

To: Members of the Cabinet

Date: 16 June 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, 24 JUNE 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 - 10)

To receive the minutes of the Cabinet meeting held on 27 May 2014 (copy enclosed).

5 REGIONAL AND LOCAL ARRANGEMENTS TO SAFEGUARD CHILDREN AND ADULTS (Pages 11 - 20)

To consider a report by Councillor Bobby Feeley, Lead Member for Social Care, Adult and Children's Services (copy enclosed) seeking Cabinet agreement of the structure for the regional Safeguarding Children Board.

6 CORPORATE PLAN PERFORMANCE REPORT (QUARTER 4 2013/14) (Pages 21 - 68)

To consider a report by Councillor Barbara Smith, Lead Member for Modernisation and Performance (copy enclosed) presenting an update on the delivery of the Corporate Plan 2012 – 17 at the end of quarter 4 of 2013/14.

7 FINANCIAL OUTTURN REPORT 2013/14 (Pages 69 - 82)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) detailing the final revenue outturn position for 2013/14 and proposed treatment of reserves and balances.

8 FINANCE REPORT (Pages 83 - 96)

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.

9 CABINET FORWARD WORK PROGRAMME (Pages 97 - 100)

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

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972, that the Press and Public be excluded from the meeting during consideration of the following items of business because it is likely that exempt information as defined in paragraph 14 of Part 4 of Schedule 12A of the Act would be disclosed.

10 NORTH WALES REGIONAL ADVOCACY SERVICE FOR CHILDREN AND YOUNG PEOPLE (Pages 101 - 134)

To consider a confidential report by Councillor Bobby Feeley, Lead Member for Social Care, Adult and Children's Services (copy enclosed) seeking Cabinet approval for the commissioning of the advocacy service on a regional basis in partnership with the six North Wales local authorities.

11 APPOINTMENT OF A CONTRACTOR FOR THE A548 FORYD (BLUE) BRIDGE - EAST ABUTMENT STRENGTHENING SCHEME 2014 (Pages 135 - 156)

To consider a confidential report by Councillor David Smith, Lead Member for Public Realm (copy enclosed) seeking approval for the appointment of the preferred contractor.

MEMBERSHIP

Councillors

Hugh Evans
Julian Thompson-Hill
Eryl Williams
Bobby Feeley

Hugh Irving
Huw Jones
Barbara Smith
David Smith

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CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 27 May 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, Jeanette Chamberlain-Jones, Bill Cowie, Martyn Holland, Gwyneth Kensler, Jason McLellan, Paul Penlington and Arwel Roberts

ALSO PRESENT

Chief Executive (MM); Corporate Director Economic and Community Ambition (RM); Director of Social Services (NS); Heads of Service: Legal and Democratic Services (GW), Finance and Assets (PMc), Communication, Marketing and Leisure (JG); Business Improvement and Modernisation (AS), Corporate Research and intelligence Coordinator (DM) and Committee Administrator (KEJ).

1 APOLOGIES

There were no apologies.

2 DECLARATIONS OF INTEREST

No declaration of personal or prejudicial interest had been raised.

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 29 April 2014 were submitted.

RESOLVED that the minutes of the meeting held on 29 April 2014 be approved as a correct record and signed by the Leader.

5 STREET NAMING AND NUMBERING POLICY

Councillor Huw Jones submitted a report (previously circulated) presenting the proposed new Street Naming and Numbering Policy for approval.

Members were advised that the existing 1997 policy had been updated and improved to provide greater clarity and a more robust set of procedures for dealing with street naming and numbering. In view of concerns raised at the Bilingual Forum the policy included provision to rename streets with a single language name to a bilingual one, and all new street names would either be Welsh or bilingual. A procedure had been drawn up for that purpose which involved wider consultation, and cost implications had been detailed within the report.

Cabinet welcomed the policy in providing clear guidance and procedures and was pleased to note the involvement of town/community councils and local residents within the process. Officers responded to members' questions regarding implementation of the policy, including practicalities and cost, and detailed the legalities surrounding the function. Debate focused on the following –

- the Head of Business Improvement and Modernisation highlighted a change to the policy in paragraph 4.3, Section C to clarify that the Council could not refuse a request to add a property name to an existing numbered property but would issue guidance on the appropriateness of the name to avoid conflict and offence
- members were keen for developers to consult with communities and town/community councils on street name choices at an early stage within the process and officers confirmed that guidance in that regard could be issued to developers during the planning application stage or when planning permission was granted. It was also agreed to circulate the policy to town/community councils to ensure street name suggestions were appropriate and acceptable
- whilst accepting the reasons behind the proposal to prohibit the naming of streets after specific individuals, Cabinet felt there would be merit in doing so where there was a clear historical or cultural link between the individual and the area concerned
- it was noted that guidance advised against the use of punctuation in street names but Cabinet felt they should not be advocating that practice and agreed that this reference within the policy be removed
- in the absence of any justification that “Court” and “View” were unsuitable suffixes, it was agreed that they be included on the list of acceptable suffixes.

Councillor Arwel Roberts explained why he had raised the issue of street naming at the Bilingual Forum and thanked officers and Councillor Huw Jones for their work in producing a policy which supported the Welsh language and bilingualism.

RESOLVED that Cabinet –

- (a) *agree the proposed new Street Naming and Numbering Policy as detailed in Appendix 1 to the report subject to the following amendments -*
- *paragraph 4.3, Section C be re-worded to clarify that the Council could not refuse a request to add a property name to an existing numbered property but would issue guidance as to the appropriateness of the property name in order to avoid conflict and causing offence*

- *deletion of paragraph 1.9, Section B relating to the use of punctuation*
- *inclusion of “Court” and “View” on the list of acceptable suffixes*
- *that paragraph 1.6, Section B be amended with the additional words “unless a clear case is made as to the historical or cultural link of the individual to the land or locality”, and*

(b) *note that the street naming and numbering function was managed by the Head of Business Improvement and Modernisation.*

6 PRESTATYN NOVA CENTRE DEVELOPMENT

Councillor Huw Jones presented the report outlining the proposal for the £3.66m development of the Prestatyn Nova Centre and sought approval of £108,864 costs to develop the project to the detailed design stage.

Councillor Jones reminded Cabinet of the background leading to the current proposal and drew attention to the feasibility study carried out by the Council’s development partners, Alliance Leisure Services and the mix of facilities being considered for the project. Strategic Investment Group (SIG) had considered the feasibility study and business case and recommended that Cabinet approve funding to develop the next stage. Prestatyn Town Council, Coastal Board and Prestatyn Member Area Group were also happy to support progression to the next stage. It was hoped that formal detailed designs could be submitted in September.

SIG members Councillors Julian Thompson-Hill and Barbara Smith reported upon the thorough analysis of the business case and unanimous support for the scheme. In order to maximise funding for the scheme it was likely that the cost of developing the detailed designs would be drawn from capital receipts.

Cabinet was pleased to support the plans to invest in the facility and develop the project to the next stage but sought assurances over the site’s resilience to flooding and that there was sufficient staffing resource to support such an ambitious project. Councillor Hugh Irving highlighted the importance of the Nova and the positive impact of the development on both the local economy and community wellbeing. He asked that the designers consider how best to maximise the seafront views in the development. Officers reported that measures to improve the facility’s resilience to flooding would be taken into account during the detailed design stage and the architects would be working to ensure that the facility mix made best use of the site to benefit both residents and visitors. Assurances were also provided that the scheme was deliverable and resources would be made available from teams within the authority and additional officers could also be brought in if necessary. Alliance Leisure Services would provide construction management and put their own resource on site to deliver the project.

Councillor Jason McLellan hoped for a more ambitious development to boost tourism for the area and asked that concept boards be erected detailing the development plans. Officers highlighted areas within the business case regarding catchment areas and market segments and confirmed that once the plans had been approved concept boards would be erected.

RESOLVED that Cabinet approves the £108,864 in order to move the scheme to the detailed design stage.

7 PROCUREMENT TRANSFORMATION PROJECTS

Councillor Julian Thompson-Hill presented the final businesses case for the merger of Denbighshire and Flintshire Corporate Procurement Units as well as the Three Counties Procurement project for approval.

The need for change in the way procurement and commissioning was carried out had been highlighted in the report together with background to the development of the business cases. Councillor Thompson-Hill elaborated upon the material considerations and benefits of each project together with implementation of the collaborative arrangements. Particular reference was made to the introduction of category management principles; the need for buy in by individual service areas, and the tension between obtaining best value and supporting local business.

The following matters were discussed –

- the procurement process for street lighting was highlighted as an example of best practice and successful category management to be replicated in other procurement areas and assurances were provided that this model would not be affected by the changes
- the risk of individual services failing to engage in the process was raised and officers confirmed that a culture change was required and explained how the project would be rolled out across the authority over a two year period
- a key element in the Economic & Community Ambition Strategy focused on developing the local economy and whilst there was a need to balance best value and efficiency with supporting business, measures could be taken to make it easier for local business to compete in the market.
- local spend and community benefits were an important consideration and the Leader hoped that this element could be expanded through the Economic & Community Ambition Board to provide a clearer understanding and process for engaging with the private sector on procurement issues
- the complexities of the collaborative arrangements were recognised together with the potential impact of local government re-organisation and it was hoped that the Three Counties Procurement Project could expand to become a regional project across the six North Wales local authorities
- officers responded to questions regarding cost implications associated with the Denbighshire/Flintshire merger including salary costs and staffing of the joint unit and reported that a £1m bid to the Regional Collaboration Fund to implement the changes had been successful.

Cabinet welcomed the collaborative projects as a means of improving the way procurement was carried out whilst delivering greater value for money with less cost. Councillor Eryl Williams felt it would be beneficial for the projects to be monitored in approximately twelve months' time to assess and ensure their effectiveness.

RESOLVED that –

- (a) *Cabinet endorse the final business case for the merger of Flintshire and Denbighshire procurement teams into a single Corporate Procurement Unit hosted by Denbighshire;*
- (b) *the development and agreement of the Service Level Agreement for the joint Unit be delegated to appropriate officers (Head of Finance and Assets, Head of Legal and Democratic Services and Strategic Procurement Manager) in consultation with the Cabinet Member for Finance and Assets;*
- (c) *Cabinet endorse the final business case of the Three Counties Procurement Project, and*
- (d) *a report be submitted to a relevant Scrutiny Committee or the Corporate Governance Committee on operation of the new arrangements after the first twelve months of implementation.*

8 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, particularly relating to –

- the council's net revenue budget – £188m for 2014/15 (£192m in 2013/14)
- individual service budgets and savings agreed for 2014/15
- there being no variances at this early stage but it was currently projected that the Environment and Highways Service would face a number of pressures and risks in 2014/15 which required management action to contain within budget
- a general update on Corporate budgets; Corporate Plan; Capital Plan and Housing Revenue Account.

Councillor Eryl Williams felt that references to the pressures on the winter maintenance budget were misleading after such a mild winter. The Chief Executive agreed the comments had been unnecessary and although services were encouraged to highlight budget pressures at an early stage, he questioned whether they should be included within this report. Councillor Bobby Feeley highlighted problems with the application of the school transport policy in particular areas and it was noted that the issue had been taken up by the Head of Customers & Education Support and would also be considered by the appropriate scrutiny committee. It was confirmed that the school transport budget would be considered during the Members' Budget Workshops.

RESOLVED *that Cabinet note the budgets set for 2014/15 and progress against the agreed budget strategy.*

9 CABINET FORWARD WORK PROGRAMME

Councillor Hugh Evans presented the Cabinet Forward Work Programme for consideration. No amendments were reported.

RESOLVED that Cabinet's Forward Work Programme be noted.

EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting for the following items of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

10 ACQUISITION OF TITLE BY USE OF A COMPULSORY PURCHASE ORDER FOR LAND AT THE FRONT OF 21 - 24 WEST PARADE AND LAND AT WATER STREET, RHYL

Councillor Julian Thompson-Hill presented the confidential report seeking approval to use Compulsory Purchase powers for the acquisition of land at 21 – 24 West Parade and Water Street, Rhyl.

Cabinet was advised that the report was supplemental to previous reports considered by Cabinet on 24 April 2012 and 19 June 2012 to acquire possession of 25/26 West Parade and ancillary land, Rhyl. Approval was sought to acquire an additional strip of unregistered ancillary land identified in Appendix A to the report.

RESOLVED that Cabinet approves the use of Compulsory Purchase powers for the acquisition of the freehold interest of the land as identified on the Plan at Appendix A to the report as Plot 5 pursuant to Section 226(1)(b) of the Town and Country Planning Act 1990.

The meeting concluded at 12.20 p.m.

Report To: Cabinet

Date of Meeting: 24th June 2014

Lead Member / Officer: Cllr Bobby Feeley

Report Author: Gabrielle Heeney, Project Manager, Safeguarding

Title: Regional and Local Arrangements to Safeguard Children and Adults

1. What is the report about?

- 1.1 To inform members of regional developments in relation to Safeguarding Children

2. What is the reason for making this report?

- 2.1 To ask members to agree the proposed structure for the regional SCB, to be known as the North Wales Safeguarding Children Board.

3. What are the Recommendations?

- 3.1 To agree the structure for the regional SCB, to be known as the North Wales Safeguarding Children Board, as shown in Diagram 2 of the attached report; this to take effect as soon as possible.

4. Report details.

- 4.1 Local Safeguarding Children Boards are statutory partnerships. The objective of Local Safeguarding Children Boards, to co-ordinate and ensure the effectiveness of partners' safeguarding activities, was established in the Children Act 2004, and is confirmed in the Social Services and Wellbeing Act (Wales) 2014. Regulations further expand on the functions of an LSCB, and specify membership of the board.
- 4.2 Three sub-regional Safeguarding Children Boards have been in place for some time across North Wales: Gwynedd & Mon LSCB, Conwy & Denbighshire LSCB, and Flintshire & Wrexham LSCB. In addition, a regional Policies & Procedures Group has been producing North Wales policies for over ten years. Following announcements from Welsh Government in the autumn of 2011, the three sub-regional LSCBs have taken steps to promote greater integration and collaboration, and to move towards a regional structure, ahead of the Social Services & Wellbeing Act.
- 4.3 The Social Services & Wellbeing Act will require agencies to establish regional safeguarding boards. The regions are defined according to the Local Health Board foot print: North Wales is the defined region for our area.

- 4.4 A two-tier system of Safeguarding Boards has been in place across North Wales since early 2013. A Regional board was established, but the statutory functions remained with the three sub-regional LSCBs. The two-tier system has had successes, but there have also been tensions.
- 4.5 A regional approach has been adopted throughout most of the other regions across Wales, although many have proceeded to regional boards in their totality and have ceased to convene local boards. The two-tier model and the fully regional model have both been evaluated by Sheffield University and a detailed report is available on request.
- 4.5 In response to the lessons learned from the operation of the two-tier system, it is now proposed that a structure is put in place which maintains a strong local presence whilst also resolving the tensions between the regional and local boards. It is proposed that statutory functions will rest with the North Wales Safeguarding Children Board (NWSCB), and that sub regional groups will ensure that local practice meets local need.
- 4.7 The report attached as Appendix 1 expands on this summary.

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

- 5.1 Safeguarding Children is a high priority for everyone. An effective Safeguarding Children Board contributes to this aim by ensuring agencies work together to keep children safe from abuse and neglect. This area of work contributes to Denbighshire's Big Plan outcome 7: keeping people safe.

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

- 6.1 The Safeguarding Children Board is a statutory partnership and is funded by contributions from its partners. This will continue to be the case with the regional board.

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.

