

To: Members of the Cabinet

Date: 19 October 2016

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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, 25 OCTOBER 2016** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams
Head of Legal, HR 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 (Pages 5 - 6)

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 7 - 16)

To receive the minutes of the Cabinet meeting held on 27 September 2016 (copy enclosed).

5 IN HOUSE CARE SERVICES UPDATE (Pages 17 - 28)

To consider a report by Councillor Bobby Feeley, Lead Member for Social Care, Adult and Children's Services (copy enclosed) informing Cabinet about progress regarding Hafan Deg, Dolwen, Cysgod y Gaer and Awelon and seeking members' agreement to the recommendations made by the Elected Member Task and Finish Group.

6 LEISURE DEVELOPMENT PARTNER FRAMEWORK (Pages 29 - 40)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) seeking Cabinet approval to appoint Alliance Leisure Services Limited as the Council's development partner on a four year framework for the development of new facilities and the refurbishment of existing leisure facilities.

7 CORPORATE PLAN PERFORMANCE REPORT QUARTER 1 - 2016/17
(Pages 41 - 116)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) detailing the Council's progress as at the end of quarter 1, 2016/17 in delivering the Corporate Plan outcomes.

8 FINANCE REPORT (Pages 117 - 134)

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

9 CABINET FORWARD WORK PROGRAMME (Pages 135 - 138)

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

PART 2 - CONFIDENTIAL ITEMS

No Items.

MEMBERSHIP

Councillors

Hugh Evans
Julian Thompson-Hill
Eryl Williams
Bobby Feeley

Hugh Irving
Huw Jones
Barbara Smith
David Smith

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All Councillors for information
Press and Libraries
Town and Community Councils

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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a *member/co-opted member of
*(*please delete as appropriate)*

Denbighshire County Council

CONFIRM that I have declared a ***personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-
*(*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

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CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 27 September 2016 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for the Economy; Bobby Feeley, Lead Member for Social Care, Adult and Children's Services; Hugh Irving, Lead Member for Customers and Libraries; Barbara Smith, Lead Member for Modernisation and Housing; David Smith, Lead Member for Public Realm; Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance and Eryl Williams, Deputy Leader and Lead Member for Education

Observers: Councillors Ray Bartley, Bill Cowie, Meirick Davies, Martyn Holland, Huw Hilditch-Roberts, Gwyneth Kensler, Jason McLellan, Arwel Roberts and Mark Young

ALSO PRESENT

Chief Executive (MM); Corporate Director: Economy and Public Realm (RM); Heads of Service: Legal, HR and Democratic Services (GW), Highways and Environmental Services (TW), Facilities, Assets and Housing (JG), Planning and Public Protection (GB); Passenger Transport Manager (PD); Commercial Development Team Manager (DM); Programme Manager (RV); Built Environment Manager (GR); Chief Finance Officer (RW), and Committee Administrator (KEJ)

STATEMENT ON THE JUDICIAL REVIEW REGARDING YSGOL LLANFAIR AND YSGOL PENTRECELYN

Councillor Eryl Williams, Lead Member for Education made the following statement –

“Members will be aware that the High Court handed down judgement in August in respect of the judicial review challenge brought by Ymgyrch Pentrecelyn against the decision to close Ysgol Llanfair and Ysgol Pentrecelyn and open a new category 2 Church in Wales school on two sites.

The Court decided that the decision should be quashed on procedural grounds. The Court also said that it was not saying that the Council's decision was wrong on the merits. It would be open to the Council to make a similar decision in the future, if it wished, following a further consultation exercise.

We will now take time to reflect on the findings of the court and consider the best way forward. We will seek to engage both Governing Bodies. Officers will work on this and report back to Cabinet with the results of that consideration.

I would like to make it clear that this judgement does not affect any other decision the Council has taken with respect to any other school in the Ruthin area.”

1 APOLOGIES

Councillor Huw Jones, Lead Member for Community Development

The Chair reported upon the recovery of Councillor Jones who was looking forward to returning once his health had improved sufficiently.

2 DECLARATION OF INTERESTS

Councillor Eryl Williams declared a Personal Interest in Agenda Item 6: Town and Area Plans Funded Project Update because he was Chair of Canolfan Cae Cymro.

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 26 July 2016 were submitted.

***RESOLVED** that the minutes of the meeting held on 26 July 2016 be approved as a correct record and signed by the Leader.*

5 LOCAL BUS AND EDUCATION TRANSPORT SERVICES

Councillor David Smith presented the report detailing actions taken following the collapse of GHA Coaches Ltd in July 2016 and sought agreement on the future strategy for passenger transport services.

Councillor Smith explained that statutory school transport had been immediately reinstated following the collapse of GHA coaches and local bus services progressively restored, at least in part, pending a decision as to the forward strategy. He paid tribute to the Passenger Transport Team on their tireless work in restoring school transport at short notice and the significant efforts made in ensuring that affected communities continued to benefit from some form of local bus service provision. However the costs incurred had been considerable with an additional £175k for school transport in the current financial year. The budget for local bus services would also be overspent and in light of future costs it was proposed that members debate the future strategy for those services and future level of budget for local bus services as part of the forthcoming budget workshop. Councillor Smith also updated members on discussions with the Minister for Economy and Infrastructure advising that Welsh Government would offer financial help for costs incurred in restoring local bus services but no contribution had been offered for school transport which represented the biggest proportion of the additional financial burden for the Council.

The following matters were discussed during the ensuing debate –

- Cabinet endorsed the action taken by the Passenger Transport Team in restoring bus services and paid tribute to their hard work and efforts to ensure minimum disruption

- whilst the offer of financial assistance from the Welsh Government for local bus services was welcomed concerns were raised regarding the additional significant financial pressures on school transport provision and Cabinet asked that officers contact Welsh Government to seek further financial assistance in that regard
- officers responded to questions and elaborated upon the different provision in more populated areas with growth and investment in private sector services in contrast to more rural sparsely populated areas where growth was unlikely
- the future of the public transport budget was discussed together with the financial situation and implications as set out within the report and some debated focused on potential options for consideration as part of the future strategy with a view to ensuring sustainable services going forward. Officers acknowledged concerns regarding potential impacts in rural areas and responded to questions regarding specific routes and the future management of services in order to ensure sustainable solutions when considering the future strategy. Officers confirmed that various models were being explored including the development of community transport services. Cabinet supported the proposal by Councillor Eryl Williams that the Council approach the Rural Development Plan for funding in order to develop community based provision. Cabinet also agreed that the budget needed to be considered in its entirety as part of the overall budget setting process
- some concern was raised that the cost to passengers using the new services had increased in some cases and officers advised that the Council had no control over the cost of bus fares for commercially operated services and some fare adjustment may be required to ensure future viability of the service – however for regular passengers it would be more cost effective to purchase weekly/monthly or annual bus passes which was a benefit not offered previously by GHA Coaches – officers were asked to raise awareness of that option.

RESOLVED that Cabinet –

- endorse the actions taken by officers to fill service gaps following the collapse of GHA, i.e. support the criteria (highlighted in paragraph 4.5 in the report) used to reinstate services until the end of the financial year;*
- agree that the council will use reserves to contribute to some of the additional costs incurred during 2016/17 (on the assumption that Welsh Government will also make an additional financial contribution);*
- agree that discussions about the future budget for local bus services should form part of the forthcoming budget workshops;*
- notes and is grateful for the offer of financial assistance from the Welsh Government in respect of the additional costs incurred by the Council in the restoration of local bus services following collapse of GHA coaches. Cabinet would respectfully urge the Minister to consider further financial assistance in respect of the additional costs incurred in the current financial year in the statutory provision of school transport services which represents the biggest proportion of the additional financial burden imposed on the Council due to this company's demise;*

- (e) *instructs officers to enter into discussions with Government officials in respect of the school transport element of these additional costs, and*
- (f) *that officers approach the Rural Development Plan to seeking funding for the development of community transport services.*

6 TOWN AND AREA PLANS FUNDED PROJECT UPDATE

Councillor Hugh Evans presented the report recommending approval of funding for specific Town and Area Plan (TAP) projects as detailed within the report and as recommended by the Town Champions Group.

