	15	
Db15	Free School Meals - increase take-up	Achieved	5	
Db15a	Reduced Subsidy of School Meal Service	Achieved	50	
Db16	Countryside - AONB	Achieved	-20	
Db17	Stores	Achieved	-45	
Db18	Recycling Parks	Achieved	100	
Highways & Infrastructure				
EC17	Traffic & Road Safety	Achieved	50	
EC18	Highway Maintenance DLO	Achieved	150	
				764
Planning and Public Protection				
EC21	Review Pest Control	Achieved	10	
EC23	Review of Building Control	Achieved	20	
EC26	Review of Pollution Control	Achieved	20	
EC29	Review of Management	Achieved	40	
				90
Adult Social Services				
Df1	Cefndy Healthcare - reduced subsidy	Achieved	46	
Older People				
Df5	Externalise elements of Home Care	Achieved	15	
Df8	Impact of investment in reablement	Achieved	75	
Df9	Residential Care - Impact of Extra Care	Achieved	155	
Mental Health				
Df11	Management Changes	Achieved	19	
Df12	Partnership Efficiency Savings	Achieved	26	

	<u>Status</u>	<u>Saving</u> <u>£,000</u>	<u>Total</u> <u>£'000</u>
Adult Social Services (con'd)			
Physical Disability & Impairment			
Df13	ISIL Scheme	Achieved	12
Df14	Reablement Intervention	Achieved	26
Df15	Telecare	Achieved	20
Other Adult Services			
Df17	Systems Thinking and Vacancy Control	Achieved	80
			474
Children & Family Services			
Staffing			
Dj4	Social Workers - reduction in caseload	Achieved	108
Dj7	Review of Bryn Y Wal Residential Service	Achieved	109
Dj8	Reduction in Independent (external) Placement Provision	Achieved	63
Pressures			
Dj18	In-house Fostering	Achieved	-35
Dj20	Legislative changes	Achieved	-28
			217
Housing & Community Development			
Various Small savings in Housing			
Dc1	Review of Regeneration	Achieved	1
Db18	Regeneration Service Redesign	Achieved	10
			23
			34
REGIONAL WORKING/COLLABORATION			
ENW1	Education Regional Board	Achieved	55
ENW2	Social Care Regional Board	Achieved	35
ENW2	Social Care Regional Board	Deferred	65
			155
OUTSOURCING			
G2	Bodelwyddan Castle	Achieved	28
G3	Clwyd Leisure	Achieved	50
G4	ECTARC	Achieved	5
			83
Other Cultural/Heritage activities			
H2	Ruthin Craft Centre	Achieved	20
H3	Llangollen Pavilion	Achieved	25
H4	Heritage facilities	Achieved	10
			55
Total Savings 2013/14			3,049
Summary:		£'000	%
Savings Achieved/Replaced or Pressures Confirmed		2,862	94
Savings In Progress/Being Reviewed		0	0
Savings Not Achieved or Deferred and not replaced		187	6
Total		3,049	

General Capital Plan

Capital Expenditure

Total Estimated Payments - General
 Total Estimated Payments - Corporate Plan
 Contingency
 Total

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Total Estimated Payments - General	29,846	21,246	402	0	0
Total Estimated Payments - Corporate Plan	6,553	2,832			
Contingency	69	600	1,000	1,000	1,000
Total	36,468	24,678	1,402	1,000	1,000

Capital Financing

- 1 External Funding
- 2 Receipts and Reserves
- 3 Prudential Borrowing
- 5 Unallocated Funding

Total Capital Financing

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
1 External Funding	24,819	14,205	4,867	4,571	4,571
2 Receipts and Reserves	3,407	2,152			
3 Prudential Borrowing	8,242	8,321	250		
5 Unallocated Funding	0	0	(3,715)	(3,571)	(3,571)
Total Capital Financing	36,468	24,678	1,402	1,000	1,000

Corporate Plan

Approved Capital Expenditure
 included in above plan

Cefndy Healthcare Investment
 Highways Maintenance
 Bridges
 Schools Capitalised Maintenance
 Rhyl High School
 Ysgol Bro Dyfrdwy - Dee Valley West Review
 Bodnant Community School
 Ysgol Glan Clwyd
 Faith Based Secondary

Estimated Capital Expenditure

Total Estimated Payments

Approved Capital Funding
 included in above plan

External Funding
 Receipts and Reserves
 Prudential Borrowing

Estimated Capital Funding

Total Estimated Funding

	2013/14 £000s	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s
Cefndy Healthcare Investment	44	456			
Highways Maintenance	2,808				
Bridges	1,300				
Schools Capitalised Maintenance	0	190			
Rhyl High School	875	600			
Ysgol Bro Dyfrdwy - Dee Valley West Review	1,242	86	0		
Bodnant Community School	224	0			
Ysgol Glan Clwyd	30	1,500			
Faith Based Secondary	30				
Estimated Capital Expenditure		11,575	32,636	34,818	23,041
Total Estimated Payments	6,553	14,407	32,636	34,818	23,041
External Funding	1,418	1,600	0		
Receipts and Reserves	1,027	1,232			
Prudential Borrowing	4,108				
Estimated Capital Funding		4,036	15,904	10,305	12,094
Receipts and Reserves		1,854	7,546	6,808	3,692
Prudential Borrowing		5,685	9,186	17,705	7,255
Total Estimated Funding	6,553	14,407	32,636	34,818	23,041