- 7.1 Any changes to services arising as a result of Safeguarding Children Board activity or decisions are implemented by constituent agencies, where the equality impact assessment will be made.

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

- 8.1 The report attached at appendix 1 was presented to the North Wales Regional Leadership Board on the 25th of April. The board is supportive of the approach.

9. Chief Finance Officer Statement

9.1 Safeguarding Children Boards are statutory partnerships, funded by contributions from statutory partners. The cost implications of actions emerging from business plans will have to be considered separately.

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

10.1 Clearly the risk that we fail to safeguard children is paramount and is sighted in the corporate risk register and service risk register. It is essential we seek solutions that ensure we deliver the most secure and suitable safeguarding services to the authority's children and families. We must also recognise the strength of the regional agenda particularly working alongside our regional partners such as the Police and Health who also have clear responsibilities to protect and safeguard children.

11. Power to make the Decision

11.1 Section 134 of the Social Services and Wellbeing Act (Wales) 2014 requires that a Safeguarding Children Board is be set up for the Safeguarding Board area. Regulations specifying the area and lead partner are to follow.

Contact Officer:

Project manager, Safeguarding
Tel: 07768 043315

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1. Background

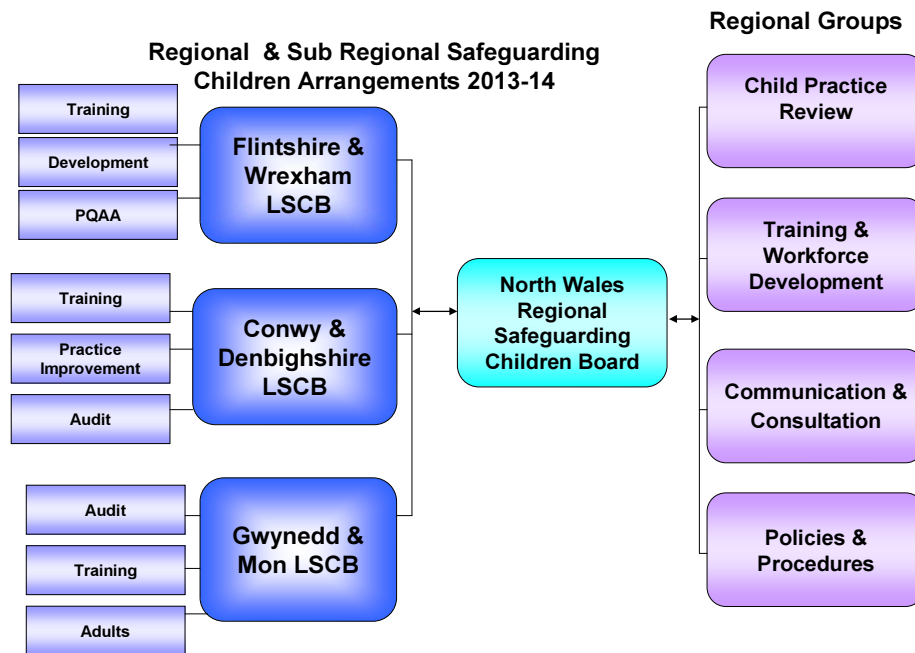
- 1.1 Local Safeguarding Children Boards are statutory partnerships. The objective of Local Safeguarding Children Boards, to co-ordinate and ensure the effectiveness of partners' safeguarding activities, is established in the Children Act 2004. Regulations further expand on the functions of an LSCB, and specify membership of the board.
- 1.2 Three sub-regional Safeguarding Children Boards have been in place for some time across North Wales: Gwynedd & Mon LSCB, Conwy & Denbighshire LSCB, and Flintshire & Wrexham LSCB. Following announcements from Welsh Government in the autumn of 2011, the three sub-regional LSCBs have taken steps to promote greater integration and collaboration, and to move towards a regional structure, ahead of the forthcoming Social Services & Wellbeing Act.
- 1.3. The Social Services & Wellbeing Bill also proposes putting safeguarding adults on to a similar statutory footing as that for children, including the requirement for Adult Safeguarding Boards.

2. North Wales Pilot Regional and Sub Regional Structures

- 2.1. Recommendations to pilot a two tier regional structure were developed by the Chairs, Vice Chairs and Business Managers of the North Wales LSCBs, and were agreed by the three LSCBs during 2012. The two tier structure took into account the need to:
 - reflect local needs, culture and language,
 - maintain governance arrangements with elected members within Local Authorities,
 - support the Statutory Directors of Social Services in their duties and responsibilities

Within the two tier structure, accountability for safeguarding children remained with the local boards, who have continued to report via the Directors of Social Services to the Elected Members in each local authority area. The Regional Board was established in January 2013 to provide strategic direction, including directing four regional groups to carry out some of the functions of the boards. This two-tier structure is shown in Diagram 1, below.

Diagram 1. Current North Wales Safeguarding Children Boards Two tier structure (January 2013 – April 2014)



2.2. The four regional sub groups have developed well and key successes have included:

- added value in the scrutiny of policies and procedures, and a programme to standardise procedures in five areas of practice during 2014/15;
- additional training for professionals to undertake child practice reviews, creating a resource of competent staff with the confidence to review cases involving significant harm and facilitate learning events
- a successful and robust management of Child Practice Review arrangements, with two extended child practice reviews and four multi-agency professional forums underway, staffed by professionals drawn from across the region
- a detailed training needs analysis, which identified five subject areas for standardised training to be developed and delivered across the region during 2014/15
- a very successful regional conference on Domestic Abuse, attended by 200 professionals from a wide range of agencies from across the region, at which 99% of respondents said they would share what they had learnt with colleagues

2.3. Whilst the two-tier structure has been successful in several respects, it has also created tensions:

- There has been increased pressure on the capacity of senior representatives, as membership of regional bodies is replicated at regional and local levels
- The regional board has been unable to move ahead as quickly as it would like on issues such as funding, business support and setting regional priorities,
- sub-regional LSCBs can respond differently to communications from the regional board

- There are concerns that the regional board and its agenda cannot adequately meet local needs in terms of cultural differences and local issues
 - Staff at operational manager / team manager level feel distanced from the Safeguarding Board, and lacking in direction
 - Feeling distanced from decisions and direction, local sub groups have continued to set their own agendas
- 2.4. There has been progress in the development of regional and sub regional arrangements for safeguarding adults, where structures remain at local authority level in four out of six local authority areas. The exception is Gwynedd & Anglesey, who have a Joint Adult Safeguarding Board.

3. Evaluation of the two –tier model

- 3.1. The North Wales two-tier pilot model was one of two regional structures chosen to be evaluated by the University of Sheffield on behalf of the Association for Directors of Social Services (ADSS) Wales Safeguarding Policy Group and Welsh Local Government Association (WLGA). The evaluation will inform the writing of guidance following the enactment of the Social Services & Wellbeing (Wales) Bill.
- 3.2. The ADSSW & WLGA evaluation study also included a follow-up survey of the members of all the Welsh boards, which found that there was commitment and enthusiasm to ensure regional Safeguarding Children Boards (SCBs) are effective and safeguard and promote the welfare of children. Moreover, members of the various regional SCBs across Wales recognised that there can be benefits from merging LSCBs into regional SCBs. These benefits include:
- reduced duplication
 - greater practice consistency
 - more effective collaboration
 - standardised safeguarding systems.
- 3.3. Survey participants also reported a number of challenges facing SCBs, most of which reflect the tensions found in North Wales. The ADSS and WLGA's evaluation report was completed in early April, and has since formally fed back to Welsh Government, the Safeguarding Advisory Panel and CSSIW. The need to reflect local culture, language and concerns is one of the messages taken back to WG.
- 3.4. Jan Horwath, the researcher from the University of Sheffield, reported the findings of the evaluation study to the regional SCB at its development meeting of 8th April 2014. Copies of the research report are available on request.
- 3.5. The Welsh Independent Safeguarding Panel has also considered the Welsh Government's proposals for Safeguarding Children Boards, and has made recommendations to Welsh Government which include:

- that the role, capacity, training and development of safeguarding business units is established in regulations
- that a funding framework for the Safeguarding Boards should be specified in regulation
- that the local Authority should be the Lead Partner for Safeguarding Adults Boards and Safeguarding Children Boards.

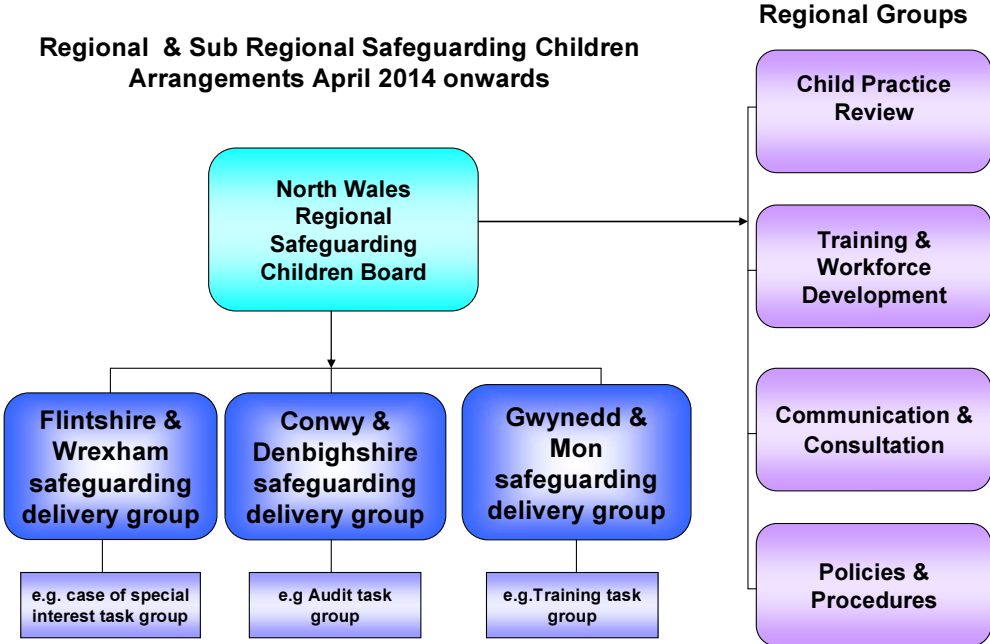
The full report is available at

<http://wales.gov.uk/topics/health/publications/socialcare/reports/advisory/?lang=en>

4. Proposed Revised Regional & Sub Regional Structures

- 4.1. The North Wales regional SCB used the findings of the ADSSW / WLGA evaluation study and the Independent Safeguarding Panel's report to inform discussion and decision making at its development day on 4th April 2014.
- 4.2. The regional SCB recognised that there was a need to reduce the duplication of roles, responsibilities and representation at regional and sub-regional levels, whilst maintaining mechanisms to deliver regional direction and engage professionals at a local level. Draft revised structures were developed at the development session, and were then formally considered and agreed at the regional SCB meeting on 8th April 2014. The proposed revised structure places responsibility and accountability with the regional board, and replaces the sub regional LSCBs with local safeguarding delivery groups. Representation will be at the level directed in statute on the Regional SCB, and at Head of Service/ operational manager level on the local delivery group. The proposed amended local structure is shown in Diagram 2, below.
- 4.3. The revised structure addresses the concerns initially identified:
 - local needs, culture and language are supported via the local safeguarding delivery groups
 - Statutory Directors of Social Services can continue to report to Elected Members in local Authority Areas
 - Local and Regional structures will be supported by representatives at different levels, reducing the pressures on very senior representatives (see Appendix 1)
 - The regional Board will be able to make decisions and promote swifter progress
- 4.4. The lessons learnt from the Safeguarding Children Board pilot can now be applied to the development of regional and sub regional structures for safeguarding adults.

Diagram 2: Proposed Sub Regional Structure April 2014 onwards



5. Funding and Business Support

- 5.1 One of the North Wales LSCBs fully agreed, and two LSCBs agreed in principle, to a funding report produced by multi agency finance task group in the summer of 2012. The task group proposed that:
 - All statutory agencies’ contributions should be paid into a regional fund
 - Contributions into the regional fund should be proportionate to the agencies gross revenue expenditure
 - There should be a regional business support structure, which included designated support to the sub regional areas, costing approximately £126k.
 - The business support structure should be flexible, so that business support for adult safeguarding could be developed, as necessary
 - £30k should be available to support training and other expenses.

- 5.2. However, the lack of a clear mandate to continue with this approach has meant that these arrangements are not yet in place. With no regional mandate, each of the LSCBs has independently agreed a 2014/15 budget and contributions, and staff turnover has necessitated the appointment of interim business support staff, with contracts running to April 2015.

- 5.3. Members of the regional SCB are mindful of the adult Safeguarding Board developments, and have considered options for business support that could also support the growing adult’s agenda. These options are shown at Appendix 1. Already, in Gwynedd & Anglesey, where a joint Adults Board

exists, the interim business manager will support both the adult's and the children's boards.

- 5.3. Development of a regional SCB website has been pursued by the regional Communications and Consultation group. Currently four websites exist, duplicating information on each site, and duplicating the use of resources to maintain them. The group has been unsuccessful in finding a host authority for the regional site.
- 5.3. At its meeting of 8th April 2014, following legal advice, the Regional Board agreed the original finance task group proposals, and decided to move ahead with establishing a regional fund and business support structure by the target date of April 2015.
- 5.4. In order to move ahead with funding and business support proposals, a host authority needs to be identified. It is proposed that the host authority will take effect from April 2015. The host authority will:
 - Collect and gold contributions from statutory agencies, and provide financial support to the regional SCB.
 - Employ regional staff who will work flexibly across North Wales
 - Host the regional SCB website,
- 5.5. However, there is a need to move ahead before April 2015. It is therefore proposed that a lead authority be identified as soon as possible. The Lead Authority will begin to develop the details around issues such as
 - Business support staff job evaluation,
 - implementation plans,
 - options for a flexible business support structure that can support the growing adults agenda,
 - proposals for legal, committee administration and other support services

6. Decisions required

The Regional Leadership Board is asked:

1. To agree the proposed structure for the regional SCB, to be known as the North Wales Safeguarding Children Board; this to take effect as soon as possible
2. That each Statutory Agency takes this report through its governance and political processes.
3. To identify a Lead Authority for the interim period to April 2015
4. To agree a Host Authority from April 2015

Report To: Cabinet

Date of Meeting: 24.06.2014

Lead Member / Officer:

**Cllr Barbara Smith, Lead Member for Modernisation & Performance
Alan Smith, Head of Business Planning & Performance**

Report Author:

Nicola Kneale, Corporate Improvement Officer

Title: Corporate Plan Performance Report (Quarter 4 2013/14)

1. What is the report about?

- 1.1. This paper presents an update on the delivery of the Corporate Plan 2012-17 at the end of quarter 4 of 2013/14.

2. What is the reason for making this report?

- 2.1. The council needs to understand progress of its contribution to the delivery of the Corporate Plan outcomes. Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the council exercises its duty to improve.

3. What are the Recommendations?

- 3.1 It is recommended that Members consider the report, and decide on any further actions required to respond to any performance related issues highlighted within the report.

4. Report details.

- 4.1. The appendix to this report presents a summary of each of the fourteen outcomes in the Corporate Plan. Overall, the report shows acceptable progress is being made in delivering our Corporate Plan, and we understand the reasons why some elements of the Corporate Plan still require improvement.
- 4.2. This is now within the second year of our 5-year Corporate Plan. We recognise that some areas for improvement will take longer to achieve than others, but we understand what our improvement journey should look like and this is incorporated into the analysis within the report.
- 4.3. The following clarifies some key performance exceptions to be found in the Corporate Plan for quarter 4:

4.3.1 An Economic and Community Ambition Programme Board has been developed in support of the strategy; As anticipated in the Q2 report, over the past six months much work has been done to prioritise the plan projects from the long list the Board originally developed. This means the number of priority projects has been reduced. This is a sensible and appropriate process – it is a principle of good project management that business cases are assessed according to their anticipated return on investment, and that our ability to deliver them is considered within the context of the resources available and inter-dependencies.