In the absence of Councillor Huw Jones, the Leader reported upon his attendance at a number of meetings of the Town Champions Group. He highlighted the approach taken by the Council to investing in its towns and communities and the thorough evaluation process which had been applied consistently to all projects based on a clear criteria and scoring mechanism. Details of the evaluation of projects, including the assessment of potential new projects, and recommended funding allocations had been set out within the report. It was expected that all the allocated funding proposed would be spent by the end of May 2017.

Councillor Eryl Williams expressed some disappointment with the process for submitting the latest tranche of projects for assessment without involvement of the Member Area Groups given the merit in discussing potential schemes locally. The Leader advised that there should have been discussion between town champions and local members on potential projects before submission. It was noted that the timescale for submission of projects in order to utilise the under-spend had been short on this occasion. Councillor Meirick Davies was disappointed that the Trefnant project had not been supported and the Leader advised that the same mechanism for evaluation had been applied consistently to all proposed projects.

RESOLVED *that the uncommitted funding totalling £100,000 be used to support the schemes identified in the report.*

7 GROWTH VISION FOR THE ECONOMY OF NORTH WALES

Councillor Hugh Evans presented the report seeking approval of the 'Growth Vision for the Economy of North Wales' as a basis for negotiations with the UK and Welsh Governments over a Growth Deal Bid for the region.

The Growth Vision document was the result of a collaborative approach and set out a clear ambition for North Wales, especially in relation to infrastructure development, skills and employment and business growth. If business was secured to deliver the action plan of projects, the region would experience sustainable economic growth and the value of the North Wales economy would grow from £12.8 billion in 2015 to £20 billion by 2015 and generate at least 120,000 new employment opportunities. The Leader believed Denbighshire was well placed logistically to benefit from investment and the Vision document would complement the Council's own work in developing the local economy. The Corporate Director

Economy and Public Realm provided an overview of the document setting out the vision and strategy for growth across the region, including a package of projects, in order to deliver sustainable economic and employment growth and provide a basis for investment discussions with the UK and Welsh Governments.

Cabinet welcomed the Growth Vision as a means of providing a strategic framework and context in order to guide investment and deliver growth across the region and noted the broad support from other sectors and organisations.

The following matters were discussed further during the ensuing debate –

- members discussed the strategy to capitalise on connection to the economies of the Northern Powerhouse and Ireland, particularly in light of changes within current administrations, and noted that there remained a continued commitment to strengthen and develop the economy and the Vision would ensure the region was best placed to capitalise on investment
- developing a Growth Deal for North Wales had been included in the Welsh Government's Programme for Government and the Vision would form the basis for those negotiations – it was noted that the Minister for Economy and Infrastructure had been positive about the Vision and would have a key role in developing the North Wales economy
- Councillor Eryl Williams had been disappointed that the agricultural industry had not been specifically mentioned with the Vision document given its importance in North Wales and the Leader referred to the difficulties in raising the profile of one particular industry over another, particularly when other industries created more jobs. It was noted that some products of agriculture, such as the food and drink sector had been identified
- the importance of transport infrastructure was highlighted and Councillor David Smith reported upon the work of the Transport Advisory Forum in influencing future transport plans to benefit and support economic growth in the region
- reference was made to the skills agenda and ensuring people had the necessary skills and access to jobs when they were created and Councillor Eryl Williams reported upon work within schools regarding future careers to ensure young people were equipped with the skills employers need through various initiatives such as the Pathway+ programme. Worklessness would be tackled through specific programmes focusing on the individual's circumstances.

RESOLVED that Cabinet –

- approve the "Growth Vision for the Economy of North Wales" (attached as appendix to the report) and endorse its use as the basis for negotiations by the North Wales Economic Ambition Board with the UK and Welsh Governments over a Growth Deal Bid for the region, and*
- note that any formal Growth Deal Bid arising will be presented for decision by Council prior to any commitment being made by Denbighshire County Council.*

8 FINANCE REPORT

Councillor Julian Thompson-Hill presented the report detailing the latest financial position and service budgets for 2016/17. He provided a summary of the Council's financial position as follows –

- a net overspend of £0.351m was forecast for service and corporate budgets
- 60% of savings had been achieved to date (target 5.2m) with a further 10% making good progress; 25% would be deferred and achieved in 2017/18 with only 5% of savings not being achieved within the timeframe
- highlighted current risks and assumptions relating to individual service areas
- a general update on the Housing Revenue Account, Housing Capital Plan and the Capital Plan (including the Corporate Plan element).

Councillor Thompson-Hill elaborated upon other financial matters within the report and Cabinet was asked to approve the draft Medium Term Financial Plan; actions to mitigate the effects on the financial outturn of savings either being deferred or not achieved, and the recommendation of the Strategic Investment Group to invest £4.4m in the first phase of the waterfront development project in Rhyl.

The following matters were raised during debate –

- Councillor Eryl Williams highlighted the impact on the Council's budget arising from cuts to grant funding from the Welsh Government which were outside the Council's control – he asked that details of those funding cuts be included within the Medium Term Financial Plan for transparency (page 71, Table 4 Welsh Government Budget). Officers indicated that the treatment of grants had been included in the submission to the Local Government Finance Commission as part of the finance review
- Cabinet was pleased to note the significant investment in major projects including Rhyl Waterfront and also highlighted the Nova's success. Councillor Eryl Williams was pleased to report on progress with major projects in terms of the 21st Century Schools Programme advising that Denbighshire was at the forefront in terms of investing in modernising schools which was in contrast to other councils who were not in a position to invest. He gave credit to both previous council and current council for the long term strategic vision for schools and its realisation. In terms of future funding availability the Welsh Government's Programme for Government had committed to investing nearly £2 billion in new and refurbished schools which would provide an opportunity to continue the modernisation programme
- Councillor David Smith referred to the need to address the continual overspend on the School Transport budget with a view to providing additional funding to meet the full cost of provision in the base budget – there was also a need to meet the additional £175k cost incurred following the collapse of GHA coaches
- Councillor Jason McLellan voiced his concerns regarding the budget setting process and timetable. Councillor Thompson-Hill and officers submitted that the budget process was robust and responded to the concerns raised detailing the budget process to date and proposed next steps in order to set the budget for 2017/18. It was noted that the budget process would be discussed in greater detail at the next meeting of the Corporate Governance Committee.

RESOLVED that Cabinet –

- (a) *notes the budgets set for 2016/17 and progress against the agreed budget strategy;*
- (b) *approve the draft Medium Term Financial Plan (attached at Appendix 5 to the report)*
- (c) *approve the recommended actions to mitigate the effects on the financial outturn of savings either being deferred until 2017/18, or not being achieved at all as detailed in the table in paragraph 6 of the report, and*
- (d) *approve the recommendation of the Strategic Investment Group to invest £4.4m in the first phase of the waterfront development project in Rhyl. The recommendation incorporates approval of a funding package that includes earmarking the capital receipt anticipated from the sale of the former Honey Club site in Rhyl (as detailed in tables in paragraph 6 of the report).*

At this juncture (12 noon) the meeting adjourned for a refreshment break and the Leader – Councillor Hugh Evans left the meeting. Upon resuming the proceedings the Deputy Leader – Councillor Eryl Williams took the Chair.

9 CABINET FORWARD WORK PROGRAMME

The Cabinet Forward Work Programme was presented for consideration and members noted the following additions/amendments –

- Draft LDP Monitoring Report (October) – may be removed
- Faith Based Secondary Provision (October) – removed
- Rhyl Waterfront Development Phase 1b commercial elements – October
- Final Budget Proposals 2017/18 – January

The Chief Executive referred to the removal of the Faith Based Secondary Provision report originally scheduled for October and advised that the item could be reinstated if necessary once the position became clearer. He reported upon the difficulties in progressing the proposal to close Blessed Edward Jones Catholic High School and open a new faith school and advised that discussions were currently ongoing in order to find an agreeable way forward to all parties concerned.