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Appendix 4 - Major Capital Projects Update

Rhyl Harbour Development

Total Budget	£10.550m
Expenditure to date	£10.180m
Estimated remaining spend in 2013/14	£ 0.020m
Future Years estimated spend	£ 0.350m
Funding	WG £2.613m; WEFO £6.165m; Sustrans £0.700m: RWE £155k and DCC £0.917m
Comments	<p>Programme</p> <p>The quayside building and finishing works are due to complete and be handed over on 17th April 2014.</p> <p>The harbour and maritime staff will transfer into the building later in April and the new tenants are due to move into the café and retail unit in May, prior to the start of the opening events which commence on 30th May 2014.</p> <p>The extent of the works designed to provide managed access to the dune system will be known early May 2014, when the WREN funding decision is made. Any work will be complete by the end of October 2014.</p>
Forecast In Year Expenditure 13/14	£3.454m

Rhyl Going Forward

Total Budget	£12.254m
Expenditure to date	£10.765m
Estimated remaining spend in 13/14	£ 0.750m
Future Years estimated spend	£ 0.739m
Funding	WG £12.254m
Comments	<p>Former Honey Club Site</p> <p>Design and Planning</p> <p>A planning application for a 70 bed hotel with ground floor restaurant is now being worked up and a submission date of mid to late May 2014 is anticipated.</p> <p>Development Agreement and Tenant Agreement</p> <p>The Development Agreement is in its final stages, and has now being passed to the developer's solicitor for a final check.</p> <p>Heads of Terms and the form of lease have been agreed between the developer and the tenant.</p> <p>Demolition and Construction</p> <p>The demolition of 25/26 West Parade cannot be carried out until the structural stability of 27 West Parade has been assessed. This matter is in hand and demolition is</p>

	<p>expected to commence following the Easter period.</p> <p>West Rhyl Housing Improvement Project Overall, the project status remains very good.</p> <p>Phase 2 demolition of Aquarium Street/John Street/Hope Place and Abbey Street is now on site and progressing well. Demolition for the Green Space area will continue through to the end of April and other areas of demolition will be complete by the end of May.</p> <p>Excellent progress continues with the re-settlement programme with 124 households in the rented sector being re-located with no negative issues. There remains only 1 left to re-locate which will be concluded by the end of April. All properties apart from 17 Abbey Street are now in the ownership of the Council, and all acquisitions will be undertaken by the end of April 2014.</p> <p>Partner organisations are beginning discussions with the Council's Planning Service to discuss proposals for surrounding housing.</p> <p>The Welsh Government is requesting expressions of interest from developers for the site they own on West Parade/Aquarium Street.</p> <p>Green Space The Green Space design has been submitted for planning consent. This will proceed to delegated decision by Planning Officers or alternatively for consideration by the May Planning Committee if there are a number of objections.</p> <p>Meetings are underway regarding procurement for the construction phase for a start in July 2014.</p> <p>Overall, the project remains well managed.</p>
Forecast In Year Expenditure 13/14	£6.598m

Welsh Medium Area School – Ysgol Maes Hyfryd Site

Total Budget	£1.413m
Expenditure to date	£1.268m
Estimated remaining spend in 13/14	£0.060m
Future Years estimated spend	£0.085m
Funding	WG £1.2m; DCC £0.213m
Comments	The Welsh Government has provided £1.2m funding as part of the wider 21 st Century Schools Programme. This will enable the new school to move to a single site

	<p>following a significant extension and refurbishment to the current Ysgol Maes Hyfryd site.</p> <p>The project has reached practical completion with some remaining minor snagging works to be completed during the Easter holidays.</p>
Forecast In Year Expenditure 13/14	£1.242m

North Denbighshire Welsh Medium Provision

Total Budget	£4.749m
Expenditure to date	£2.904m
Estimated remaining spend in 13/14	£0.059m
Future Years estimated spend	£1.786m
Funding	WG £3.061m, DCC £1.688m
Comments	<p>The Welsh Government has provided funding as part of the transitional 21st Century Schools Programme. This approval will allow for improvement works to be undertaken at three Welsh Medium schools. Work at Ysgol Dewi Sant has been completed.</p> <p>Ysgol y Llys, Prestatyn This project will deliver an extended, remodelled and refurbished school for 420 pupils.</p> <p>The new nine classroom extension works are progressing well. The 40 photovoltaic panels have now also been installed on the new extension roof and the scheme will be registered for the feed in tariff. It is anticipated that elements of the new build will be completed during May to allow refurbishment works to commence to parts of the existing building.</p> <p>The project remains on target to be delivered within budget and the completion date remains August 2014.</p> <p>Ysgol Twm o'r Nant, Denbigh This project will deliver additional school hall accommodation and teaching areas.</p> <p>Recent work includes the installation of the roof to both front and rear extension. Work is on-going on the internal walls and external cladding.</p> <p>Handover is scheduled for August 2014.</p>
Forecast In Year Expenditure 13/14	£2.201m