4.3.2 Data for the indicators relating to employment sites that are ready to be, or have been developed is presently at 0% because ‘new employment land sites’ refers to additional land allocated in the LDP. Since there have been no planning applications approved for development on any of these sites, the figure is likely to be in the same region for the next year too. It takes time for the barriers to be removed, so we’re unlikely to see a fast improvement for this indicator.

4.3.3 The volume of deficit places in our primary schools is a Priority for Improvement; however, improvement in this area relies on capital projects, which are currently progressing well. In addition, the percentage of pupil attendance in Secondary schools is also a Priority for Improvement.

4.3.4 A number of indicators relating to housing have declined, for example, the sufficient supply of affordable housing being considered a priority for improvement, as is the supply of housing land. This Outcome has been reflected as Acceptable against what we set out to achieve during the year; however, the supply of affordable housing has been identified as a Priority for Improvement in the Wales Audit Office Annual Improvement Report, p15. The Priority Action is ‘The Council should ensure that roles and responsibilities are clear for the achievement of the affordable housing objective.’

Please see Appendix for a full report of all 7 Priorities in the Corporate Plan.

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

5.1. This report is about our progress in delivering the Corporate Plan. Any decisions made should contribute to the successful delivery of our Corporate Priorities.

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

6.1. The Corporate Plan 2012-17 set out how much additional money the council aims to invest in each corporate priority during the next 5 years. Apart from that additional investment, it is assumed that the corporate plan can be delivered within existing budgets.

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.

- 7.1. An EqIA was undertaken on the Corporate Plan and presented to Council on 09 October 2012. No further assessment is required of this report because the recommendations in this report will not have a direct impact on staff or our communities.

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

- 8.1. The information necessary to produce this report comes from services, and a draft of the report was circulated to the Senior Leadership Team for their thoughts and comments.

9. Chief Finance Officer Statement

- 9.1. Delivery of some of the Corporate Plan objectives relies upon significant capital investment. The Plan cannot be delivered unless the required cash and budget resources are earmarked for investment in school buildings, social care, roads and the other priority areas.

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

- 10.1. There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the council being unable to deliver its Corporate Plan.

11. Power to make the Decision

- 11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.

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The Corporate Plan 2012-17

Performance Report
2013-14

This document is available on request in other languages and / or formats

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KEY

Each outcome in the Corporate Plan contains a number of indicators, performance measures, and improvement activities. This content is used to determine how good the current position of the council is, which is based on contextual data to enable a more robust understanding of our performance.

THE COLOURS

Colour	Action Status	Measure Status
Green	On Target	Excellent
Yellow	Experiencing Obstacles	Good
Orange	At Risk	Acceptable
Red	Compromised	Priority for Improvement
Postponed	Deferred	Not applicable
Withdrawn	Not a priority	Not applicable
To be removed	Not applicable	Proposal to delete this measure

THE SYMBOLS

(Q)	The most recent quarterly data
(YTD)	The year to date quarterly data
(YYYY)	The financial year that the latest data was published
(AY-YYYY)	The academic year that the latest data was published
▲	Showing improvement
▼	Showing decline
—	Showing no significant change

THE EVALUATION

- The default methodology for performance evaluation is where the upper quartile reflects the transition to Excellent, and the Wales median reflects the transition to a Priority for Improvement.
- This is true for most except our education attainment indicators, where the 'best in Wales' reflects the transition to Excellent and the Wales median reflects the transition to a Priority for Improvement.
- The default position for project reporting is documented in the project management methodology, summarised above (Action Status).

INTRODUCTION

This performance report looks at the Corporate Plan and Corporate Project Register. The next report for quarter 2, 2014–15, will also include an evaluation of our Outcome Agreement, which will confirm the amount of the Grant that we will be awarded by the Welsh Government for meeting our agreed targets in 2013–14.

The Corporate Plan sets out the priorities for Denbighshire for 2012–2017, and identifies the work the council will do to deliver against those priorities during those years. The council has seven clear Corporate Priorities. Within those priorities are a number of outcomes: fourteen in total. This report reviews each outcome and provides an evidence-based assessment of the current position.

KEY PERFORMANCE SUMMARY

THE CORPORATE PLAN

Generally, the improvement activities that have begun are progressing well. As the benefits they bring start to embed, we would hope to see an improvement in the indicators relating to each outcome.

1. An Economic and Community Ambition Board has been developed in support of the priority. As was anticipated in Q2's performance report, over the past six months much work has been done to prioritise and plan projects from the long list that the Board originally developed. This means that a number of projects have either been Withdrawn or Postponed. This is a sensible and appropriate process – it is a principle of good project management that business cases are assessed according to their anticipated return on investment, and that our ability to deliver them is considered within the context of the resources available. Therefore the withdrawal or postponement of projects should not be viewed negatively. Now that much planning work has been done it is hoped that progress within the projects will be seen by Q2 of 2014/15, even if the effects of these projects on the indicators may only be apparent in the longer term. [Outcomes 1–6](#)
2. Under Economic and Community Ambition there is a selection of indicators that the Board has suggested are removed. These have been highlighted under each Outcome, and a rationale provided. [Outcomes 1–6](#)
3. The survival rate of new enterprises in Denbighshire is Red, Priority for Improvement (especially after three years). Work under Outcome 2 to

better support and connect businesses is underway, and should provide strategic direction for improving our contribution to the success of local businesses in the long term. [Headline Indicators](#)

4. Indicators relating to employment land are 0%, and refer to new sites or additional land allocated in the Denbighshire Local Development Plan. “The % of employment land that has been developed” refers to land that has been developed and completed in line with a valid planning permission. “The % of employment land that is ready to be developed’ refers to land which has been granted planning permission. Both indicators are nil returns because no planning application has been received on these sites, so no development has been completed. These indicators are dependent on investors taking up land and applying for planning permission. [Outcome 1](#)
5. In relation to NEETs, the Education service has looked into the figure supplied by Careers Wales, and there are no obvious trends. We will be meeting with Careers Wales to interrogate the data further, and will make this a priority. [Outcome 4](#)
6. The percentage of pupils achieving the level 2 threshold, including English/Welsh & maths; the percentage of pupils who achieve the Core Subject Indicator at Key Stage 4; and the percentage of pupil attendance in Secondary school are currently a Priority for Improvement. The volume of deficit places in our primary schools is also a Priority for Improvement; however, improvement in this area relies on capital projects, which are currently progressing well. [Outcome 7](#)
7. The overall condition of non-principal / classified (B) roads continues to be a Priority for Improvement. Significant funding is available to invest in our roads, suggesting that our response to the situation is appropriate. So long as we maintain momentum this should continue to improve, although another poorly performing indicator relates to the delivery of the highways maintenance programme. The final exception on the roads priority is the delivery of drop-kerbs. Progress has been slow; however, it is gaining momentum. [Outcome 8](#)
8. Just over 9 out of 10 meetings were held within 10 days of the child protection conference, which remains below the Wales median. Steps have been taken to increase the number of timely Core Groups meetings, but the service maintains there are a few circumstances where it is not practical and purposeful to achieve the timescales. If it’s agreed that the timeliness is important, it would be useful to

understand more about these circumstances so that barriers to achievement could be removed. [Outcome 10](#)

9. In terms of our public realm, the priority for improvement in this outcome relates to fly tipping. Largely explained away by reporting problems, we should focus on ensuring our processes are understood and adhered to, in order for us to have confidence in the data. [Outcome 11](#)
10. A number of indicators relating to housing have declined, the current supply of social and affordable housing being considered a Priority for Improvement, as is the supply of housing land. Our ability to respond to planning applications within statutory timescales has improved, but remains a Priority for Improvement. [Outcome 12](#)
11. Although the complaints-related indicator only achieves Acceptable status, there is low tolerance for deviation from 100%, and we are very close to the Acceptable threshold of 95%. Nevertheless, the indicator only asks us to respond to a complaint within ten days – not necessarily resolve it. [Outcome 13](#)
12. Our levels of sickness absence remain a Priority for Improvement, but the FTE average is down from 9 days to 8.47, and there is work planned for 2014/15 to further address problem areas. [Outcome 14](#)
13. We are aware that our primary schools emit a relatively high degree of carbon, compared to the rest of Wales. This is because primary schools' electricity consumption is higher than the Welsh average, and electricity substantially affects our carbon emissions. The Property section is aware of increased ICT equipment in schools, and is investigating ways of reducing consumption by installing switch off software when computers are not being used. A number of schools under refurbishment are also having low energy lighting installed. [Outcome 14](#)

OUTCOME SUMMARY

This is the summary position for each Outcome in the Corporate Plan at 31 March 2014. The overall evaluation for each Outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

DEVELOPING THE LOCAL ECONOMY

Outcome 1	ACCEPTABLE
Outcome 2	UNKNOWN
Outcome 3	UNKNOWN
Outcome 4	ACCEPTABLE
Outcome 5	ACCEPTABLE
Outcome 6	GOOD

IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

Outcome 7	ACCEPTABLE
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IMPROVING OUR ROADS

Outcome 8	GOOD
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VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Outcome 9	GOOD
Outcome 10	GOOD

CLEAN AND TIDY STREETS

Outcome 11	EXCELLENT
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ENSURING ACCESS TO GOOD QUALITY HOUSING

Outcome 12	ACCEPTABLE
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MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

Outcome 13	GOOD
Outcome 14	ACCEPTABLE

LOCAL ECONOMY HEADLINE

HEADLINE INDICATORS

All of the work involved with delivering the six outcomes within this priority should have a positive influence on the following, overarching indicators that demonstrate the success of the Economic and Community Ambition (ECA) programme overall.

The survival rate of new enterprises in Denbighshire is Red, Priority for Improvement (especially after three years). Work under Outcome 2 to better support and connect businesses is underway, and should provide strategic direction for improving our contribution to the success of local businesses in the long term.

DENBIGHSHIRE HAS HIGH EMPLOYMENT AND GOOD INCOME

% Job Seekers Allowance claimant count	— (03/14) 3.30
Median Household Income (£)	(2013) 22,703

BUSINESSES DEVELOP AND GROW

The count of births of new enterprises	— (2012) 280
1 year survival rate of new enterprises	▲ 91.1%
3 year survival rate of new enterprises	▼ 52.6%
Turnover of Denbighshire based businesses (£m)	(2013) 2,100

OUTCOME 1**Infrastructure For Growth****SUMMARY**

The overall position for this outcome is Orange: Acceptable. This is based on two facts: 1) the indicators that we can measure presently have a Red and Orange status, but 2) the activities that we are managing have either a Yellow or Green status. Although the activities are progressing well, their impact is yet to be felt.

It's proposed that the indicators relating to transport are removed, as the ECA Board has no plans for additional projects to improve Denbighshire's position in relation to transport.

Nothing has changed with the Ofcom overall broadband ranking, which was last updated in October 2013. However, progress is being made. The BT Superfast Cymru project has now rolled out superfast broadband to communities served from the Corwen exchange. The future focus for the Digital Denbighshire project will be predominantly on encouraging businesses to take up the opportunities presented by superfast broadband.

The indicators relating to our business Land and Premises are new. Already we propose the removal of one relating to the percentage of all available employment land this is in use. This is because the means of capturing data would be an annual survey of all employment land sites. It wasn't felt the effort involved justified the end product.

The Council conducts employment land reviews on an annual basis, which monitor the development of land with regard to progress in planning terms (copies of the annual review report are available from the Planning department). Indicators relating to employment land are 0%, and refer to new sites or additional land allocated in the Denbighshire Local Development Plan 2006 - 2021 (LDP, p42). "The % of employment land that has been developed" refers to land that has been developed and completed in line with a valid planning permission. "The % of employment land that is ready to be developed" refers to land which has been granted planning permission. Both indicators are nil returns because no planning application has been received on these sites, so no development has been completed. These indicators are dependent on investors taking up land and applying for planning permission.

However, positive intervention through the council’s Commercial Sites group could help to bring some of these sites forward. In addition, a planning permission for Bodelwyddan Key Strategic Site is currently under consideration; this allocation includes 26 hectares of employment land.

Some of the activity originally outlined for this Outcome is no longer under the remit of the ECA Board, which steers progress under this priority.

The first activity that has been stopped is, “Identify transport infrastructure that risks limiting local economic development”. The Board has prioritised land, premises and digital infrastructure over transport.

For similar reasons the activity around development of a business case for electrification of the rail line has been withdrawn by Denbighshire’s ECA Board. This is because the business case is being co-ordinated overall by WG. At a regional level, the North Wales Economic Ambition Board is contributing to the business case by analysing the potential economic growth and social benefit of rail modernisation. Early work suggests that economic benefit from investment in more modern rail services (including electrification) could be significant, but the full report to the Ministerial Taskforce on Transport for North Wales (which will also look at the potential offered by other strategic transport interventions) is due in December. This work will be collated by WG and will be considered as they develop the National Transport Plan.

Activity around “Creating cross-sector online access point promoting business land and premises” is now due to start in June 2014, when resource will be available. It should be noted that the activity to promote inward investment (currently under Outcome 6, Well-Promoted Denbighshire) has been combined with this because the same tool will be used to achieve both objectives.

The scope of the activity “Public agency industrial/commercial property review and development plan” has been reduced so that now it will only focus on a Denbighshire commercial property review and development plan. It’s felt that there’s much work to be done on Denbighshire’s own property portfolio before examining the portfolio of other agencies.

[KEY](#)

INDICATORS

TRANSPORT

% of businesses who report travel difficulties as a barriers for employees	N/A until 2014/15
--	-------------------

% of businesses who report travel difficulties as a barriers for customers	N/A until 2014/15
% of businesses who report travel difficulties as a barriers for suppliers	N/A until 2014/15
% of businesses who report selling goods and services to a wider area	N/A until 2014/15

DIGITAL AND MOBILE

Ofcom five point ranking for overall broadband performance	▲ (2013) 3
Ofcom rank for premises that receive no reliable signal (3G)	— (2013) 5
Ofcom rank for premises that receive no reliable signal (4G)	N/A until 2014/15
% of businesses who report internet use to sell or source goods and services	N/A until 2014/15

LAND AND PREMISES

% of employment land that has been developed	0
% of employment land that is ready to be developed	0
% of all available employment land where business premises are in use	Data Development

IMPROVEMENT ACTIVITY

Identify transport infrastructure that risks limiting local economic development	WITHDRAWN
Lead the case for modernisation/electrification of rail services in North Wales	WITHDRAWN
Develop a 'Digital Denbighshire' Plan	YELLOW
Create cross-sector online access point promoting business land and premises	POSTPONED
Identify constraints and opportunities for strategic development sites	GREEN
Public agency industrial/commercial property review and development plan	YELLOW

OUTCOME 2

Supported and Connected Businesses

SUMMARY

The overall position for this outcome is Unknown. There are still significant data gaps that limit our ability to determine the current position of this outcome, but means of collecting the data are either underway, or are scheduled for development.

Indicators under the Business Support and Local Business Connections headings will be collated from the Denbighshire Business Confidence Survey, which is currently being conducted. Results will be published in the Q2 performance report. There was also an Open For Business event held in early April, with the purpose of engaging with businesses. This well-attended event was considered successful and useful by the business in attendance.