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 Paragraphs 14, 16 and 17 of Part 4 of Schedule 12A of the Local Government Act 1972.

10 RHYL WATERFRONT DEVELOPMENT HOSPITALITY PHASE AGREEMENT

Councillor Julian Thompson-Hill presented the confidential report updating Cabinet on progress with the Rhyl Waterfront Development project and seeking approval to complete the Hospitality Phase Agreement. Further details of the legal agreement had been circulated at the meeting.

Neptune Development Limited had been appointed as the preferred development partner for the Rhyl Waterfront and the Council and Neptune completed an Exclusivity Agreement in February 2015 to progress negotiations further. The Master Development Agreement was completed in July 2016 and the first phase of the development agreement was ready to be signed. Reference was made to the status of the different phases within the hospitality zone with funding for Phase 1a (Pavilion Theatre and Car Park) and Phase 1c (Demolition and reinstatement of former Sun Centre) having been secured. Funding options were currently being explored for Phase 1b (East Parade Leisure, Food and Drink Commercial) and a funding model would be submitted to the next Cabinet meeting for consideration.

Cabinet welcomed the re-development and investment in Rhyl Waterfront demonstrating the Council's commitment to the scheme. The Lead Member and officers responded to questions regarding the legalities and contractual elements within the scheme and reported upon the affordability and risk elements together with plans to improve and refurbish the Underground Car Park.

RESOLVED that Cabinet approves that the Hospitality Phase Agreement is entered into with Neptune Developments with this Agreement containing a condition that the Phase 1b will only proceed when detailed funding terms are approved by the Council with such approval being at the Council's absolute discretion.

11 FORMER NORTH WALES HOSPITAL, DENBIGH - COMPULSORY PURCHASE ORDER

Councillor David Smith presented the confidential report detailing the necessary steps to take ownership of the site and complete the Compulsory Purchase Order (CPO) process.

Cabinet was apprised of the options to consider in order to progress the CPO of the site which had been detailed within the report together with the recommended option and reasons therefore. It was noted that Cabinet support for the preferred option was sought prior to submission to the Planning Committee for determination in November/December.

Members discussed the different options with officers and raised questions regarding the robustness of the mitigation measures proposed in order to minimise risk to the Council arising from the process. Officers detailed the potential scenarios arising from the different options and elaborated upon the process for determining the compensation payable if the Council took ownership of the site. In terms of the site's future if the Council took ownership assurances were given that a fully costed deliverable scheme was in place.

Cabinet agreed that it was important to act and maintain momentum and that the recommended option was the best way forward in this case.

RESOLVED that Cabinet support the making of the General Vesting Declaration (GVD) and progressing to Planning Committee for final approval when the Head of Planning and Public Protection, Head of Legal, HR and Democratic Services, Chief Finance Officer and the Lead Member are satisfied that reasonable mitigation measures regarding the financial risk have been secured as set out in Appendix 1 to the report.

The meeting concluded at 1.00 p.m.

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Report to: Cabinet

Date of Meeting: 25th October 2016

Lead Member / Officer: Cllr Bobby Feeley / Phil Gilroy

Report Author: Emily Jones-Davies

Title: In House Care Services Update

1. What is the report about?

To inform Cabinet about progress regarding Hafan Deg, Dolwen, Cysgod Y Gaer and Awelon, and to ask Members to agree the recommendations made by the Elected Member Task and Finish group.

2. What is the reason for making this report?

In May 2016, a detailed report was presented to Cabinet providing the outcome of the consultation exercise in respect of externalising in house provision. Cabinet requested that Officers explore a potential partnership with external organisations for Hafan Deg and Dolwen, and explore further options for Cysgod y Gaer and Awelon with the relevant bodies.

(The links below will take you the minutes of the Scrutiny and Cabinet meetings held in April and May 2016:

Performance Scrutiny Committee meeting 12 April 2016:
<https://moderngov.denbighshire.gov.uk/mqAi.aspx?ID=9333&LLL=0>

Cabinet meeting, 24 May 2016:
<https://moderngov.denbighshire.gov.uk/mqAi.aspx?ID=9497&LLL=0>

The purpose of this report is to provide Cabinet with the information gathered and analysed by the Elected Member Task & Finish Group on 13 September 2016 and considered by Performance Scrutiny Committee on 29 September 2016 in relation to the consultation on the future of the council's in-house social care provision for older people, and to make recommendations to undertake procurement activity for Hafan Deg and Dolwen.

3. What are the Recommendations?

Cabinet request Officers to undertake:

- (i) a formal tender process with respect to the provision of services at Hafan Deg (Rhyl) with a view to transferring the building to an external organisation, commissioning a day care service within the building and, in addition, enabling 3rd sector agencies to provide early intervention activities for older people that reduce social isolation, support independence and promote resilience.
- (ii) a formal tender process with respect to the provision of services at Dolwen (Denbigh) with an external organisation with a view to transferring the building and the whole service to an external organisation that will register Dolwen to provide EMH day and residential care.

- (iii) That all tender documentation specify requirements to evidence the quality of care and Welsh language provision that would be provided at both establishments; and
- (iv) that at the conclusion of the tender process the bids are evaluated and analysed for potential impacts by the Task & Finish Group before being presented to Performance Scrutiny and Cabinet with recommendations of the preferred Provider, before appointment, in order to gain Cabinet's full approval and to achieve the most advantageous outcome. (Any appointments would be subject to Cabinet being satisfied that the transfer of assets and the planned provision of services at the those establishments would be in the best interest of service-users, residents and the Council)

4. Report details

4.1 Hafan Deg Day Care Centre, Rhyl

An engagement event was held with potential providers on 12 July. There was considerable interest, with 4 potential providers attending. A market testing questionnaire was completed by those providers who attended, giving their preference and suggestions on the future use. Suggestions made include an in house bistro and meals on wheels café, drop in centre, not for profit domiciliary care agency, charity shop and social enterprise.

We would propose to include some of these ideas in the service specification which will be drawn up should permission be given to go to tender. In addition to this, we would propose that the tender would result in:

- The existing day care service continuing to a high quality whilst increasing availability for this service to Denbighshire residents
- Innovative ways of utilising the surrounding community to support those older people who otherwise would be at risk of social isolation
- 3rd sector agencies being able to use the centre to provide early intervention activities for older people that reduce social isolation, support independence and promote resilience.
- Services provided through the medium of Welsh.

In order to prepare for the tender exercise further work is required. This includes Legal, Asset Management, HR and Procurement to ensure that the service specification, contract and lease arrangements are secure and offer all the advantages we are seeking. It is anticipated that this work will be completed in January, ready to tender at the beginning of February 2017.

4.2 Dolwen Care Home, Denbigh

An engagement event was carried out on 8th July. There was less interest shown at this event with only one potential provider attending. Although potential providers did not attend on the day, indications from informal discussions with them show that they may be interested in submitting a full tender bid.

The potential provider who attended the engagement event suggested that they would be interested in purchasing the building, upgrading and extending it, and then engaging a separate care agency to provide the care. TUPE arrangements would still apply. Officers believe that this suggestion may be viable and work well but wish to further test the market via open tender in order to ensure all choices have been considered before making recommendations to Cabinet.

In order to prepare for the tender exercise further work is required. This includes Legal, Asset Management, HR and Procurement to ensure that the service specification, contract and lease arrangements are secure and offer all the advantages we are seeking. It is anticipated that this work will be completed in January, ready to tender at the beginning of February 2017.

4.3 Awelon Care Home, Ruthin

We have met with the Housing Association who own Llys Awelon Extra Care Scheme. They have instructed surveyors and architects to undertake a feasibility study of the two options for the site. We await their report on this subject but understand that this will be available in time for the meeting of Performance Scrutiny in December and Cabinet in January. In the meantime we have given consideration to the costs of running a 10 bed home on the site, with indicative unit costings showing as £1000 per week.