Ysgol Dyffryn Ial

Total Budget	£0.911m
Expenditure to date	£0.829m
Estimated remaining spend in 13/14	£0.063m
Future Years estimated spend	£0.019m
Funding	DCC £0.898m; Other Contributions £0.013m
Comments	<p>The new building is now in operation and has been occupied by the school since mid-October.</p> <p>The old Llandegla school site was formally handed back to the Diocese of St Asaph at the end of March and negotiations continue with the local community on the future use of the old site in Bryneglwys.</p> <p>It is still anticipated that the project will come in at 5% under budget.</p>
Forecast In Year Expenditure 13/14	£0.639m

Rhyl New School

Total Budget	£1.478m (To Detailed Design Stage)
Expenditure to date	£0.713m
Estimated remaining spend in 13/14	£0.165m
Future Years estimated spend	£0.600m
Funding	DCC £1.478m (To Detailed design Stage Only)
Comments	<p>The project will provide a new school building for Rhyl High School to serve up to 1,245 pupils.</p> <p>The Welsh Government approved the final business case for the project in April 2014. This has allowed the approval of an in principal grant award letter to be submitted to the Council by the Welsh Government. A formal Grant Award letter is anticipated shortly.</p> <p>Planning permission has been obtained for the proposals in April 2014.</p> <p>It is hoped the Council will receive final proposals from the appointed contractor in the near future; this would allow the Council to approve the proposals by the end of July.</p> <p>Subject to these approvals, it is hoped to commence construction on site during August 2014.</p>
Forecast In Year Expenditure 13/14	£0.878m

Appendix 5 Transfers to/from Reserves 2013/14 Budget

<u>Reserve</u>	<u>Transferred To Reserves</u> <u>£'000</u>	<u>Transferred From Reserves</u> <u>£'000</u>	<u>Reason</u>	<u>Cabinet Report Date</u>
Winter Maintenance		-120	Estimated costs incurred in respect of winter maintenance in early April 2013	Apr-14
Planning Fees	23		Costs against the fees received will be spread over 2 financial years	Mar-14
Education Out of County Placements	121		Resulted from further cost reduction in out of county and recoupment budgets. Provides options for future budget saving proposals	Feb-14
Channel Shift (Customers)	134		Pump prime channel shift modernisation project spend in 2014/15	Feb-14
Planning Fees	66		Costs against the fees received will be spread over 2 financial years	Feb-14
EDRMS	40		Contribution to the planned investment in a corporate modernisation project	Jan-14
Modernising Social Care	300		Timing of investments in preventative measures spans three financial years	Jan-14
Strategic Investment Reserve (ECH)	355		Additional grant funding provided late in the year. Reduces the potential funding requirement for Extra Care Housing in the Corporate Plan	Jan-14
Education Out of County Placements	251		Facilitates a £200k Budget Saving in 2014/15 by building a contingency to cover any in-year rise in placements	Dec-13
Energy Efficiency Schemes	100		Resulted from the council dropping out of the Carbon Reduction Scheme. The £100k is to reinvest in further energy efficiency projects	Nov-13
Children with Disabilities	250		To develop leisure and other activities for children with disabilities	Sep-13
Transport Reserves		-106	Dampen pressures on School Transport Budget	Aug-13
School Formula Transition Reserve		-775	Dampen impact on schools detrimentally affected by funding formula changes	May-13
Total	1,640	-1,001		
Net Total Transferred to Reserves	639			

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Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
27 May	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	New North East Wales marketing area for tourism in Wales and Destination Management Plan	Consideration of a report on the replacement of 2 current marketing areas/ introduce the new brand / moving forward and business buy in	Tbc	Cllr Huw Jones / Jamie Groves / Vicki Shenton-Morris / Fiona Dolben
	3	Procurement Business Case for Three Counties	To consider the Business Case	Yes	Cllr Julian Thompson Hill / Paul McGrady
	4	Nova Centre Redevelopment Proposals	To consider redevelopment proposals for the Nova	Yes	Cllr Huw Jones / Rebecca Maxwell / Jamie Groves
	5	Street Naming Policy	To consider amendments to the current Street Naming Policy and to adopt the new Policy.	Yes	Cllr Huw Jones / Hywyn Williams
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
24 June	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Alan Smith / Keith Amos
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
29 July	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Modernising Education Programme – Future Proposals	To review progress to date and to identify future priority areas for investment	Tbc	Cllr Eryl Williams / Jackie Walley
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
2 September	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			Cabinet's attention		
30 September	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
28 October	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
25 November	1	Tenancy Terms and Conditions and Service Charges	To consider updated tenancy terms and conditions and charges for additional landlord services	Tbc	Cllr Hugh Irving / Stephen Collins
	2	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			Cabinet's attention		
16 December	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	Deadline	<i>Meeting</i>	Deadline	<i>Meeting</i>	Deadline
<i>May</i>	12 May	<i>June</i>	10 June	<i>July</i>	15 July

Updated 22/04/14 - KEJ

Cabinet Forward Work Programme.doc