A proposal for capturing community and social benefits under the Procurement heading is due at the ECA Board in November 2014. This activity will feature in performance reports covering 2014/15. It should be noted that wider work on the procurement strategy is well underway already: the first phase is about strengthening arrangements in-house which will make it easier for local businesses to engage with us; while phase two is about developing and monitoring contracts that feature community benefits, and also developing local suppliers so that they are better placed to bid for local authority contracts.

The activity to “Guide and assist development of business advice & support partnership” has been merged with the project under Outcome 6 regarding inward investment, and has been further refined. We're no longer aiming for a full blown partnership but are instead working with other agencies to streamline and make more straightforward the way businesses access the services. We've recently purchased a CRM system, Evolutive (to be implemented shortly), which is widely used in the Economic Development and Inward Investment sector, and we're working at a regional level to share best practise and adopt common approaches. Contact has also been made with WG to improve Denbighshire's profile.

A project brief in support of the activity, “Embed effective county business networking and B2B mentoring” is now due in March 2015.

[KEY](#)

INDICATORS

BUSINESS SUPPORT

No. of businesses that access business advice & support services during the year	N/A until 2014/15
% of businesses who were satisfied with the quality of advice & support	N/A until 2014/15
% of businesses reporting that the right advice & support was easy to access	N/A until 2014/15

LOCAL BUSINESS CONNECTIONS

% of businesses who report that they are part of a business network	N/A until 2014/15
% of businesses who report some benefit from their business network	N/A until 2014/15

DCC PROCUREMENT AND LOCAL IMPACT

£ value of procurement contracts awarded to local businesses	£47,072,401
Local procurement as a % of total procurement	▲ 31.3%
% of agreed community and social benefit clauses that are:	
a. fully achieved	Data Development
b. partially achieved	Data Development

IMPROVEMENT ACTIVITY

Guide and assist development of business advice & support partnership	WITHDRAWN
Ensure regulatory services adopt a more business-friendly approach	GREEN
Embed effective county business networking and B2B mentoring	POSTPONED
Plan effective strategic engagement with the business community	GREEN

OUTCOME 3

Opportunities for growth

SUMMARY

The overall position for this outcome is Unknown, as too little information is available on which to base a judgement.

There have been changes to the set of Indicators under the heading, “Growth Opportunities”. Originally itemising sectors such as Creative Industries, we now understand two things: 1) this might not be a growth sector, and 2) data does not exist in support of it. Instead, some research will be undertaken to identify the growth sectors for Denbighshire, and also identify means of collecting data in support of tracking their progress. Under this heading, we will be tracking the number of new businesses in the Growth Sectors, and the number of residents employed in Growth Sectors (as commuting out-of-county is likely).

The section of indicators relating to Social Enterprises has been removed. This is because the ECA Board has decided not to segregate this type of business from others. Also, the Board suggests that Denbighshire Voluntary Services Council (DVSC) is better placed to support the sector in future.

The activity, “Further exploit the potential of OpTiC & promote St Asaph Business Park” was briefly postponed but a project brief is due before the ECA Board in June 2014.

Establishment of a strategic relationship with the agricultural sector is an activity that has been postponed and will be reviewed in 2016/17.

[KEY](#)

INDICATORS

TOURISM

Total revenue derived from tourism (£m)	▲ (2013) 339
No. of people employed in tourism sector in Denbighshire	▲ (2013) 5302
No. of residents in accommodation & food services sector	(2012) 3400

GROWTH OPPORTUNITIES

No. of new business in Growth Sectors	Data Development
No. of Denbighshire residents employed in Growth Sectors	Data Development
No. of businesses in production sector	(2013) 205
No. of businesses in the creative industries sector	Data Development
No. of residents employed in the manufacturing sector	(2013) 3300
No. of residents employed in the energy & water sector	(2012) 200
No. of residents employed in the agriculture sector	Data Development
No. of residents employed in the creative industries sector	Data Development

SOCIAL ENTERPRISE

The count of births of new social enterprises	Data Development
The one year survival rate for new social enterprises	Data Development
The three year survival rate for new social enterprises	Data Development
The number of jobs created within the social enterprise sector	Data Development

IMPROVEMENT ACTIVITY

Further exploit the potential of OpTiC & promote St Asaph business park	POSTPONED
Map regional growth locations to identify supply chain and job opportunities	GREEN
Business case and implementation plan for Coastal leisure facilities	YELLOW
Develop an Events Strategy, integrating major and local events	GREEN
Establish a strategic relationship with the agricultural sector	POSTPONED

OUTCOME 4

High quality skilled workforce

SUMMARY

The overall position for this outcome is Orange: Acceptable. Priorities are to see an increase in the qualification levels for a higher proportion of our residents (which might be achieved by improving the county's job market to attract/retain well-qualified residents); to reduce the number of Year 11 school leavers not in employment, education or training; and to reduce the number of young people claiming Job Seekers' Allowance.

In relation to NEETs, the Education service has looked into the figure supplied by Careers Wales, and there are no obvious trends. We will be meeting with Careers Wales to interrogate the data further, and will make this a priority.

Data for indicators beneath the Advanced Skills for Growth section will be available by Q2, once the Denbighshire Business Confidence Survey (currently being conducted) is complete.

Four of the activities have been postponed, subject to a review of the section. To date, the key early priorities are about identifying the advanced skills that are needed for growth, with a particular focus on encouraging uptake of (and attainment in) STEM subjects (Science, Technology, Engineering, and Mathematics) and Careers advice to young people. Once we are clearer about the skills that are required we will identify specific improvement actions.

[KEY](#)

INDICATORS

SKILLS FOR WORK AND LIFE

% of the working age population with no qualifications	▼ (2013) 10.2
% of the working age population with qualifications of level 2 and above	▲ (2013) 72.4
% of the working age population with qualifications of level 4 and above	▲ (2013) 31.1

CONNECTING PEOPLE WITH JOBS

% of year 11 school leavers not in employment, education, or training (NEET)	▼ (2013-14) 4.1
% of the working age population claiming Job Seeker's Allowance (JSA)	▲ (Q) 3.30
% of the population aged 18 to 24 claiming JSA	— (Q) 7.3

ADVANCED SKILLS FOR GROWTH

% of businesses reporting unfilled vacancies due to unsuitable applicants	N/A until 2014/15
% of businesses reporting difficulty recruiting staff with the right skills	N/A until 2014/15

ENTERPRISE AND ENTREPRENEURSHIP

% of people of working age in Denbighshire who are self employed	▲ (2013) 13
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IMPROVEMENT ACTIVITY

Review current programmes to support skills development	YELLOW
Ensure our priorities are in the North Wales Skills Development Plan	YELLOW
Support and challenge Careers Wales to improve school career advice	POSTPONED
Improve the availability and quality of apprenticeship opportunities	POSTPONED
Develop a county wide Job Brokerage scheme	POSTPONED
Review & evaluate how enterprise and entrepreneurship are promoted	POSTPONED

OUTCOME 5

Vibrant towns and communities

SUMMARY

The overall position for this outcome is Orange: Acceptable. While some of the indicators are performing at a Good or Excellent level, deprivation in some of our areas is a key issue. New data from the Wales Index of Multiple Deprivation (WIMD) will be available later in 2014, but we know that unemployment and low income are still issues for Rhyl West in particular, which hasn't recovered the way other areas (including other deprived areas) in Wales have. It's likely that Rhyl Going Forward will need to focus not just on completion of the big infrastructure projects but also increasingly on how we derive maximum benefit from them in terms of improving employment and income levels.

Data on the indicator relating to rural business confidence forms part of the results from the aforementioned Denbighshire Business Confidence Survey (results available by Q2). For both this indicator and the one relating to rural levels of JSA claimants, Rural has been taken to mean all areas except for Rhyl and Prestatyn.

The activity to develop an initiative for all empty shops has been postponed until sometime in the financial year 15/16, pending a Town Centre Growth & Diversification Plan, which is due to be started in July 2014.

With regard to the activity to, "Deliver priority projects within the Rhyl Going Forward (RGF) work streams", this activity will now be monitored by the RGF Board alone. There was no need for additional oversight from the ECA Board. Likewise, it's suggested that the activity to support North Denbighshire Communities First Clusters is also overseen by the RGF Board.

[KEY](#)

INDICATORS

TOWN CENTRES AND HIGH STREETS OF THE FUTURE

% of vacant town centre premises (Denbighshire average)	▲ (2013) 9.75
% of residents reporting overall satisfaction with their town centre	(2013) 62.6
% of town residents reporting overall satisfaction with	(2013) 86.0

their local area	
% of town centre businesses reporting confidence in future prospects	N/A until 2014/15

TACKLING DEPRIVATION AND POVERTY, PARTICULARLY IN PARTS OF RHYL AND UPPER DENBIGH

% of LSOA that fall into the 10% most deprived in Wales	(2011) 10
No. of LSOA with a claimant count (%) greater than Great Britain	(2011) 18
No. of LSOA with a median household income below Wales	(2011) 32

RURAL DENBIGHSHIRE

% of the rural working age population claiming Job Seekers Allowance	1.75%
% of rural residents reporting overall satisfaction with their local area	(2013) 89.7
% of rural businesses reporting confidence in their future prospects	N/A until 2014/15

IMPROVEMENT ACTIVITY

Develop initiatives for empty shops	POSTPONED
Review parking/traffic management in all towns to support economic growth	YELLOW
Deliver priority projects within the Rhyl Going Forward work streams	WITHDRAWN
Support North Denbighshire Communities First Cluster to address deprivation	GREEN
Develop a county wide approach to tackling deprivation and poverty	YELLOW

OUTCOME 6

Well-promoted Denbighshire

SUMMARY

The overall position for this Outcome is Yellow: Good. Although there are two indicators that are classed as Excellent, we need further data before we can be confident that the overall position is Excellent.

Two indicators have been removed because, on reflection, they weren't deemed to be reliable indicators of a 'well-promoted Denbighshire'.

The activity to "Undertake market research to better understand target markets and audiences" was postponed for a short period, but a project brief is due to go before June's ECA Board.

We referred to "Ensure a seamless response to Inward Investment enquiries" under Outcome 2. Town & Area Plans are subject to a full review currently that will help guide their next stage of development. Cabinet commissioned the review following consideration of the latest wave of Town & Area Plans and concerns that perhaps the Plans weren't sufficiently focused or delivering impact.

[KEY](#)

INDICATORS

DENBIGHSHIRE IS RECOGNISED AS A GREAT PLACE TO LIVE

% of residents satisfied with their area as a place to live	▼ (2013) 84.7
% of residents reporting they are likely to move out in the next 5 years	▼ (2013) 17.9
Number of house sales	Data Development
Number of housing new build completions	▼ (2013) 129 ¹

DENBIGHSHIRE IS RECOGNISED AS A GREAT PLACE TO VISIT

Number of visitors	2013 data available July 2014
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¹ This is the figure for new build house completions identified in the Joint Housing Land Availability Study

IMPROVEMENT ACTIVITY

Undertake market research to better understand target markets and audiences	POSTPONED
Destination Management Plan & the Destination Denbighshire Partnership	GREEN
Ensure a seamless response to Inward Investment enquiries	POSTPONED
Embed Town & Area Plans across services, with partners and in communities	POSTPONED
Develop and implement coordinated approach to tackling eyesore sites	GREEN

OUTCOME 7

Students achieve their potential

SUMMARY

We are using a higher benchmark for Excellence for the educational attainment where Green/Excellent is the best in Wales. The overall position for this outcome is Orange: Acceptable. The percentage of pupils achieving the level 2 threshold, including English/Welsh & maths; the percentage of pupils who achieve the Core Subject Indicator at Key Stage 4; and the percentage of pupil attendance in Secondary school are currently a Priority for Improvement. One of the performance measures is currently classed as a Priority for Improvement due to a small increase in the number of deficit places in primary schools.

* **Please Note:** The status of national indicators / measures marked with an asterisk is currently based on all-Wales projections for 2013-14. This data will be published in September.

[KEY](#)

INDICATORS

% of all pupils that leave without an approved qualification*	▲ (FY-2013) 0.24
% of pupils who achieve the Core Subject Indicator at Key Stage 2	▲ (AY-2013) 86.0
% of pupils who achieve the Core Subject Indicator at Key Stage 4	▼ (AY-2013) 49
Average Capped Points Score for pupils at Key Stage 4	▲ (AY-2013) 345
% of pupils achieving the level 2 threshold, including English/Welsh & maths	▼ (AY-2013) 53.4
% of pupils achieving the level 2 threshold or vocational equivalents	▲ (AY-2013) 85.7
% of pupil attendance in primary schools	▼ (AY-2013) 94.3
% of pupil attendance in secondary schools	▼ (AY-2013) 92.4

Average number of school days lost per fixed-term exclusion	▲ (AY-2013) 1.9
Number of fixed-term exclusions	▲ (AY-2013) 555

PERFORMANCE MEASURES

No. of surplus places as a % of total primary school places	▲ (AY-2014) 12.95
No. of surplus places as a % of total secondary school places	▼ (AY-2014) 17.89
No. of deficit places as a % of total primary school places	▼ (AY-2014) 1.22
No. of deficit places as a % of total secondary school places	— (AY-2014) 0.00
No. of primary school places provided by mobile classrooms	▲ (AY-2014) 527
No. of secondary school places provided by mobile classrooms	▲ (AY-2014) 566

IMPROVEMENT ACTIVITY

Bodnant Community School – Extension and remodelling	YELLOW
Mentoring programme to support year 11 students	GREEN
Programme to facilitate the delivery of the Literacy Numeracy Framework	GREEN
Funding for 21st Century Schools Programme and Modernising Education	GREEN
Re-structure framework and delivery arrangements of strategic priorities	YELLOW
Review current cluster arrangements	YELLOW
Review current provision for students who access the Behaviour Support Service	YELLOW
Develop and implement an anti-bullying policy	GREEN
Rhyl High School – New building	YELLOW
Programme to reduce the reliance on mobile accommodation	YELLOW

To establish the Modernising Education Programme Board	GREEN
Review approach to planned and reactive maintenance works within schools	YELLOW
Ysgol Bro Dyfrdwy – Building works for the new area school	GREEN
Ysgol Dyffryn Ial – Llandegla extension	GREEN
Ysgol Glan Clwyd – Extension and remodelling	GREEN
Ysgol Twm o'r Nant – Refurbish and remodel	ORANGE
Ysgol y Llys – Extension and remodel	GREEN
Governor's Wales Quality Mark	ORANGE
Faith-Based Review: Consultation	YELLOW

OUTCOME 8

Residents and visitors to Denbighshire have access to a safe and well-managed road network

SUMMARY

We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales. Overall, the current position for this outcome is Yellow: Good. Our B roads are still considered a Priority for Improvement, despite seeing improvement, and satisfaction with the quality of our C roads is also low. Performance against our planned highways capital maintenance programme is regarded as a Priority for Improvement. The percentage of drop-kerb routes in place is also a Priority for Improvement; however, the Service has now identified each of the priority routes and, during the first quarter of 2014–15, will be carrying out audits to identify gaps in provision and will begin to rectify any shortcomings.

* **Please Note:** The status of national indicators / measures marked with an asterisk is currently based on all-Wales projections for 2013–14. This data will be published in September.

Further work is needed by the service to address issues with extracting measure data from the Customer Relationship Management System (CRM) where it is currently marked as unknown.