4.4 Cysgod y Gaer Care Home, Corwen

We are in discussion with colleagues from Facilities, Assets & Housing about the potential for an extension build onto Cysgod y Gaer Care Home to deliver some supported apartments on the site. We have also started work on recruiting Domiciliary Care Workers to create a new team of people who would be based in the south of the county – to be based in Cysgod y Gaer in due course. These people would be able to provide domiciliary support to people in the surrounding area as described in our proposals for Cysgod y Gaer.

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

This decision will directly contribute to three of the council's corporate priorities:

- i. Vulnerable people are protected and are able to live as independently as possible;
- ii. Ensuring access to good quality housing; and
- iii. Modernising the council to deliver efficiencies and improve services for our customers

The recommended options will support all three of these corporate priorities because:

- i. It will reduce our reliance on traditional residential care services, and provide more enabling alternatives (e.g. Extra Care Housing) which can meet the same levels of need, but are proven to produce better outcomes for citizens, including in relation to increased independence.
- ii. It will enable investment in facilities that the council cannot afford to provide, and the result will be better quality housing for older people who have substantial care needs. For example, Dolwen would need to be brought up to current minimum standards in order for a new owner to register as an EMH provider. Furthermore, the ageing Awelon residential care home would be replaced by modern, extra care housing.
- iii. Denbighshire will benefit from having more Extra Care Housing schemes, and the council will realise efficiencies by ensuring that we don't pay more than the market rate for care services.

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

Community Support Services will need to obtain legal and procurement advice in order to implement successfully. For example, any decision to transfer ownership of council assets to the independent sector would require legal expertise in order to safeguard the interests of the council and community. Colleagues from these departments are already working with us to better understand the intentions.

7. What are the main conclusions of the Wellbeing Impact Assessment undertaken on the decision?

An Equality Impact Assessment was submitted in the May 2016 Cabinet report.

There is a need to distinguish between the immediate impact on those people who currently use these services (and their families and friends), and the impact on the community as a whole. The council has already pledged to mitigate against much of the potential impact on current services users (and their families and friends) by stating, that nobody would have to move from their existing home unless it was not possible for that place to meet their needs anymore. Overall, we believe that the long-term offer provided by the stated preferred options would result in a positive impact on people who share protected characteristics, particularly older people. We intend to review this Equality Impact Assessment within a wider Wellbeing Impact Assessment when tender bids have been received and recommendations are being made to Cabinet.

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

Members are aware of the extensive consultation which has taken place, as detailed in the report submitted in May 2016. The proposals contained within the report have been developed by an Elected Member Task & Finish Group, and all proposals have been scrutinised by Performance Scrutiny Committee prior to any decisions being made by Cabinet

9. Chief Finance Officer Statement

As noted in the report, the cost implications of either asset disposal or capital investment requirement will become clearer as the various elements develop. Internal approval processes are in place to consider lease arrangements or disposals (via The Asset Management Group) and capital investment proposals will need to be reported to the Strategic Investment Group. The review of in-house services supports the budget strategy through the delivery of modern, efficient services with better outcomes and facilitating investment in services and buildings by others.

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

There is a risk that any decision made by Cabinet is challenged by a person/group, and that this could lead to a judicial review of the decision. This has happened with other decisions made by other local authorities and public sector organisations in recent years. Such challenges are generally made on the grounds that due process has not been followed during the consultation process.

The Project Team feels that this risk has been minimised as much as possible by the rigorous process undertaken to manage this review and subsequent consultation. For example, we undertook a significant (pre-consultation) "listening and engagement" exercise which shaped the options which became the focus of the public consultation. The Project Team has also done everything that is reasonable to enable and encourage participation in the consultation process. We have carefully considered the 1985 Gunning Legal Principles around consultation to ensure that the consultation process was sufficiently robust and fair. A thorough Equality Impact Assessment has also been undertaken to ensure that due consideration has been given to the duties of the Equality Act.

Finally, we have worked with the Consultation Institute who have helped to guide us through the consultation process and have also provided advice and challenge throughout the project.

11. Power to make the Decision

The National Assistance Act 1948, the NHS & Community Care Act 1990 and the Social Services & Well-being (Wales) Act 2014 detail Local Authorities' responsibilities for meeting the needs of vulnerable individuals, including the ability to meet needs as the Local Authority sees as appropriate. This includes the power to commission services from external providers.

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Summary of Market testing Questionnaires

A total of 4 Providers responded to the Market Testing Questionnaire. 3 Providers were 3rd sector organisations, whilst 1 Provider was an independent Domiciliary Care provider. A summary of their ideas and suggestions for the future use of Hafan Deg are shown below.

Provider 1

Provider 1 suggested the following services could be developed at Hafan Deg:

- Increase the day care service to 27 regular older people with multiple and complex needs. Equivalent to 60 days per week (5 days)
- Promote wider use of the facilities and activities to the local community.
- Aim towards opening the centre 7 days per week according to demand.
- Increase opening hours for between 9am – 6pm with flexible arrangements to suit carers' needs.
- More structured programme of activities and interventions that focus on the needs of the individual, such as brain function.
- Forge stronger links with local colleges and their social care students.
- Form Hafan Deg service user involvement group to inform how and what services are delivered.
- Offer options for clients in residential care homes to visit and engage in activities.
- Work with others like the Get Together Club and Cozy Club to share capacity and use.
- Make greater use of the catering function by providing outside catering and 'meals on wheels'.
- Advertise the bathing and laundry facility as a chargeable facility that is operated by on-house staff. Add other similar services such as toe nail cutting, manicure and hairdressing.
- Adherence to the Welsh Language Measure to attract more service users.

Activities would be categories so that they could be easily matched with the individuals assessed needs, preference and capabilities. Examples would include:

Social - Church attendance; visits to cinema/restaurants/sporting events, day or overnight trips, video shows, playing cards/games/bingo, chess, draughts, dominoes; participation in social groups, library visits, book club, women's group, Welsh group.

Fitness & Health - Active sports or swimming; walking; physical exercise, relaxation, armchair yoga, alternative therapies such as reiki, massage, Tai Chi and reflexology.

Productive - Art class, making music, singing, gardening; preparing meals; shopping; unpaid community work; paid community work; other paid employment, knitting/sewing, painting, introduction to the internet, card making and creative writing.

We would also facilitate help with claiming benefits (C.A.B), energy advice (our Cold-buster project), flu vaccine and our Legal Allies scheme (making a Will, Powers of Attorney, Equity Release...).

Improve community integration - A brochure would be produced of services, which would be circulated throughout the community including public places and local services/professionals. We would follow this up with presentations at Social Worker team meetings, GP's, the SPoA and other health services and charities (CMHT, VoCM...).

A web page or website presence would be required that is kept up-to-date with the programme of activities and facilities available. Electronic mailshots would keep service users, carers and professional abreast of what was available each month in advance.

For the service users, it is an opportunity for them to integrate in the community just by attending and making new friends. Guest speakers would be invited to Hafan Deg to deliver talks on anything of interest (politics, being safe, scams...).

Relations with Rhyl High School will continue to develop to promote intergenerational cohesion within the community. This would take the form of work experience by volunteering within the centre and helping with day trips.

Provider suggests the premises be leased at a peppercorn rent for 12 months on the assumption that the new provider who would eventually purchase the building (£200,000?), be successful in either:

- Obtaining a People and Places Lottery grant (or other source), or;
- Obtaining a mortgage/loan

The reason for the 12 months rental incentive would be to allow the new provider to obtain capital funding, whilst fully implementing the new service levels.

Provider 2

Provider 2 would look to expand the day services and could also offer the services to people who may need some personal care. They would also be interested in offering a bathing service, subject to need.

Provider 2 would also seek to develop Hafan Deg into a dementia hub, building on the work they currently provide for people with dementia and their carers. This would be a place in the community that people could drop into for a cup of tea, some

information and advice and just a place to improve people's health and wellbeing and reduce their social isolation and offer carers a break.

Provider 2 would offer the office space as a hot desk facility to other voluntary and statutory groups. And also encourage other voluntary and statutory groups to use the facilities for meetings or to hold events.

Provider 2 stated, 'Having recently secured the tender to deliver Dementia services across North Wales we are interested in building up dementia friendly hubs across the 6 counties. We believe this is a good opportunity for us to begin this process in Denbighshire. We already facilitate drop in café's/groups in other areas of North Wales and the feedback from them is wholly positive. We would work with other providers and community groups in the area to offer local residents the sort of information/advice and activities they actually want as we would want the community to be fully involved in the running of the centre. We hear many stories of how people with memory problems and their carers become more and more isolated within their own communities and lose vital friendships and support. This can lead to more GP appointments being made, people spiralling into depression and just general unhappiness and crisis point being reached by carers sooner than it might have, resulting in care homes and hospital admissions. Our current work has informed us of the need for peer support for these carers and cared for and the feedback we are receiving from both users and local authorities is very positive. The people attending say they feel supported and valued in their communities again and better able to cope in their caring role as their own stress levels are lowered and their health and wellbeing is being supported'.

Provider 3

The project would include the asset transfer of the centre to a not for profit special purpose vehicle set up by Provider 3 and legally asset locked to our charitable purposes. The building would be transferred on a full repairing 99-year lease at a peppercorn rent. We would have no objection to a reasonable covenant on the building as long as it didn't exclude any commercial activity as this would not allow us to make the service sustainable in the long term. At the same time as the transfer we would be contracted to provide day services for a period of 5 years from the date of the asset transfer paying for services on a day rate basis equivalent to the authorities' current rate.

They would then look to make the centre sustainable in the long term by completing a number of projects,

- Locate our own service from the centre to reduce our costs
- Look to expand the day service. Increasing the number of day places available to the local authority as well as to those using direct payments to manage their own budgets and to private clients.
- Expand the facilities and services available to include respite care as well as other extensions to the service such as a bathing service.

- Use the facility as the base to establish a not for profit domiciliary care agency, using the combination of day care centre and home care to provide a fully joined up set of care options for clients of the service. Surpluses from this service would be used to support both the centre and our own charitable aims

Provider 3's aim would be to make Hafan Deg a real Beacon for the provision of day care and a facility that service users and the local community would want to use. They would see continued use of the building by the wider community to be key to building the centres reputation amongst the community. They are already exploring the possibilities of partnerships/collaboration with other organisations in both the private and 3rd sector to enable this project to become a practical reality.

Provider 3 are currently reviewing the provision of service in the Welsh language against the Welsh language standards 2016 and are committed to meeting these standards as soon as they can.

Provider 4

Provider 4 envisage Hafan Deg will continue to provide the existing services in situ to ensure continuity to the current service users. They will seek to expand and enhance the services by increasing the operating days and hours, offering a wider range of activities within the premises and the local community.

The building would be utilised to accommodate holistic needs of individuals to include specialist areas within the health and social care field for the whole community.

They will look to offer the building and their services to local groups such as children and young people's groups, health groups and social groups. They Visualise the Hafan Deg building as a community hub to enhance community spirit and ensure efficient services are provided to meet the community needs.

They envisage the Hafan Deg building would be gifted to the local community with Provider 4 taking full responsibility of the management of their services and maintenance of the building. The gifting of the building would reduce local authority costs for the staffing and maintenance of the building whilst benefiting the community as a whole.

Questionnaire Summary for Dolwen Residential Care Home, Denbigh

The following information was gained from 1 potential Provider who returned the market testing questionnaires. The information has been anonymised to ensure future bids are not affected.

Please provide a summary/introduction about your organisation outlining your current service delivery activities, but also giving an indication of the areas that you could or may wish to extend into in the future.

RESPONSE:
We provide supported living accommodation and has been involved in the development and provision of Care Homes in conjunction with its National Care Provider partners.

If you are interested in bidding for this scheme/service, would you be interested in bidding with a view to sub-contracting out some aspects of the service?

RESPONSE:	
We will bid for the scheme with the intention of using its established Care Provider partner for the care aspect of the scheme	
Which aspects of the service would you consider sub-contracting-out? Please put 'Yes' in the applicable columns below and give a brief explanation.	
Day Care Provision	Yes
Building maintenance / improvements	No
Care provision	Yes

Following the presentation you attended regarding Denbighshire's proposals, what are your views on how you might be able to package the delivery of this strategy? Please include information on what you may change on the building, number of registered beds and specialist services.

RESPONSE:
We will outline its ideas for the enhancement of the scheme as part of its official bid. However we have attached our company document which explains our approach and with the input of all relevant stakeholders and commissioners our team would develop a programme of enhancement to ensure the requirements of the service users are a priority.

Denbighshire considers it particularly important to investigate cost efficiency and feasibility to ensure the best possible outcome.

In broad terms, please give your views on how you think you could make this project feasible. Please include bed capacity, whether this would mean purchasing the building, leasing the building and at what anticipated cost and length of lease required etc. (This is only indicative at present. Costs will be given at Tender stage).

RESPONSE:

We would prefer to purchase the building

Report To:	Cabinet
Date of Meeting:	25th October 2016
Lead Member:	Councillor Julian Thompson-Hill
Head of Service:	Jamie Groves – Head of Facilities, Assets & Housing
Report Author:	Alastair McNab – Lead Officer, Operations & Business Support
Title:	Leisure Development Partner Framework

1. What is the report about?

- 1.1 The report outlines the proposal to appoint Alliance Leisure Services Limited (Alliance) as our provider under a new framework for the development of new facilities and the refurbishment of existing leisure facilities within Denbighshire County Council. This appointment would be on a four year framework agreement.
- 1.2 Our aim is to work with our development partner in order to design, build and fund capital projects and ensure that we deliver the right projects, on time and within budget. We have an excellent track record of working with Alliance on the previous framework and delivered successful projects at Ruthin and Denbigh Leisure Centres and redeveloped the Nova.
- 1.3 This new framework offers a significant improvement on the previous iteration. The framework will be open to all UK Local Authorities, rather than restricted to the six North Wales Local Authorities on the previous framework, with Denbighshire as the Lead Authority. This innovative approach provides the opportunity for Denbighshire to earn significant income, with an annual fee of £25k paid by Alliance as the winning provider to support our ongoing framework management costs, and additional income generated from other Local Authorities who use the framework. This income may be used to support the continued development and investment in Denbighshire's leisure facilities. (See appendix 1, Legal Services Contract Summary).
- 1.4 Our approach of establishing a UK wide framework has already generated significant interest, with Alliance starting to field enquiries from other Local Authorities interested in accessing the framework to avoid lengthy procurement processes and to replicate Denbighshire's success in developing leisure facilities. It is in Alliances's interest to market the framework as it will generate income for them, and they are proposing a significant marketing campaign. Denbighshire will benefit from this as every project commissioned through the framework will generate a fee paid to Denbighshire as the Lead Authority. We

estimate that there is already around £100k of fee income 'in the pipeline' from existing enquiries and will be targeting £2m over the life of the framework.

2. What is the reason for making this report?

- 2.1 This framework requires Cabinet approval due to its size and value. This is up to a maximum of up to £750m over four years covering the whole of the UK.

3. What are the Recommendations?

- 3.1 That Cabinet approves the proposal to appoint Alliance as our development partner on a four year framework to enable the continued development of new facilities and the refurbishment of existing leisure facilities within Denbighshire County Council. Any additional revenue generated will be considered as part of the service budget strategy.