[KEY](#)

SURVEY INDICATORS

Residents Survey, % satisfaction with:	
Maintaining main roads in good condition	▲ (2013) 64.9
Maintaining streets in towns & villages in good condition	▼ (2013) 61.9
Maintaining rural roads in good condition	(2013) 48.8
City, Town & Community Councillor Survey, % satisfaction with:	
Maintaining main roads in good condition	N/A until 2014/15
Maintaining streets in towns & villages in good condition	N/A until 2014/15

Maintaining rural roads in good condition	N/A until 2014/15
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INDICATORS

% of A, B & C roads that are in overall poor condition*	▲ (2014) 9.60
% of principal A roads that are in overall poor condition*	▲ (2014) 3.70
% of non-principal/classified B roads in overall poor condition*	▲ (2014) 8.80
% of non-principal/classified C roads in overall poor condition*	▼ (2014) 14.50

PERFORMANCE MEASURES

% structural maintenance spend spent on planned structural maintenance	▲ (2014) 96.0
% timeliness of category C (Final) Street Works inspections	▲ (2014) 10.28
% of damaged roads and pavements made safe within target time	#UNKNOWN
% of road condition defects (CRM queries) resolved within timescale	#UNKNOWN
% of key routes where a drop-kerb route is in place	— (2014) 0
% of planned Highways Capital Maintenance Programme achieved	▼ (2014) 83.0
No. of successful claims concerning road condition during the year	▼ (2014) 3.00

IMPROVEMENT ACTIVITY

Road Resurfacing	ORANGE
Microasphalt	GREEN
Surface Dressing	GREEN
Pedestrian Safety Improvements	GREEN
A525 Elwy Bridge	GREEN
A548 Foryd Bridge	GREEN
Dropped Kerbs Project	GREEN
Review of preparations for Highways Winter	GREEN

Maintenance	
Review parking charges	GREEN
Develop Minor Works framework	GREEN

OUTCOME 9

Vulnerable people are able to live as independently as possible

SUMMARY

The overall position for this outcome is Yellow: Good. On the whole the council is successfully enabling vulnerable people to live independently in Denbighshire. The only concern within this outcome is the proportion of the adult population who are unable to live independently.

Traditionally Denbighshire has always had a very high rate of adults living in residential care compared to other authorities in Wales, and we have been working for many years to reduce it. However, it was always acknowledged that it would take time to bring the rate down. Our ambition for this Corporate Plan is to reduce the number of adults in residential care by 200 by 2017, from 815 to 615. At 31st March 2014, we had reduced the number by 106 to 709, which shows that significant progress has been made. However, Denbighshire still has a higher rate of adults in residential care than most other councils in Wales, which is why the indicator is still showing as red. Our position for 2014/15 will be updated at Q2, when national data is available.

KEY

INDICATORS

% of the adult population who live independently	▼ (2013) 97.1
% of the adult population who cannot live independently	— (2013) 0.7

PERFORMANCE MEASURES

% of people who live independently with modern supportive options	▲ (Q) 68.2
% of people who live independently with traditional care options	▲ (Q) 31.8
Rate of delayed transfers of care for social care reasons	— (Q) 0.3
% of adult clients who do not need social care service following reablement	▲ (Q) 77.0
Average number of days taken to deliver a Disabled Facilities Grant	▼ (Q) 187
The number of new placements of adults whom the	— (Q) 161

authority supports in care homes	
No. of service users in receipt of assistive technology	▲ (Q) 1550

IMPROVEMENT ACTIVITY

Direct Payments Scheme	GREEN
Additional Reablement Capacity (£100k)	GREEN
Carers Plan	GREEN
Feasibility Study: Extra Care Housing Options	GREEN

OUTCOME 10

Vulnerable people are protected

SUMMARY

The overall position for this outcome is Yellow: Good. The council has excellent success protecting vulnerable people in Denbighshire, but there is an exception in terms of the timeliness of core group meetings. In quarter 4, just over 9 out of 10 meetings were held within 10 days of the child protection conference, which is a performance improvement on the previous period but remains below the Wales median.

Steps have been taken over the last few months to increase the number of timely Core Groups meetings, but there are a few circumstances where the key professionals and/or parents are not available within the timescales. These are kept to a minimum and authorised at Service Manager level.

KEY

INDICATORS

% of child referrals that were re-referrals within 12 months	▲ (Q) 17.2
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PERFORMANCE MEASURES

% of adult protection referrals completed & the risk has been managed	▲ (Q) 100
% of child protection reviews carried out within statutory timescales	— (Q) 100
% of core group meetings within 10 days of child protection conference	▲ (Q) 91.2
% of open cases on child protection register with allocated social worker	— (Q) 100

IMPROVEMENT ACTIVITY

Arrangements for Protecting Vulnerable Children and Adults	YELLOW
Signs of Safety Model	YELLOW
Intensive Family Support Services	GREEN

OUTCOME 11

To produce an attractive environment for residents and visitors alike

SUMMARY

The overall position for this outcome is Green: Excellent. The indicator data, however, identifies an issue with fly tipping. This is because we are reporting this indicator differently from other councils, including incidents that we identify ourselves in addition to incidents reported by the public. The percentage of reported fly tipping incidents cleared within five working days is also a Priority for Improvement. There are again some issues with the quality of the data, as our Customer Relationship Management System (CRM) can only measure how long it takes from when the incident is recorded to when it is closed on the system (rather than when the incident was actually cleared). Going forward in 2014–15 the Service hopes to have addressed these issues.

* **Please Note:** The status of national indicators / measures marked with an asterisk is currently based on all-Wales projections for 2013–14. This data will be published in September.

Further work is needed by the service to address issues with extracting measure data from the Customer Relationship Management System (CRM) where it is currently marked as unknown.

KEY

SURVEY INDICATORS

Residents' Survey, % satisfaction with:	
The cleanliness of the streets (local area)	(2013) 73.1
The cleanliness of the streets – dog fouling (local area)	(2013) 50.8
The cleanliness of the streets (nearest town)	(2013) 74.4
The cleanliness of the streets – dog fouling (nearest town)	(2013) 58.8
City, Town & Community Council Survey, % satisfaction with:	
The cleanliness of the streets (C,T&CC area)	N/A until 2014/15
% of C,T&CC who report improvement with dog fouling	N/A until 2014/15

INDICATORS

The Cleanliness Index (2014 data published in Sept)	▲ (2013) 82.8
The rate of reported fly tipping incidents reported per 1,000 population*	▲ (2014) 23.3
Clean Streets Survey – Improvement Areas	▲ (Q) 99.5

PERFORMANCE MEASURES

% reported fly tipping incidents cleared within five working days*	▲ (2014) 94.88
% of untidy land incidents resolved within 12 weeks	▼ (2014) 47
Average Response time to litter notifications (including dog fouling)	#UNKNOWN
The rate of fixed penalty notices (all types) issued per 1,000 population	▲ (2014) 35.3
The rate of fixed penalty notices (dog fouling) issued per 1,000 population	▲ (2014) 0.47

IMPROVEMENT ACTIVITY

Review provision of Public Bins	GREEN
Review street cleaning activities	GREEN
Target problematic areas for environmental crime	GREEN
Anti-Dog Fouling Project	GREEN
Eyesore Sites Project	GREEN

OUTCOME 12

The housing market in Denbighshire will offer a range of types and forms of housing in sufficient quantity to meet the needs of individuals and families

SUMMARY

The overall position for this outcome is Orange: Acceptable. However, the current supply of social and affordable housing is considered a Priority for Improvement, as is the supply of housing land. The housing land supply data provided below is, however, is for 2012–13, pre-dating the adoption of the Local Development Plan. The LDP makes provision for 7500 new homes by 2021 and the land supply figure for 2013–14 will be significantly higher. The 2014 Joint Housing Land Availability Study is to be agreed and published by March 2015. In terms of the performance measures, the speed of determining householder planning applications within eight weeks is also a Priority for Improvement. The council recognises that speed needs to be balanced with quality, but accepts that further improvements should be made in this area. The council will also be looking at upfront work on planning applications (pre-application stage) to support the development and submission of higher quality applications.

* **Please Note:** The status of national indicators / measures marked with an asterisk is currently based on all-Wales projections for 2013–14. This data will be published in September.

[KEY](#)

INDICATORS

The current supply of social housing	▼ (2014) 9
The current supply of affordable housing	▼ (2014) 15
The current supply of market housing (2014 data published in June)	(2013) 109
% additional affordable housing units provided*	▲ (2014) 49
% additional affordable housing units granted planning permission (count)	▲ (2014) 18
% HMO with a full licence*	▲ (2014) 36
Supply of housing land by joint housing land availability study (2014 data published in June)	▼ (2013) 3.50

PERFORMANCE MEASURES

% potentially homeless households with homelessness prevented*	▼ (2014) 93
% of core KPI benchmarked in HouseMark that are in the top quartile	▼ (Q4) 41
The average number of calendar days taken to re-let empty properties (standard re-lets only)	▼ (2014) 34.42
% private sector dwellings returned to occupation*	▼ (2014) 17.7
The number of potential homeless people assisted to find a home	▲ (Q4) 30
The average number of calendar days taken to deliver a Disabled Facilities Grant*	▼ (2014) 187
% householder planning applications determined within eight weeks*	▲ (2014) 82
% council properties achieving Welsh Housing Quality Standard	▲ (2014) 99.76

IMPROVEMENT ACTIVITY

Single Access Route to Housing Project	YELLOW
HMO Licensing Scheme	ORANGE
Refurbishment in Conservation Area (Brighton Road, Rhyl)	GREEN
Refurbishment (Area Renewal Grants)	GREEN
Housing Renewal Projects in private sector housing and environmental enhancements	GREEN
Private sector bringing forward allocated Housing Sites	ORANGE
Financial Inclusion Strategy 2014-17	ORANGE
Satisfaction Survey: Homelessness & Housing Options Service	YELLOW
Arrangements for Move On accommodation from supported housing	GREEN
Redesign/restructure the Homelessness and Housing Option Service	ORANGE
Action Plan: Relationship with Private Rented Sector	YELLOW

Encourage the private sector to bring forward allocated housing sites	ORANGE
Agree common allocations policy with SARTH partners	YELLOW
Local Housing Strategy for 2013-18	ORANGE
Develop an Affordable Housing Programme for 2013/14	YELLOW
Revise the Supplementary Planning Guidance on Affordable Housing	YELLOW
Deliver energy efficiency initiatives in the private sector housing	GREEN
Introduce re-payable loans to allow home owners to improve conditions in the private housing stock	YELLOW

OUTCOME 13

Services will continue to develop and improve

SUMMARY

The overall position for this outcome is Yellow: Good, with most of the Indicators generating an Excellent status. Although the complaints-related indicator only achieves Acceptable status, there is low tolerance for deviation from 100%, and we are very close to the Acceptable threshold of 95%.

[KEY](#)

SURVEY INDICATORS

Residents' Survey, % satisfaction with:	
The council is efficient and well-run	▲ (2013) 40.8
The council acts on the concerns of residents	▼ (2013) 38.4

INDICATORS

% of projects expected to achieve their benefits	— (Q) 100
No. of statutory recommendations made by the Wales Audit Office	— (2014) 0

PERFORMANCE MEASURES

% of Outcome Agreement grant awarded to Denbighshire	— (2013) 100
% of complaints responded to within corporate timescales	▼ (2014) 93.84
% of eligible modernisation projects with a post-implementation review	(Q) N/A ²
Rate of complaints received by DCC per 10,000 population	15.46 ³

² No Modernisation projects are yet at the post-implementation review stage.

³ No Excellence or Intervention thresholds have been set for this figure. This is because we did not have access to enough comparable data, and we did not know whether comparable processes were being followed in other authorities. Hence, we could not account for the difference in volumes recorded, and could not assert what would be an excellent position. We will track the trend over time.

IMPROVEMENT ACTIVITY

Customer Feedback and Complaints	GREEN
Establish the Corporate Programme Office	GREEN
Resident's Survey	GREEN
Launch New Website	GREEN

OUTCOME 14

More flexible and effective workforce supported by cost efficient infrastructure

SUMMARY

The overall position for this outcome is Orange: Acceptable. Reducing running costs is a big challenge for the Council, but there are some significant projects underway to increase efficiency, and these are progressing well.

Of the exceptions, percentage of people that feel they have the information and IT to work efficiently was initially gauged in 2013, and the survey will be repeated in 2015.

Although our levels of sickness absence remain a Priority for Improvement, the FTE average is down from 9 days, and there is work planned for 2014/15 to further address problem areas.

We are aware that our primary school portfolio emits a relatively high proportion of carbon, compared to the rest of Wales. This is because our electricity consumption in Primary Schools is higher than the Welsh average, and electricity substantially affects our carbon emissions. The Property section is aware of increased ICT equipment in schools, and is investigating ways of reducing consumption by installing switch off software for the computers when they are not being used. A number of schools under refurbishment are also having low energy lighting installed.

[KEY](#)

SURVEY INDICATORS

Staff Survey, % of positive responses to:	
I know what is expected of me	(2013) 94.0
I have the skills to do my job effectively	(2013) 97.0
I can access the information & I.T. that I need to work efficiently	(2013) 82.0

INDICATORS

No. of working days/shifts lost to sickness absence per FTE	▲ (2014) 8.47
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PERFORMANCE MEASURES

% of performance appraisals due that were completed	▲ (2014) 96.0
Carbon emissions from Denbighshire's corporate office space (carbon kg/m ²)	▼ 50
Carbon emissions from Denbighshire's primary schools (carbon kg/m ²)	▼ 45
Carbon emissions from Denbighshire's secondary schools (carbon kg/m ²)	▼ 36
Corporate Office space occupied by DCC, m2	16,340
Average number of business miles recorded per FTE	▲ (Q) 506
% of mobile staff that have remote access to their work I.T. systems	N/A until Q3 2014/15 ⁴
% of proposed savings through the Modernisation programme achieved	New (Q) 64.1%
% of 'Key Tasks' transactions undertaken online	▲ (03/2014) 13.13 (baseline)

IMPROVEMENT ACTIVITY

Printer Rationalisation Project	COMPLETE
Defining Work Styles Project	YELLOW
E-Invoicing & Central Invoice Registration	GREEN
EDRMS	GREEN
Office Accommodation Review Implementation	GREEN
Audio/video conferencing implementation	GREEN
Automated payment kiosks in Ruthin and Prestatyn	COMPLETE
Website: Phase 2 – channel shift	GREEN

⁴ The service has changed this way that this is measured - previously it was a count of the number of people that had CAG access. Policy now states that to be mobile people need CAG, a laptop, and a mobile phone. Data is being developed and the original survey repeated, and full reporting will be possible from Q3.