4. Report details.

- 4.1 During these challenging times of continued cuts to our budget, we are committed to improving the facilities and services that we offer to our communities. This supports the Leisure Strategy vision of *"by 2020 Denbighshire will be renowned for high quality, accessible leisure opportunities attracting high levels of participation and improving the wellbeing of its residents and visitors"*.
- 4.2 The appointment of Alliance as our development partner on the previous framework in December 2011 was recognised by the service as a clear method of delivering the key objectives of reducing subsidy, providing facilities that are fit for the 21st century and improving participation opportunities and PE standards in our dual-use sites.
- 4.3 As well as bringing external expertise and innovation to the design and construction of facilities, Alliance will also develop business cases, prepare feasibility reports and carry out market research. The concept design work is done at their own risk with no cost to the Authority and we are not committed to take any of their proposals forward. All projects will be based on affordability and sustainability and be subject to normal Council approvals.
- 4.4 Following the success of the previous framework, we decided to 'test the market' by issuing a Prior Information Notice (PIN) in January via Procurement. This attracted a lot of interest including a number of major construction companies as the scale was very large due to it being a UK-wide framework.
- 4.5 Following the success of the PIN, a full OJEU tender went out in July with a requirement for submissions to be returned mid-August. We 'set the bar' very high by setting scenarios for Denbighshire Leisure sites – this would require companies to visit and understand the local market needs and demand and test their creativity as opposed to submitting a 'desktop return'. Although a number of companies were in dialogue

with us, only Alliance submitted a full tender which was of an exceptionally high quality and scored 781 out of possible 850.

Their tender submission was evaluated by:

- Stephen Hughes, Lead Officer – Commercial Leisure
- Sion Goldsmith, Lead Officer – Assets & Communities
- Alastair McNab, Lead Officer – Operations & Business Support
- Sion Evans, Design and Construction Manager
- Gareth Williams, Finance & Assurance Manager
- Stuart Andrews, Senior Procurement Officer
- Chris Jones, Insurance Manager
- Tom Price, Health & Safety Manager

The evaluation was completed with a different panel of officers attending the interview with Alliance on 27th September. Their presentation and interview demonstrated:

- An excellent track record in the industry delivering over 100 projects with over £100m of investment since they were established in 1998.
- A good understanding of the market and our requirements particularly in relation to our Leisure Strategy, Corporate Priorities and Well-being of Future Generations Act. This includes engaging with our communities and elected Members.
- An excellent track record of delivering projects on time and within budget in Denbighshire including Ruthin Leisure Centre, Denbigh Leisure Centre and the Nova which created around 70 jobs.
- Track record of engaging with the local supply chain and delivering community benefits.
- Developing business cases which include good market research with clear proposals based on affordability and sustainability.
- Detailed information on their team including their project team, construction partners, Architects and sources of finance.
- An innovative approach to developments, often involving reconfiguration of space or conversions of underutilised areas in order to make facilities more vibrant and sustainable.
- Good design and development concepts based on the tender brief with detailed capital and revenue costs.
- Good training, marketing and sales support to ensure we meet our targets on the projects delivered.
- How they would comprehensively market and manage the framework in partnership with Denbighshire.

4.6 A series of development workshops between Denbighshire and Alliance will take place if the framework is approved to agree the final detail for the management of the framework.

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

- 5.1 The appointment of a development partner supports our corporate priorities of developing the local economy and improving the quality of school buildings. New facilities on the coast will significantly enhance the visitor economy. By appointing Alliance on this four year framework agreement, we would have the opportunity to continue to invest in facilities that are modern, fit for purpose and meet the needs of the community and PE curriculum.
- 6. What will it cost and how will it affect other services?**
- 6.1 Preparation of concept designs are delivered by the development partner with no risk to the Authority. The Authority is only committed once they are satisfied that the project is affordable and sustainable. Each scheme would then be agreed with Alliance and signed off on a project by project basis by the Strategic Investment Group and follow the appropriate council approval processes.
- 7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**
- 7.1 There is an overwhelming benefit to continue to invest in leisure provision where the business case is sound. The appointment of a development partner gives us the expertise that we may not have and takes on the financial risk of delivery away from DCC.
- 8. What consultations have been carried out?**
- 8.1 The appointment of a development partner has full support from the Lead Member for Finance, Corporate Plan and Performance; Section 151 Officer; Asset Management Group and Property Services. Legal Services have also been consulted throughout this Procurement process – see appendix 1, Legal Services Contract Summary.
- 9. Chief Finance Officer Statement**
- The framework process complies with Contract Procedure Rules and will help support the development of council leisure facilities. Any additional revenue benefits will help to contribute to the service budget strategy going forward.
- 10. What risks are there and is there anything we can do to reduce them?**
- 10.1 Alliance will help Leisure Services realise their full commercial potential. They will provide basic design concepts and their professional expertise at no cost. At this stage we can reject projects at no cost to the Authority. When contracts are signed and the capital cost of the development is agreed, then this risk is taken on by the development partner.
- 11. Power to make the Decision**
- Local Government Act 1972 – Section 111
 Clause 5.5.5 - Contracts Procedure Rules

Appendix 1

Legal Services summary of Leisure Development Partner Framework Contract

Legal

The Leisure Development Partnership Framework Agreement is the form of Contract, which the Council will need to enter into with the selected bidder to form the collaborative partnership, which is to deliver the aims and objectives of the Agreement between the Parties.

The Framework is for a period of 4 years and it sets out the terms and conditions which each of the Parties will be required to work within in order to achieve the aims and objectives.

The terms include or will include when completed the main key points that will ensure all Parties to the Agreement behave transparently and in the spirit of partnership throughout the contractual period. Such clauses included in the Agreement are:

1. Governance Processes within which the Partnership will work, setting out the formal requirements for regular meetings, which will track the progress and success of the Framework and also help mitigate any risk elements by ensuring any problems are raised during the early course of the contract.
2. Client engagement procedures to ensure that for each client that undertakes to use the Framework Agreement there is a mechanism for the client to fully understand the terms and conditions of any call off contract, which they will enter into. This feature is particularly important as the client upon entering into its individual contract becomes responsible for its own risks through the mechanism of whichever contractual structure it chooses to engage the Contractor under, be that the JCT standard form design and build contract, the NEC3 standard form design and build contract or the Sport England standard form of contract. On this basis there is no further risk to DCC in terms of any on-going build.
3. Finance– the Framework Agreement is set out in such a way that the operation of the Agreement will generate DCC an annual income by way of fees from the Contractor and through profit gain mechanisms (which are set out more particularly within the finance section to the report). This system is protected within the framework agreement by the requirement to show open book accounting and transparency of dealings.
4. Risk elements from a DCC perspective have been kept to a minimum. Each client takes on board their own risk in each of the contracts they undertake, and the Contractor takes the initial cost risk for each of the potential clients to include the production of a feasibility report to RIBA stage 2.

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Leisure Development Partner

Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	50
Brief description:	To award the Development Partner Framework contract to Alliance Leisure Services Ltd.
Date Completed:	05/10/2016 15:17:12 Version: 1
Completed by:	Alastair McNab
Responsible Service:	Facilities, Assets & Housing
Localities affected by the proposal:	Whole County,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach

Could some small changes in your thinking produce a better result?



(3 out of 4 stars)

Actual score : 17 / 24.

Summary of impact

Wellbeing Goals



A prosperous Denbighshire	Positive
A resilient Denbighshire	Positive
A healthier Denbighshire	Positive
A more equal Denbighshire	Positive
A Denbighshire of cohesive communities	Positive
A Denbighshire of vibrant culture and thriving Welsh language	Positive
A globally responsible Denbighshire	Positive

Main conclusions

There is an overwhelming benefit to continue to invest in leisure provision where the business case is sound. The appointment of a development partner gives us the expertise that we may not have and takes on the financial risk of delivery away from DCC.

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	Benefits to the local economy with additional jobs created. Fit for purpose, modern leisure facilities for the community.

Positive consequences identified:

Any new buildings will meet latest environmental standards

Leisure developments will be the catalyst for further regeneration (Rhyl coastal front).