PROJECT REGISTER

CORPORATE PROJECT REGISTER SUMMARY

CORPORATE PROGRAMME: ECONOMIC & COMMUNITY AMBITION

Rhyl Harbour: Bridge, public square, quayside building and extended quay wall	YELLOW
Rhyl Harbour: Harbour Empowerment Order	ORANGE
Construction Procurement North Wales	GREEN

CORPORATE PROGRAMME: MODERNISATION

Electronic Document and Record Management System (EDRMs)	GREEN
Electronic Invoicing & Central Invoice Registration	GREEN

CORPORATE PROGRAMME: MODERNISING EDUCATION

Rhyl New School	YELLOW
Ysgol Y Llys – Extension, Remodel & Refurbishment	GREEN
Bodnant Community School Extension and Refurbishment	YELLOW
Ysgol Bro Dyfrdwy Area School: Extension & Refurbishment, Cynwyd Site	GREEN
Ruthin Area Primary School Review	New Project
Welsh Medium Primary's North Denbighshire – Ysgol Twm o'r Nant	YELLOW
Welsh Medium Provision – Ysgol Glan Clwyd Extension & Refurbishment	New Project

CORPORATE PROGRAMME: MODERNISING SOCIAL SERVICES & ENHANCING WELLBEING

Carer's Development	YELLOW
Single Point of Access	YELLOW
Vulnerable People Physical Activity	YELLOW

ICT STRATEGY

Desktop Refresh	GREEN
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RHYL GOING FORWARD

West Rhyl Housing Improvement Project	YELLOW
The Honey Club, Rhyl	GREEN

SERVICE: ADULT & BUSINESS SERVICES

Review of Day Services Provision for Older People (North)	GREEN
Financial Inclusion Project	YELLOW

SERVICE: BUSINESS IMPROVEMENT & MODERNISATION

Business Continuity Plan	GREEN
Denbighshire's T&CC Devolution and Empowerment project	GREEN

SERVICE: CHILDREN & FAMILY SERVICES

Paris – Children’s Financials	GREEN
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SERVICE: CUSTOMERS & EDUCATION SUPPORT

Income Management, Cash Receipts	GREEN
Capita Regional MIS	ORANGE

SERVICE: FINANCE & ASSETS

Office Accommodation Review	GREEN
FCC and DCC Joint Strategic Procurement Service	YELLOW
PROACTIS eSourcing Rollout	ORANGE
Payroll/HR integration	New project

SERVICE: HIGHWAYS & ENVIRONMENTAL SERVICES

Residual Waste (North Wales Collaboration)	GREEN
North Wales Cycling Sustainable Activity Tourism Centre of Excellence	YELLOW
H&I Street Lighting HiLight Implementation	GREEN
Merged Highways and Environmental Services Department	GREEN
Loggerheads Traffic Congestion Initiative	YELLOW

Foryd Harbour Blue Bridge Concrete Repairs	GREEN
Corwen Flood Risk Management Scheme	GREEN
Denbighshire Local Flood Risk Management Strategy	GREEN

SERVICE: HOUSING & COMMUNITY DEVELOPMENT

Excellent Housing	YELLOW
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SERVICE: HR DIRECT

Improving Attendance and Delivering Excellence Thresholds	GREEN
Workforce Information Requirements	GREEN

SERVICE: PLANNING & PUBLIC PROTECTION

Former North Wales Hospital Denbigh	YELLOW
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Report To: Cabinet

Date of Meeting: 24th June 2014

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

Report Author: Richard Weigh, Chief Accountant

Title: Financial Outturn Report 2013/14

1. What is the report about?

Cabinet has received regular monitoring reports throughout the financial year on the performance of expenditure against budget and savings agreed as part of the Medium Term Financial Plan. This report details the final position at financial year end. County Council will receive the figures in July together with the recommended treatment of reserves.

The first draft of the Annual Statement of Accounts for 2013/14 will be submitted to the external auditors on 30th June. The audited accounts will then be presented to the Corporate Governance Committee in September for formal approval.

2. What is the reason for making this report?

To report the final revenue position and the proposed treatment of balances.

3. What are the Recommendations?

To consider the final revenue outturn position for 2013/14 and recommend the position to full Council.

To recommend to Council the treatment of reserves and balances as detailed in the report.

4. Report details

The overall financial outturn position for 2013/14 is an under spend against the approved budget, which together with an increase in the yield from Council Tax strengthens the financial position of the Council. As a consequence it is possible to make recommendations for the transfer of funds to specific reserves that will continue to assist the Council in addressing the severe financial pressures of the next few years and meet the cash commitments required to deliver the Corporate Plan.

The final Revenue Outturn figures are detailed in Appendix 1. The final position on service and corporate budgets is an under spend of £1.714m (1.8% of the net revenue budget). The final position on service and corporate budgets is £235k higher overall than was reported in March as a number of

positions have changed. One of the most significant is in relation to corporate budgets (movement of £220k) where the actual cost of expenses relating to recent flooding were lower than originally anticipated and external audit costs were less than forecast.

Services continue to be proactive in planning for savings for future years, and the financial impact of some of those proposals began to take affect toward the end of 2013/14. Services reported commitments against balances in March which are consistent with the final net position. The majority of the balances had been forecast because of timing issues (e.g. delays in implementing service changes or specific expenditure commitments being delayed or fees being received in advance).

Further information regarding final **service outturn** and proposed use of balances is included as **Appendix 2**.

Schools - Expenditure on schools was £1.023m below the delegated budget. School balances now stand at £3.892m which equates to an average of £256 per pupil and 5.66% of the net schools budget. £306k of the movement relate to two schools that had significant negative balances and illustrates good progress towards returning to a positive balance, while a further £271k relates to Special Schools. School balances are detailed in **Appendix 3**.

The position on the yield from **Council Tax** is impacted upon by the number of dwellings in the County, together with a relatively high level of tax collection (97.7%). The number of dwellings increased Assumptions when the budgets were set had taken account of a likely drop in collection rates as a result of the continuing difficult economic picture generally but the council still successfully maintained a high collection rate, which is a considerable achievement.

As reported throughout the year, the final level of Council Tax yield was thought likely to exceed the original estimates used when setting the budget. The final yield is £321k (0.8%) higher than the original estimate and the Council therefore has a one off benefit. The assumption throughout the year and the proposal now is that this is used to contribute to the funding of the Corporate Plan.

The council budgeted to make a contribution to general balances of £300k which in keeping with previous reports is assumed in the final outturn position and brings general balances to £8.6m. The council also budgeted to make contributions to the funding of the Corporate Plan. The Plan requires around £25m of cash and £52m of borrowing to deliver the council's ambitions. Part of this strategy has been and will continue to be identifying revenue budget resources to generate cash to fund capital expenditure. The 2013/14 budget assumed contributions to the funding of the Corporate Plan would be made through priority funding, budgeted provisions within corporate budgets and other in-year cash transfers. The total funding allocated to the Corporate Plan reserve within the year is £4.3m, with a further £855k proposed as part of the final position. With expenditure of £797k against the reserve during the year, the final position at year-end is £14.7m.

Given the position overall within services, it is proposed at this stage that services carry forward the net under spends listed as Committed Service Balances in Appendix 1 to help deliver the 2014/15 budget strategy and meet existing commitments. Services will be required to outline in more detail how the balances brought forward have been used in 2014/15 in the Finance Report to Cabinet in October. Unused balances may be reallocated as a result of this review.

The final position results in £1.1m cash funding to be allocated. This is a significant achievement and the council must ensure that the funding is used in the most effective way. As highlighted above, it is proposed that £855k of this be used to contribute to the cash reserves required to fund the Corporate Plan. It is further proposed that £250k is set aside as a capital spend to save reserve to explore the possibility of investing in foster care accommodation to potentially reduce the number and cost of external foster placements. A full business case will be developed in the next three months but based on a one-off investment of £50k over five properties, the annual revenue saving could be £40k per placement.

A number of contributions to and from Reserves have been allowed for within the accounts. These are detailed in **Appendix 4** and will require approval by full Council. New reserves established during the year include:

- An out of county special education recoupment reserve has been established to mitigate demand and allow a budget reduction in 2014/15
- A modernising social care reserve has been established using one-off revenue to help deliver future efficiencies
- A Children with Disabilities reserve has been established to help develop leisure and other service provision
- A Channel shift reserve has been established to develop projects that will deliver efficiency savings in Customer Services

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?

The council's net revenue budget for 2013/14 was £192m. The final position excluding schools was a net under spend of £1.8m (1.4%). Where services have highlighted legitimate expenditure commitments against 2013/14 balances, it is proposed that those services carry the net balance forward to 2014/15. The position within each service and intended use of service balances will be reviewed in 2014/15.

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.

In the last three years, the council has delivered revenue budgets savings of almost £13m which is a considerable achievement. Services continue to be both prudent and effective in identifying savings going forward, some of which have begun to have an impact in 2013/14.

The final position means that the contributions required from 2013/14 to fund the Corporate Plan can be made. The Plan cannot be delivered unless the required cash resources are earmarked for investment in schools, social care and other priorities.

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

	Budget	Outturn	Variance	Schools Position	Committed Service Balances	Invest to Save Balances	Corporate Plan Balances
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Services							
Business Planning & Performance	1,777	1,682	-95		-95		
Legal & Democratic Services	1,524	1,356	-168		-168		
Finance & Assets	5,886	5,871	-15		-15	#	
Highways & Environmental Services	19,960	19,960	-0		0		
Planning & Regulatory Services	2,533	2,498	-34		-34		
Adult & Business Services	33,527	33,367	-160		-160		
Children & Family Services	8,772	8,247	-525		-96	-250	-179
Housing & Community Development	1,880	1,512	-368		-62		-308
Communication, Marketing & Leisure	6,260	6,213	-47		-47		
Strategic HR	914	892	-22		-22		
ICT/Business Transformation	1,954	1,772	-182		-182		
Customers & Education Support	2,003	2,003	-0		0		
School Improvement & Inclusion	4,874	4,775	-99		-99		
Total Services	91,862	90,148	-1,714		-979	-250	-485
Schools	64,139	63,116	-1,023	-1,023			
Corporate Budgets							
Corporate	17,748	17,649	-99				
Budgeted Contribution to Balances		0	0				
Total Corporate Budgets			-99				-99
Capital Financing/Investment Interest	13,230	13,230	0				
Levies	4,594	4,594	0				
Contributions to Funds							
Contributions from Funds							
Total Services & Corporate Budgets	191,573	188,737	-2,836				
FUNDING							
Welsh Government Funding:							
RSC	120,843	120,843	0				
NDR	29,051	29,051	0				
Council Tax Reduction Grant	827	827	0				
	150,821	150,821	0				
Use of Reserves	50	0	50				
Council Tax	40,702	41,023	-321				
Total Funding	191,573	191,844	-271				-271
In-year Position	0	-3,107	-3,107	-1,023	-979	-250	-855
RESULTING POSITION AT 31/03/2014				£'000			
School Balances Brought Forward					2,870		
In Year contribution					1,023		
School Balances Carried Forward					3,892		
Earmarked Balances							
Services							
Business Planning & Performance			95				
Legal & Democratic Services			168				
Finance & Assets			15				
Planning & Regulatory Services			34				
Adult & Business Services			160				
Children & Family Services			96				
Housing & Community Development			62				
Communication, Marketing & Leisure			47				
Strategic HR			22				
ICT/Business Transformation			182				
School Improvement & Inclusion			99				
Total			979				
Spend to Save Reserve			250				
Corporate Plan Reserve							
Balance Brought Forward			10,298				
In-year Contribution			4,302				
In-year Expenditure			-797				
Year-end Contribution			855				
Balance Carried Forward			14,657				
General Balances							
Balance Brought Forward			8,369				
In-year contribution			300				
Balance Carried Forward			8,669				

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Appendix 2 – Service Outturn Details

Business Improvement and Modernisation – The underspend of £95k is due to the planned delay to filling vacant posts and a delay in spend relating projects such as the Single Integrated Plan and the on-going digitisation project. Previous reports to Cabinet have recommended that the under spend is used to help fund:

- the delayed costs of the Single Integrated Plan (£20k)
- an FOI Officer for 14/15 in order to help maintain statutory levels of service (£32k)
- a project to devolve services to Town and Community Plans (c.£20k)
- a Specialist Business Partner post for ICT in order to help drive through the modernisation of the Council's ICT infrastructure (£15k)
- the ongoing digitisation project (£8k)

Legal & Democratic Services - Income increased late in the year due to receipt of fees for the West Rhyl Project, which were charged against external grant funding. In addition, expenditure on canvassers' fees and civics was £40k lower than the budget. The expenditure budgets for the latter two areas have been reduced as part of the budget savings agreed for 2014/15. It is proposed to use the under spend in 20-14/15 to jointly fund a Procurement Solicitor and to purchase new case management software solutions for Legal Services.

Finance & Assets – the majority of the under spend results from reduced staffing costs in Property. The balance will be used to fund one-off restructure costs in 2014/15.

Highways & Environment Services – has achieved a break-even position. Pressures in School Transport, Parking, Winter Maintenance and Coastal Facilities have been contained but to achieve this outturn position, as well as using cash relating to the early achievement of 2014/15 efficiency savings, the service has used specific reserves (such as the Winter Maintenance Reserve) and cash balances brought forward from 2012/13.

Planning & Public Protection – the under spend is largely due to additional planning application fees for Rhyl High School and the HM Stanley site being received toward the end of the year. Some costs in respect of the fees received in 2013/14 will be incurred in 2014/15.

Adults & Business Services – 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 & Family Services - the majority of the under spend has arisen due staffing budgets (staff not being on the top of the grade) and specialist placement costs being lower than anticipated. 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.

It is proposed that the remainder of the under spend contributes to the funding of the Corporate Plan which will support the wider social care agenda.

Housing & Community Development

Non HRA Housing

An under spend of £12k in Homelessness arose due to the receipt of a grant to cover an existing post. Welfare Services & Housing Strategy under spent by £37k largely due to reduced staff costs and vacant posts which have now been filled. The under spend will be used to continue to absorb the pressure of welfare reform (particularly Housing Benefit and forthcoming Universal Credit) on the homelessness budget and enable the service to continue to contribute to Shelter which provides an invaluable "gate keeping" service to Homelessness.

Economic & Business Development

An under spend of £306k has been reported throughout the year due to commitments against projects in the Town & Community Plans budget and the Investment in Priority budget being less than planned. It is proposed that this slippage is transferred to the Corporate Plan Reserve.

Communications, Marketing & Leisure – the final under spend was £47k (the same as reported last month). The main reason for the overall under spend was due to the commercial leisure portfolio continuing to increase its membership base over and above expectation during recent months. The latter has seen the new Ruthin Leisure Development continue to exceed targets and in addition the Leisure Centres in the north of the county have gained a significant number of new members late in the financial year.

It is proposed that the 2013/14 under spend is carried forward to fund the following three financial commitments:-

- (i) To fund works that have now commenced on improving the foyer area at Rhyl Pavilion Theatre (£15k).
- (ii) A proposal that the service purchases a marquee to bring longer term cost savings as it will no longer need to continually hire equipment for events attended each year. This would also enable a greater, more obvious presence at events. The anticipated cost of purchase is circa £20k including lighting, flooring and other essentials.
- (iii) Improvements to the changing facilities at Ruthin Leisure Centre (£11k).

Strategic HR – the under spend is primarily due to savings in Occupational Health by not filling a vacancy and also the council has reduced the use of doctor services throughout the year. The balance will be used to reduce capital financing costs charged to HR to facilitate a budget saving in 2014/15.

ICT and Business Transformation – the department under spent by £182k in 2013/14, largely due to the delay in the delivery of projects relating to the Phase 2 ICT Strategy. It has previously been recommended to utilise the under spend in 2014/15 to:

- Deliver the delayed projects relating to the Phase 2 ICT Strategy (£99k)
- Comply with the grant conditions relating to the carry forward of LiDW Grant funding (£49k)
- Fund the delayed procurement of the Server Room Power Distribution Unit and a Load Balancer for the Education SLA (£12k and £14k respectively).

Customer & Education Support – Although the service is showing a nil variance at year end, this is after the transfer of £118k to a reserve to help pump prime the Chanel Shift and Customer Access project which forms part of the Modernisation agenda which is vital in delivering the efficiencies required in future years as recommended in the January report. This was possible due to underspends relating to delays in the full implementation of the Customer Services restructure, the early achievement of planned efficiencies for 2014/15 and maximisation of grant income. The under spend carried forward from 2012/13 of £134k was also transferred to this reserve as recommended in January.

School Improvement & Inclusion – The majority of the £99k under spend relates to the demand-led Early Years provision. The service has previously requested the following carry forwards:

- £45k to help fund costs relating to the service restructures that have facilitated a number of efficiencies in 2014/15
- £14k to help manage the reduction of grant funding in 2014/15 with a planned reduction in service

It is recommended that the remaining £40k be carried forward to help facilitate further efficiencies for 2015/16 that are currently being developed.

During the year, £331k has been transferred to an Out of County Reserve. This reserve facilitated the release of £200k base budget efficiencies in 2014/15 and helps mitigate the risk of sudden increases in demand.

Primary School Balances As at 31.03.2014

0.5 = Nursery

Cost Centre	School	Balance as at 31.03.2013	Balance as at 31.03.2014	Movement in Year	Total Pupil Nos Sept 2013	Balance per Pupil	School Budget 2013/14	Balance as %age of Budget
		£	£	£		£	£	
114	YSGOL BETWS GWERFIL GOCH	20,180	9,448	(10,732)	33.00	286	219,748	4.30%
116	YSGOL Y FAENOL	23,402	39,510	16,107	129.50	305	486,176	8.13%
117	YSGOL BODFARI	24,092	25,337	1,245	37.00	685	198,897	12.74%
136	YSGOL CARROG	29,402	38,159	8,756	33.00	1,156	203,098	18.79%
140	YSGOL CEFN MEIRIADOG	46,664	15,878	(30,786)	71.50	222	280,447	5.66%
146	YSGOL CLOCAENOG	4,670	3,005	(1,665)	41.00	73	200,328	1.50%
162	YSGOL CAER DREWYN	53,145	61,207	8,063	79.50	770	371,709	16.47%
163	YSGOL CYFFYLLIOG	12,229	17,662	5,433	24.50	721	188,574	9.37%
165	YSGOL BRO DYFRDWWY	66,796	36,011	(30,785)	95.50	377	501,764	7.18%
168	YSGOL Y PARC INFANTS	74,765	62,590	(12,175)	165.50	378	635,394	9.85%
169	YSGOL FRONGOCH JUNIORS	45,345	38,030	(7,315)	199.00	191	581,206	6.54%
172	YSGOL TWM O'R NANT	34,182	23,361	(10,820)	262.50	89	1,006,078	2.32%
173	YSGOL PENDREF	(40,294)	(75,786)	(35,491)	170.00	(446)	732,510	-10.35%
176	YSGOL HIRADDUG	60,521	96,221	35,700	213.50	451	779,912	12.34%
196	YSGOL GELLIFOR	3,561	22,244	18,683	93.50	238	362,994	6.13%
210	YSGOL BRO ELWERN	15,416	12,304	(3,112)	34.50	357	202,712	6.07%
219	YSGOL HENLLAN	22,794	7,039	(15,755)	64.50	109	338,303	2.08%
247	YSGOL BRO FAMAU	(10,714)	15,777	26,491	81.00	195	453,049	3.48%
249	LLANBEDR CONTROLLED	43,450	26,098	(17,352)	24.50	1,065	195,456	13.35%
251	YSGOL DYFFRYN IAL	31,875	39,551	7,676	47.00	842	235,594	16.79%
255	YSGOL BRYN CLWYD	(1,545)	13,500	15,046	23.00	587	206,263	6.55%
258	YSGOL LLANFAIR D.C.	47,792	81,521	33,729	90.00	906	421,503	19.34%
266	YSGOL BRYN COLLEN	(19,565)	23,727	43,292	130.00	183	545,734	4.35%
268	YSGOL BRO CINMEIRCH	7,848	11,558	3,710	64.00	181	348,901	3.31%
284	YSGOL MELYD	62,924	71,643	8,718	137.50	521	733,181	9.77%
325	YSGOL PENTRECELYN	21,026	13,254	(7,772)	40.50	327	207,138	6.40%
332	YSGOL BODNANT COMMUNITY SCHOOL	59,389	109,162	49,773	454.00	240	1,550,911	7.04%
333	CLAWDD OFFA	45,437	20,634	(24,803)	288.50	72	898,537	2.30%
336	YSGOL PENMORFA	121,979	95,214	(26,765)	413.00	231	1,411,391	6.75%
337	YSGOL Y LLYS	41,616	81,881	40,265	290.00	282	1,005,340	8.14%
338	YSGOL PANTPASTYNOG	27,316	30,530	3,214	67.00	456	320,670	9.52%
351	YSGOL RHEWL	(607)	19,603	20,210	52.00	377	287,270	6.82%
361	YSGOL Y CASTELL	24,301	49,039	24,738	197.50	248	724,901	6.76%
364	YSGOL BRYN HEDYDD	50,013	72,513	22,499	442.00	164	1,412,076	5.14%
365	CHRIST CHURCH C.P.	50,114	112,139	62,026	393.00	285	1,585,836	7.07%
366	YSGOL DEWI SANT	111,645	89,597	(22,048)	487.00	184	1,656,647	5.41%
367	YSGOL EMMANUEL	166,549	140,612	(25,937)	421.00	334	1,643,746	8.55%
368	YSGOL LLYWELYN	37,824	29,755	(8,068)	535.50	56	1,718,414	1.73%
369	YSGOL MAIR R.C.	(1,074)	54,679	55,753	288.00	190	1,030,940	5.30%
373	YSGOL BORTHYN CONTROLLED	43,495	25,211	(18,285)	125.00	202	549,954	4.58%
374	RHOS ST. C.P.	110,490	80,643	(29,847)	165.00	489	646,059	12.48%
375	YSGOL PENBARRAS	74,201	76,808	2,607	230.50	333	824,850	9.31%
390	ST. ASAPH INFANTS V.P.	(7,588)	2,800	10,388	96.50	29	462,264	0.61%
392	YSGOL ESGOB MORGAN	(5,061)	16,228	21,289	109.00	149	357,138	4.54%
405	YSGOL TREFNANT CONTROLLED	35,564	33,531	(2,033)	70.00	479	313,505	10.70%
408	YSGOL TREMEIRCHION	(1,216)	21,058	22,274	58.00	363	287,197	7.33%
467	YSGOL GYMRAEG Y GWERNANT	107	(6)	(113)	128.00	(0)	579,558	0.00%
490	ST BRIGID'S	(14,161)	8,294	22,456	135.00	61	507,765	1.63%
TOTAL		1,650,291	1,898,776	248,485	7,831		30,411,638	6.24%
						Average	242	

Secondary School Balances As at 31.03.2014

Cost Centre	School	Balance as at 31.03.2013	Balance as at 31.03.2014	Movement in Year	Total Pupil Nos Sept 2013	Balance per Pupil	School Budget 2013/14	Balance as %age of Budget
		£	£	£		£	£	
513	DENBIGH HIGH SCHOOL	52,387	216,769	164,382	707	307	3,429,357	6.32%
527	YSGOL DINAS BRAN	106,242	108,949	2,707	973	112	4,787,204	2.28%
537	PRESTATYN HIGH SCHOOL	416,518	439,459	22,942	1,760	250	7,290,771	6.03%
541	RHYL HIGH SCHOOL	(205,472)	(98,505)	106,967	778	(127)	3,911,536	-2.52%
543	BLESSED EDWARD JONES HIGH SCHOOL	(412,753)	(213,245)	199,508	483	(442)	2,371,847	-8.99%
549	YSGOL BRYNHFRYD	87,849	64,928	(22,921)	1,189	55	5,459,840	1.19%
553	YSGOL GLAN CLWYD	225,133	246,315	21,181	971	254	4,475,189	5.50%
590	ST BRIGID'S	121,461	129,923	8,462	364	357	1,704,569	7.62%
TOTAL		391,365	894,592	503,227	7,225		33,430,313	2.68%
						Average	124	

Special School Balances As at 31.03.2014

Cost Centre	School	Balance as at 31.03.2013	Balance as at 31.03.2014	Movement in Year	Total Pupil Nos Sept 2013	Balance per Pupil	School Budget 2013/14	Balance as %age of Budget
		£	£	£		£	£	
619	YSGOL PLAS BRONDYFFRYN	482,300	629,932	147,632	86.00	7,325	2,718,033	23.18%
655	YSGOL TIR MORFA	345,818	469,059	123,241	77.00	6,092	2,207,412	21.25%
TOTAL		828,118	1,098,991	270,873	163		4,925,445	22.31%
						Average	6,742	

TOTAL ALL SCHOOLS **2,869,774** **3,892,359** **1,022,585** **15,219** **68,767,396** **5.66%**

Average balance per pupil - all schools **256**

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Appendix 4

Transfers to/from Earmarked Reserves

	Opening Position at 31/03/2013	Transfers Out 2013/14	Transfers In 2013/14	Closing Position at 31/03/2014
	£000	£000	£000	£000
Schools				
School Balances	(2,870)	401	(1,423)	(3,892)
Early Retirement Fund - Schools	(716)	558	0	(158)
Schools Transitional Protection	(562)	775	(213)	0
Out of County/Recoupment	0	10	(341)	(331)
Grant & Capital Related				
Capital Schemes	(296)	713	(1,321)	(904)
Capital Financing (VAT refund interest)	(360)	0	0	(360)
PFI Grant	(3,901)	0	(573)	(4,474)
Planning Delivery for Wales	(204)	40	(84)	(248)
Sustainable Waste Management	(3,305)	1,795	(2,385)	(3,895)
Revenue Grants Unapplied	(780)	706	(480)	(554)
Energy Efficiency Loan Scheme	(32)	30	(16)	(18)
Supporting People Reserve	(2,992)	0	0	(2,992)
External Funding Administration	(110)	124	(164)	(150)
Legal Obligations/Commitments				
Town & County Planning Act (s.106) Requirements	(1,640)	103	(6)	(1,543)
Single Status	(1,003)	221	0	(782)
S.117 Mental Health Act	(52)	0	0	(52)
CESI Pooled Budget	(17)	5	0	(12)
Coroner	0	0	(30)	(30)
Social Care				
Specialist PSS Placements	(890)	0	0	(890)
Care Home Fees	(358)	0	0	(358)
Social Care Amenity Fund	(25)	11	0	(14)
Local Safeguarding Children's Board	0	0	(64)	(64)
Modernising Social Care	0	0	(300)	(300)
Children with Disabilities	0	0	(250)	(250)
Health & Social Care Support Workers	0	0	(24)	(24)
Service & Corporate				
Environmental Services	(108)	0	0	(108)
Modernising Education	0	0	(99)	(99)
Communication. Marketing & Leisure Reserves	(250)	141	(141)	(250)
Insurance Fund	(567)	0	(183)	(750)
Major Events Reserve	(209)	113	(21)	(117)
Elections	(22)	0	(31)	(53)
Risk Management Fund	(142)	0	(25)	(167)
IT Networks Development	(162)	0	0	(162)
IT Systems Development (EDRMS)	(40)		(40)	(80)
Delivering Change	(675)	485	(319)	(509)
Regeneration Project (VAT Refund)	(72)	0	0	(72)
Winter Maintenance	(226)	150	0	(76)

Major Highways Projects	(79)	0	0	(79)
Environment Reserves	(146)	10	(1)	(137)
LDP Future Costs	(61)	15	(25)	(71)
Design & Development	(120)	0	0	(120)
Area Member Reserve	(47)	3	0	(44)
Superannuation Recovery	(302)	0	(493)	(795)
N. Wales Regional Transformation Fund	0	0	(17)	(17)
Training Collaboration	(38)	8	0	(30)
Finance & Legal Reserves	(123)	40		(83)
Yellow Bus Reserve	(101)	110	(9)	0
Signing Schemes	(96)	11		(85)
Corporate Plan	(10,298)	1,798	(6,157)	(14,657)
Resident Survey	(12)	0	0	(12)
Town Plans/Economic Development	(515)	0	0	(515)
Channel Shift	0	0	(252)	(252)
Total	(34,524)	8,376	(15,487)	(41,635)

Report To: Cabinet

Date of Meeting: 24th June 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 2014/15. 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 and confirm the agreed service budgets for 2014/15.

3. What are the Recommendations?

Members note the budgets set for 2014/15 and progress against the agreed budget strategy.

4. Report details

The report provides a summary of the council's revenue budget for 2014/15 detailed in (**Appendix 1**). The council's net revenue budget is £188m (£192m in 13/14). At this stage of the year there are no variances to report.

Appendix 2 to the report shows the savings agreed for the year. All are assumed to be deliverable but will be continually assessed throughout the year.

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?

At this stage there are no variances to report. The final 2013/14 position is being reported to cabinet today and will be taken to the next full council for final approval of the treatment of balances and reserves. The total net service and corporate budget is £124m (£128m last year).

While there are no variances to report, risks were reported within the Environment and Highways Service last month, particularly around school transport and car parking income. These risks are still apparent but actions are being taken to try to contain the pressures within the service budget.

Corporate Plan cash reserves at the beginning of 2014/15 will be £14.4m assuming all of the recommended transfers are made. Allowing for projected funding and expenditure during the year, the Corporate Plan balance at the end of the year is estimated to be £15.6m. The Plan is progressing and will be reviewed in more detail to take account of the final year-end position and latest assumptions around project costs and spend profile, capital receipts, cash and prudential borrowing.

Housing Revenue Account (HRA). The latest revenue position assumes an increase in balances at year end of £96k compared to a budgeted increase of £163k. Elements of housing management costs are estimated to be higher than the budgeted amount. The revenue budget assumes £943k will be used to fund capital expenditure. The Housing Capital Plan forecast expenditure is £6.1m. Formal consultation on the ending of the Housing Subsidy system in Wales has recently been issued and the council is developing its responses. Elected members will be involved in the consultation.

Treasury Management - At the end of May, the council's borrowing totalled £141.643m at an average rate of 5.63%. Investment balances were £33.3m at an average rate of 0.60%.

A summary of the council's **Capital Plan** is enclosed as **Appendix 3**. The approved general capital plan is £27.4m with expenditure to date of £1.5m. Also included within Appendix 3 is the proposed expenditure of £15.7m 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 to support the savings in this year's budget.

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

Prior to approval by County Council, the savings were agreed with Heads of Service and Lead Members, presented to member budget workshops and circulated to staff. The proposals to balance the budget were discussed in detail at member workshops and members were given the opportunity to raise issues prior to the final report going to Council. The Corporate Governance Committee was provided with regular updates as it has an oversight role in respect of the budget process.

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 or three 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.