Around 70 jobs created at Nova development. Further investment will create more. Construction projects will include the community benefits of training and apprenticeships. Leisure facilities will enhance life skills around wellbeing (fitness, swimming).

Development partner will look to make better use of existing space in facilities. New facilities will include sufficient parking and wifi.

Unintended negative consequences identified:

Only short term consequences of building work disruption during construction phase.

Mitigating actions:

All building contractors used will be members of the Considerate Contractors Scheme.

A resilient Denbighshire

Overall Impact	Positive
Justification for impact	Newer, better looking and efficient infrastructure.

Positive consequences identified:

New buildings will be designed following consultation of community needs.

Will redevelop existing space or sites depending on business case.

New buildings will be energy efficient.

Unintended negative consequences identified:

More buildings will mean more carbon emissions.

Mitigating actions:

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	Positive benefits to wellbeing with more opportunities for people to participate in leisure activity.

Positive consequences identified:

More fit for purpose leisure facilities will encourage participation.
Facilities will include a food and beverage offer where appropriate.
More fit for purpose leisure facilities will encourage participation.
Exercise has a proven benefit to physical and mental wellbeing.

Unintended negative consequences identified:

Mitigating actions:

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	Leisure facilities and programmes are fully inclusive.

Positive consequences identified:

All facilities are fully accessible. Programmes are inclusive.
Improved facilities for the GP National Exercise Referral Scheme.
Concession plans available for swimming and fitness programmes.

Unintended negative consequences identified:

Mitigating actions:

A Denbighshire of cohesive communities

Overall Impact	Positive
Justification for impact	Modern fit for purpose facilities will encourage participation and improve the attractiveness of communities.

Positive consequences identified:

Attractive leisure facilities will encourage participation from young and old.
Better leisure facilities will encourage more club participation and volunteer opportunities.
New attractive facilities will improve the built environment.

Unintended negative consequences identified:

Mitigating actions:

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Positive
Justification for impact	Fully compliant with Welsh Language Standards.

Positive consequences identified:

Swimming lessons are available bilingually. All signage and information complies with WLS.

Swimming lessons are available bilingually. All signage and information complies with WLS.

Getting children hooked on sport will create opportunities to represent Wales.

Unintended negative consequences identified:

Mitigating actions:

A globally responsible Denbighshire

Overall Impact	Positive
Justification for impact	Community benefits considered in all projects.

Positive consequences identified:

Construction projects will include the provision of community benefits with local supply chain.

All contractors used will comply fully with current legislation.

Leisure development could act as a catalyst for further regeneration.

Unintended negative consequences identified:

Mitigating actions:

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Report To:	Cabinet
Date of Meeting:	25 th October 2016
Lead Member / Officer:	Cllr. Julian Thompson-Hill - Lead Member for Finance, Corporate Plan and Performance Alan Smith - Head of Business Improvement & Modernisation
Report Author:	Vicki Robarts – Strategic Planning Team Manager
Title:	Corporate Plan Performance Report Quarter 1 – 2016/17

1. What is the report about?

- 1.1 This report presents an update on the delivery of the Corporate Plan 2012-17 as at the end of quarter 1 of 2016/17.
- 1.2 Appendix 1 provides the Executive Summary including achievements and key exceptions.
- 1.3 Appendix 2 contains the full quarterly report generated from the Verto Performance Management System, focussing on the exceptions only.
- 1.4 Appendix 3 is a copy of the Local Government Data Unit (LGDU) Performance Bulletin for 2015-16.
- 1.5 Appendix 4 summarises the National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) for which performance declined.

2. What is the reason for making this report?

- 2.1 To provide information regarding the council's progress as at the end of quarter 1, 2016-17 in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.
- 2.3 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

3. What are the Recommendations?

- 3.1 It is recommended that Cabinet uses this report to identify specific service areas (or areas of work) that would benefit from detailed scrutiny to improve outcomes for citizens and the Council's overall performance, and facilitate delivery of the Corporate Plan.

4. Report details

- 4.1 The Executive Summary (Appendix 1) contains details of achievements as well as key exceptions.
- 4.2 Quarter 1, 2016-17 Performance Report (Appendix 2) looks at the Corporate Plan 2012-17 and provides an evidence-based assessment of the current position.
- 4.3 Exceptions have been highlighted as follows:
- 'Red' for measures or indicators which are identified as a 'Priority for Improvement', or
 - 'Grey' where clarification with the data is required.
- 4.4 The LGDU Performance Bulletin 2015-16 (Appendix 3) was published 7th September 2016; this is the eleventh annual bulletin on local authority performance. The bulletin contains information on a range of local authority services using the NSIs and PAMs as comparable indicators.
- 4.5 Whilst overall the bulletin shows the performance of Denbighshire County Council as positive; ranking 3rd overall, there are areas where performance declined on that achieved in the previous year. Appendix 4 provides a summary of the 'declining' indicators along with commentary from the appropriate services.

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 sets out how much additional money the council aims to invest in each corporate priority over the five years. It is anticipated the Corporate Plan will be delivered using this additional investment and within existing budgets.

7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report

- 7.1 An EqIA was undertaken on the Corporate Plan and presented to Council on 9th October 2012. No further assessment is required 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 the draft exceptions have been discussed and circulated to enable Senior Leadership Team (SLT) to take any corrective action they deemed necessary in order to produce this report for Performance Scrutiny and Cabinet.

9. Chief Finance Officer Statement

9.1 A Chief Finance Officer statement is not required for this report.

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

10.1. We have a strong performance management framework, a robust Service Performance Challenge process and a strong Performance Scrutiny Committee.

10.2 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.

11.2 Section 7 of the Council's Constitution outlines Scrutiny's powers and duties with respect of scrutinising the Authority's performance.

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Appendix 1 – Summary Corporate Performance Report

QUARTER 1, 2016-17

This document provides a SUMMARY of performance against the council's corporate priorities at the end of quarter 1, 2016-17

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INTRODUCTION & SUMMARY

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position. Below is a summary of the key issues identified.

OUTCOME & PERFORMANCE SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 1 (June 30th, 2016). 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	Infrastructure for growth	ACCEPTABLE
Outcome 2	Supported and connected businesses	ACCEPTABLE
Outcome 3	Opportunities for growth	EXCELLENT
Outcome 4	High quality skilled workforce	GOOD
Outcome 5	Vibrant towns and communities	ACCEPTABLE
Outcome 6	Well-promoted Denbighshire	EXCELLENT

Overall performance for this priority is positive with all activities and projects categorised as 'on track' or at a 'good' level as at the end of quarter 1. The majority of the headline indicators for this priority are annual and were reported on in quarter 4, 2015/16.

As part of its work to support local businesses the Economic & Business Development Team has worked with the Communications Team to launch the [#LoveLiveLocal](#) campaign. It aims to get people to shop locally and show their support for local businesses by using the hashtag on Twitter and Facebook to promote good experiences they've had and to promote local products and services.

Town Business representatives from across the county were invited to visit the [Shrewsbury Business Improvement District](#) (BID) to meet with staff and local businesses involved in the BID and learn from their experiences of establishing the BID, how it operates and what has been delivered locally since it began. Three towns in Denbighshire are now interested in developing their own Business Improvement District with support from the Economic & Business Development Team.

The percentage of available land on Priority Strategic Employment Sites ready to be developed has been reviewed and the actual outturn for 2015/16 was 43.7%, reported in quarter 4 as 3.7%. However, the percentage of available land developed on these sites remained at 0%.

Outcome 7 Students achieve their potential

PRIORITY FOR IMPROVEMENT

The overall position for this outcome is Red: Priority for Improvement.