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Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET MONITORING REPORT 2014/15

May 2014/15	Net Budget	Budget 2014/15			Projected Outturn							Variance
	2013/14	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	Previous Report
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Communication, Marketing & Leisure	5,958	11,772	-6,063	5,709	10,819	-5,110	5,709	-953	953	0	0.00%	0
Customers & Education Support	2,004	2,944	-505	2,439	2,944	-505	2,439	0	0	0	0.00%	0
School Improvement & Inclusion	4,873	11,577	-7,023	4,554	11,577	-7,023	4,554	0	0	0	0.00%	0
Business Improvement & Modernisation	3,733	4,644	-1,037	3,607	4,644	-1,037	3,607	0	0	0	0.00%	0
Legal & Democratic Services	1,527	2,002	-555	1,447	2,002	-555	1,447	0	0	0	0.00%	0
Finance & Assets	6,733	14,098	-5,800	8,298	14,098	-5,800	8,298	0	0	0	0.00%	0
Strategic HR	918	1,361	-473	888	1,361	-473	888	0	0	0	0.00%	0
Highways & Environmental Services	19,866	36,701	-17,778	18,923	36,701	-17,778	18,923	0	0	0	0.00%	0
Planning & Public Protection	2,540	4,120	-1,747	2,373	4,120	-1,747	2,373	0	0	0	0.00%	0
Adults & Business Services	33,505	44,188	-12,162	32,026	43,860	-11,834	32,026	-328	328	0	0.00%	0
Housing & Community Development	1,879	3,260	-1,432	1,828	3,260	-1,432	1,828	0	0	0	0.00%	0
Children's Services	8,779	9,405	-1,017	8,388	9,405	-1,017	8,388	0	0	0	0.00%	0
Total Services	92,315	146,072	-55,592	90,480	144,791	-54,311	90,480	-1,281	1,281	0	0.00%	0
Corporate	17,593	45,292	-28,995	16,297	45,292	-28,995	16,297	0	0	0	0.00%	0
Precepts & Levies	4,593	4,342	0	4,342	4,342	0	4,342	0	0	0	0.00%	0
Capital Financing	13,230	13,330	0	13,330	13,330	0	13,330	0	0	0	0.00%	0
Total Corporate	35,416	62,964	-28,995	33,969	62,964	-28,995	33,969	0	0	0	0.00%	0
Council Services & Corporate Budget	127,731	209,036	-84,587	124,449	207,755	-83,306	124,449	-1,281	1,281	0	0.00%	0
Schools & Non-delegated School Budgets	63,840	70,977	-7,246	63,731	70,977	-7,246	63,731	0	0	0	0.00%	0
Total Council Budget	191,571	280,013	-91,833	188,180	278,732	-90,552	188,180	-1,281	1,281	0	0.00%	0
Housing Revenue Account	-102	13,097	-13,260	-163	13,160	-13,256	-96	63	4	67		0

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APPENDIX 2 SAVINGS AGREED 2014/15		Phase 1	Phase 2	Phase 3
Service Area	Description	£k	£k	£k
CORPORATE EFFICIENCIES				
Reduce Contingency for balances and impact of Recession	Phase out budget provision over 3 years	300		300
Pension Costs	Introduction of 50/50 Scheme			300
Workforce Efficiencies	Includes Removal of Essential Car User Allowance	363		
Modernising the Council	Agreed target per 2013/14 Budget only - further projects being developed and will be apportioned to Services	300		
Removal of one-off funds	Social Care Additional Funds in 12/13		905	
Carbon Reduction Commitment	Dropping out of payment scheme		150	
Capital Financing Budget	Repayment of loans to generate ongoing revenue saving		250	
Single Status	Scheme now fully implemented, no additional budget needed		315	
Property Running Costs	Energy efficiency, NNDR reductions		120	
Insurance Premiums	Negotiated reductions in some premiums		20	
Inflation Budget	Balance of 2013/14 allocation		142	
LDP contribution	Reduce Corporate contribution to LDP from £25k p.a to £15k p.a		10	
		963	1,912	600
SERVICE EFFICIENCIES				
Communication, Marketing & Leisure				
Modernise Library Service Provision	Better use of space eg Gallery, Museum, TIC, location and suitability of some buildings etc	30		
Scala	Reduced Council subsidy	12		
Clwyd Leisure	Reduced Council subsidy	50		
ECTARC	Reduced Council subsidy	10	20	
Ruthin Craft Centre	Reduce Council's financial support	20		
Llangollen Pavilion	Reduce Council's financial support	25		
Youth Services	Reconfiguration of elements of the service		40	
		147	60	0
Highways & Environmental Services				
Renegotiate recycle and disposal contracts	Contracts currently being tendered - increased competition likely to drive down prices	27		
Environmental Services	Other Small savings	10		
WAG Waste Target Pressures	Increase in Landfill Tax, costs of collection etc	-50		
Reduced subsidy of School Meal Service	Increased take up of meals	50		
Management Restructure	Integration of Environment & Highways into one structure		400	
Emergency Planning	Savings arising from joint service with Flintshire		30	
Waste Management	Efficiencies from investment in transfer station and reduced contribution to Sustainable Waste Management Grant reserve		200	
Fleet Efficiencies	Reduction in vehicle numbers		80	
Building Cleaning	Renegotiation of Contracts		100	
		37	810	0
Planning and Public Protection				
Review Pest Control	Only carry out statutory part of function	20		
Review of Planning Policy Service	Reduce LDP contribution	10	10	
Review of CCTV service	Reduction of overtime costs and collaborative project	0	65	
Review of Management	Management Restructure	30		
		60	75	0
Adults & Business Services				
Cefndy Healthcare	Planned reduction in Council subsidy	31		
Impact of investment in reablement	Reduced need for care services as more people are able to live independently for longer	75		
Residential Care - Impact of Extra Care	Less people needing residential care due to preventative services and more independent living opportunities	150		
Reablement Intervention	Reduce need for care services through targeted intervention	13		
Telecare	Regional partnership will reduce running costs	10		
Systems Thinking and Vacancy Control	Process improvements to reduce admin and other costs	90		
Social Care Regional Board - Procurement Hub	Better commissioning of high cost placements	18		
Service Managers	Streamline Management structure		60	
Day & Work Opportunities	Modernise Day & Work Opportunities (Learning Disability)		50	
Mental Health Services	Reduce management commitment within service		46	
Welfare Rights Service	Channel Shift		50	
Community Development	Refocus service delivery		25	
Provider Service	Residential Homes			
Workforce Development	Regionalise Staff Development			
Older People Strategy	Relocate to Russell House			
Locality Teams	Remove 2 Team Manager Posts			
		387	231	0
School Improvement & Inclusion				
Special Education	Review of Recoupment and Out of County Placements		200	
Pupil Support	University related fees		8	
ABA	Specific budget no longer required		25	
Training	20% reduction in budget		6	
Outreach	Budget Re-alignment		5	
Music & Arts	Review of Service Provision		52	
		0	296	0

APPENDIX 2 SAVINGS AGREED 2014/15		Phase 1	Phase 2	Phase 3
Service Area	Description			
Customers & Education Support				
Supplies & Services	Targeted reduction in spend		30	
		0	30	0
Children's Services				
Budget used to fund external placements for looked after Children to reflect revised demand	Currently exceptionally high due to type of placements. These will change as certain individuals become adults	64		
West Rhyll Young Peoples Project	Reduce / remove grant funding	41		
Social Care Regional Board - Procurement Hub	Better commissioning of high cost placements	17		
Legislative changes	Cost implications of Southwark Judgement and other legislative changes			
Outcome Agreement	Funding no longer needed in CS		69	
Tir Na Nog	Reconfigure service provision		64	
Staffing Budgets	Adjust budgets to account for staff turnover		195	
		122	328	0
Housing & Community Development				
Various small savings				
Review of Economic & Business Development	Review of Management Structure	20	30	
Non HRA	Review of commissioning		10	
		20	40	0
Finance & Assets				
Property Services	Management Restructure and review of process / admin		100	
Finance	Includes not replacing vacant posts and reduction in hours		75	
Internal Audit	Not replacing vacant post and reduction in hours		25	
		0	200	0
HR				
Training	Re provision of service		10	
Occupational Health	Review of service		3	
Lead Business Partner	Efficiency saving		3	
Capital Financing	Investment repaid following 2010 Restructure		12	
		0	28	0
Legal & Democratic Services				
Registration of Electors	Capacity within the budget for canvassers fees		30	
Registrar	Improved efficiencies within the service		20	
Civics	Reduction in resource available for civic events		5	
Legal Library	Reduce expenditure on publications		8	
Administration	Review administration provision		20	
		0	83	0
Business Planning & Performance				
Improvement Team	Delete Vacant Manager Post		54	27
Partnership & Communities Team	Delete Performance Officer Post		45	
Programme Office	Reduce Core Funding		13	
Partnership & Communities Team	Restructure Phase 2 (net savings)			68
		0	112	95
Schools				
School Reorganisation	Non-pupil related elements of budget (Area 2)		150	
School Reorganisation	Saving related to Formula Review for Middle Schools		80	
Schools	Release of Non-delegated contingency fund		200	
School Reorganisation	Non-pupil related elements of budget (Area 1)		88	
		0	518	0
Total Service Savings		773	2,811	95
Total Council Savings		1,736	4,723	695
Total Savings Identified				7,154

General Capital Plan

Capital Expenditure

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

	2013/14	2014/15	2015/16	2016/17	2017/18
	£000s	£000s	£000s	£000s	£000s
Total Estimated Payments - General	30,228	23,849	321	0	0
Total Estimated Payments - Corporate Plan	5,250	2,832			
Contingency	0	755	1,000	1,000	1,000
Total	35,478	27,436	1,321	1,000	1,000
Capital Financing					
1 External Funding	25,320	14,474	4,786	4,571	4,571
2 Receipts and Reserves	2,765	3,599			
3 Prudential Borrowing	7,393	9,363	250		
5 Unallocated Funding	0	0	(3,715)	(3,571)	(3,571)
Total Capital Financing	35,478	27,436	1,321	1,000	1,000

Corporate Plan

Approved Capital Expenditure included in above plan

Cefndy Healthcare Investment
 Highways Maintenance and 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

	£000s	£000s	£000s	£000s	£000s
Cefndy Healthcare Investment	59	441			
Highways Maintenance and bridges	2,843	1,265			
Schools Capitalised Maintenance	0	190			
Rhyl High School	1,053	422			
Ysgol Bro Dyfrdwy - Dee Valley West Review	1,208	120	0		
Bodnant Community School	69	155			
Ysgol Glan Clwyd	5	1,525			
Faith Based Secondary	13	17			
Estimated Capital Expenditure		11,575	32,636	34,818	23,041
Total Estimated Payments	5,250	15,710	32,636	34,818	23,041
Approved Capital Funding included in above plan					
External Funding	1,208	1,810	0		
Receipts and Reserves	1,199	1,060			
Prudential Borrowing	2,843	1,265			
Estimated Capital Funding		4,036	15,904	10,305	12,094
External 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	5,250	15,710	32,636	34,818	23,041

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Appendix 4 - Major Capital Projects Update

Rhyl Harbour Development

Total Budget	£10.623m
Expenditure to date	£10.282m
Estimated remaining spend in 2014/15	£ 0.328m
Future Years estimated spend	£ 0.013m
Funding	WG £2.613m; WEFO £6.165m; Sustrans £0.700m: RWE £155k; WREN £69k and DCC £0.921m
Comments	<p>Programme</p> <p>The bridge operational controls have now been transferred to the new office within the building, and the harbour staff are now established in their new office accommodation. The new tenant has commenced the fit-out and is due to open the café and retail unit this month.</p> <p>Some essential health and safety works are currently being carried out at the harbour which includes improvements to the entrance.</p> <p>Remedial works to any defects identified are now being undertaken; this includes the bridge as some operational issues are still being experienced.</p> <p>The WREN works have now been tendered, with a view to commencing the works in the Autumn, with completion by December 2014.</p> <p>A successful opening in the form of family fun days on 30th – 31st May, combined with the Queens Baton event was well attended.</p>
Forecast In Year Expenditure 14/15	£0.414m

Rhyl Going Forward

Total Budget	£12.254m
Expenditure to date	£11.379m
Estimated remaining spend in 14/15	£ 0.875m
Future Years estimated spend	£ Nil
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 to be submitted imminently as the developer is anxious to hit the Planning Committee date in July 2014.</p> <p>Development Agreement and Tenant Agreement</p> <p>The Development Agreement is now signed by both</p>

	<p>parties.</p> <p>Demolition and Construction</p> <p>The demolition of 25/26 West Parade has been slightly delayed due to the uncovering of a live cable which was previously undetected. The provisional date for disconnection is 28th June.</p> <p>Subject to any planning issues, construction should begin during September/October 2014, with a view to open by May 2015.</p> <p>West Rhyl Housing Improvement Project</p> <p>Demolition for the Green Space area is complete.</p> <p>Asbestos surveys are now underway for the properties on Abbey Street and Gronant Street in preparation for either demolition and rebuild or refurbishment.</p> <p>Pre planning application meetings have taken place between the Council's Planning Service and partner organisations to discuss proposals for the surrounding housing and to consider proposals for demolition/re-build. A justification document has been submitted to the Planning Service and they will provide guidance by the end of June, in order for a planning application to be submitted.</p> <p>The Green Space design has achieved planning consent with conditions. The procurement exercise is underway and tender returns are scheduled for 11th July.</p> <p>The name of the new developments surrounding the park is to be 'Gerddi Heulwen' – 'Sunshine Gardens'. The project team wish to adopt this as the name for the park to avoid confusion. This is more crucial for partner organisations wishing to market their housing developments.</p>
Forecast In Year Expenditure 14/15	£1.308m

Welsh Medium Area School – Ysgol Maes Hyfryd Site

Total Budget	£1.413m
Expenditure to date	£1.296m
Estimated remaining spend in 14/15	£0.117m
Future Years estimated spend	£ Nil
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 following a significant extension and refurbishment to the current Ysgol Maes Hyfryd site.

	<p>The project has reached practical completion with all major works completed.</p> <p>The school will become operational from a single site in September 2014.</p>
Forecast In Year Expenditure 14/15	£0.119m

North Denbighshire Welsh Medium Provision

Total Budget	£4.749m
Expenditure to date	£3.223m
Estimated remaining spend in 14/15	£1.453m
Future Years estimated spend	£0.073m
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 Lllys, Prestatyn This project will deliver an extended, remodelled and refurbished school for 420 pupils.</p> <p>The new extension will be handed over within the next two weeks. Following handover of the new extension, work can begin on limited remodelling of the existing school building. This work, including re-roofing of the existing school will conclude before the start of the new term in September 2014.</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 external cladding to both front and rear extension. The link between the new extension and existing school is near completion. Part of the link will be handed over to the school before the end of June.</p> <p>Work is on-going on installation of fixtures and fittings and work to finish external areas will commence shortly.</p> <p>Handover is scheduled for August 2014.</p>
Forecast In Year Expenditure 2014/15	£1.735m

Rhyl New School

Total Budget	£1.500m (To Detailed Design Stage only)
Expenditure to date	£1.078m
Estimated remaining spend in 14/15	£0.422m
Future Years estimated spend	£0.00m
Funding	DCC £1.500m (To Detailed design Stage Only)
Comments	<p>The project will provide a new school building for Rhyl High School to serve up to 1200 pupils in mainstream education whilst also housing approximately 45 pupils from Ysgol Tir Morfa, the community special school in Rhyl.</p> <p>The business case was approved by the Welsh Government in April 2014. A project information template has subsequently been submitted to the Welsh Government and when this is approved, the formal offer letter and contract will be released.</p> <p>The detailed design phases for the new school are near to completion, and the contractor has started to submit detailed proposals as the various work packages are completed. The full proposal and cost is due to be submitted to the Council by 27th June 2014.</p> <p>The contract award decision is scheduled for the Cabinet meeting on 29th July 2014.</p> <p>The current programme is based on the construction phase contract being awarded in early August 2014 which would enable the construction site to be set up towards the end of the summer holidays.</p> <p>The new school will take about 18 months to build, at which point the pupils will transfer to the new school, and the existing school buildings will be demolished and the grounds reinstated to school playing fields.</p> <p>The anticipated completion of the project is Summer 2016.</p> <p>There is ongoing consultation with key stakeholders.</p>
Forecast In Year Expenditure 14/15	£0.422m

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
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	Rhyl High School	To seek authority to award the construction contract for the new school	Yes	Cllr Eryl Williams / Sian Lloyd Price
	4	West Rhyl Green Space Development	To award a tender.	Yes	Cllr Hugh Evans / Carol Evans
	5	Denbighshire’s Local Flood Risk Management Strategy	To approve the strategy for submission to the Welsh Government	Yes	Cllr David Smith / Wayne Hope
	6	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

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
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

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
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>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>July</i>	15 July	<i>2 September</i>	18 August	<i>30 September</i>	16 September

Updated 03/06/14 - KEJ

Cabinet Forward Work Programme.doc

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