A higher benchmark for excellence in educational attainment is being used where 'Green: Excellent' is the best in Wales. There are five indicators considered to be a priority for improvement, and two performance measures. These are detailed below. The position is unchanged from that reported in quarter 3 report for all-pupil attainment information, primary deficit and surplus secondary places. However, new data for English Additional Language (EAL), Free School Meals (FSM) and gender breakdowns for the 2014/15 academic year are causing concern, with EAL and FSM attainment at Foundation Phase and Key Stage 4 being below the Wales Median. It is the regional school improvement service (GwE) that has operational responsibility for improving attainment standards on behalf of the authority.

The EAL Service works closely with schools and has increased its level of monitoring, starting in Year 9, to help identify issues for EAL learners that may not be directly related to English language acquisition. This will be a collaborative approach and add to the annual assessment of EAL Stage (A-E) carried out in the autumn term and moderated with other services across the GwE region. The service will be working more closely with the early intervention teams also, such as the family link workers, flying start and the pre-school settings, to identify issues at the earliest opportunity and provide training of these staff around identifying areas for support. The EAL Service will also be working with the TRAC Team to secure appropriate support for EAL learners facing other issues.

With regards to FSM performance, every school has been challenged by GwE regarding tracking and targeting of pupils and providing intervention to enable children to reach their full potential. This will continue in all schools. Education and Children's services will work together in partnership to identify children at risk (both educationally and socially) to enable all learners, and in particular FSM, to succeed. Schools are challenged regarding their PDG grant expenditure. This will continue and form an integral part of all school visits this year. Schools will be expected to show the impact of interventions put in place. Schools who have poor track record in FSM performance will be targeted and provided with bespoke training. A regional paper has been written and presented on best practice regarding FSM teaching and learning strategies at Key Stage 4. The change in Science specifications at GCSE will impact on future Core Subject Indicator results. This will need to be managed carefully in schools with the removal of BTEC type qualifications.

Attendance in both Secondary and Primary schools has now been confirmed as being below the Wales Median (Priority for Improvement) for 2014/15 academic year. However, the data being a year out-of-date, does not reflect the considerable work that has been put in by the Education Service since last September. Procedures for monitoring pupil attendance have been rolled out with training and guidance to all

schools. Monthly monitoring of pupil attendance in every school is undertaken and meetings are taking place with schools that are causing concern. Auditing of the use of absence codes has also been undertaken to ensure accurate reporting. An attendance policy, consulted upon with schools, has now been published on our website along with supporting documentation. Attendance Audits are planned for the end of the academic year to assess consistency of approach. The inclusion referral process has indicated improved compliance, and consistent improvement in attendance is being noted since the implementation of attendance procedures, and code of conduct for Fixed Penalty Notices.

In terms of our modernising education programme, a great deal of work has taken place in this first quarter, not least the demolition of the old Rhyl High School building. Significant progress has been made on site with the Glan Clwyd extension, as well as putting the finishing touches to Bodnant Community School. We have also received a positive response to the proposals for both Rhos Street School and Ysgol Pen Barras, the business case having been approved by full Council.

N.B. 2014/15 exclusion data has not yet been published, but is expected in September.

All pupil attainment indicators were reported in quarter 4 2015/16.

IMPROVING OUR ROADS

Outcome 8 Residents and visitors to Denbighshire have access to a safe and well-managed road network

ACCEPTABLE

This outcome is supported predominantly by annual indicators and measures which were reported in quarter 4, 2015/16.

Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire. 50% (3) of activities were completed in quarter 1 with microasphalt laying and surface dressing works being completed ahead of schedule. The remaining 50% are on target.

Further Highways and Environmental Services work is recognised for excellence with a flood defence scheme being shortlisted for two civil engineering industry awards. Phase 3 of the West Rhyl Coastal Defence Scheme has been shortlisted for the British Construction Industry Awards 2016 in the Civil Engineering Project of the Year category and the George Gibby Award at the 2016 Institution of Civil Engineers annual award.

VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Outcome 9 Vulnerable people are able to live as independently as possible

GOOD

Outcome 10 Vulnerable people are protected

GOOD

The overall position for this outcome is Yellow: Good. 69% (9) of activities that support this priority were completed by the end of quarter 1, with a further 4 (31%) assessed as on track.

Three performance measures are considered to be a priority for improvement. The measures relating to (i) the percentage of the population (aged over 18) who cannot live independently and (ii) of those who can live independently with a care package and do so, continue to be 'red' as reported in quarter 4, 2015/16. Work is ongoing to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall the number of people supported in residential care is reducing but it will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided and the time delays in developing new Extra Care Schemes.

The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference. 9 out of 12 (75%) of initial core group meetings were held within 10 working days during quarter 1. An investigation has been undertaken in respect of the 3 non-compliant cases which confirmed they had been held in a timely manner. Systems are currently being realigned to meet the requirements of the Social Services and Wellbeing Act (2014). This indicator has been removed from the national indicator set for Children's Services.

The percentage of open cases of children on the child protection register who have an allocated social worker (SCC013ai) is no longer a statutory indicator and is felt not be meaningful in the measurement of achieving this outcome. As a result this indicator has, therefore, been removed from the Service Plan 2016-17 and will no longer be reported in the Corporate Plan.

Quarterly data for the percentage of child referrals that are re-referrals within 12 months (QSCC010) is not available until quarter 2. Annual data showed an improvement for this measure from 15% in 2014/15 to 12% in 2015/16.

The percentage of adult protection referrals where the risk has been managed (SCA019) is no longer reported following the implementation of the new Social Services and Well-being Act. A new adult safeguarding indicator will be reported in quarter 3.

CLEAN & TIDY STREETS

Outcome 11 To produce an attractive environment for residents and visitors alike

GOOD

We aim to provide an attractive environment for residents and visitors alike, primarily through keeping our streets clean and tidy and tackling identified eyesore sites across the county. Overall our performance is good with residents reporting satisfaction with the levels of cleanliness of the streets within their local area and within their nearest town centre. Both activities that support the clean and tidy

streets priority are 'on target'.

This outcome is supported by annual indicators which were reported in quarter 4, 2015/16. The 3 quarterly measures (100%), achieved 'excellent' performance for quarter 1:

- The percentage of untidy land incidents resolved within 12 weeks
- The rate of fixed penalty notices (all types) issued
- The rate of fixed penalty notices (dog fouling) issued

The 3 indicators which are currently 'priority for improvement' are annual measures which have been reported on previously.

ENSURING ACCESS TO GOOD QUALITY HOUSING

Outcome 12 The housing market in Denbighshire will offer a range of types and forms of housing in sufficient quantity and quality to meet the needs of individuals and families

GOOD

In providing access to good quality housing the Authority is 'on track' in 76% (22) of all the activities planned to support delivery of this priority.

Improved performance has been achieved throughout 2015/16 in a range of measures and this trend continues in quarter 1:

- Improvements in the speed of delivering Disabled Facilities Grants has seen a significant improvement, with the average number of calendar days reducing from 178 days in 2014/15 to 133 days in 2015/16. This improved performance continues in quarter 1 with delivery of adaptations averaging 139 days.
- The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority has already seen 33 empty homes brought back into use as at the end of quarter 1.
- The percentage of HMOs known to the authority, that are eligible to be licensed, that have a full licence. 80% (cumulative) has been achieved as at the end of quarter 1.

Local authorities in Wales have to complete housing land availability studies each year to monitor the supply of housing land in their areas. The years of supply of housing land as determined by the [Joint Housing Land Availability](#) Study for 2016 is showing as a 'priority for improvement'. Denbighshire's figure as at 1st April 2016 being 2.02 years. A new indicator JHLASTANi using the 'residual method' has replaced the previous indicator which used the 'past completion' methodology as agreed for the Outcome Agreement (no longer in existence). The graph shows the year on year comparison data.

There is one measure where performance should be monitored, although the [number of calendar days taken to let empty properties \(council stock only\)](#) has reduced to 46 days in quarter 1, it remains a priority for improvement. The Head of Service recently took a report on this to Scrutiny, explaining that the service's focus is now on

bringing houses up to a higher standard before they are re-let. The performance thresholds for the measure were revised following this, but they remain very ambitious.

Affordable housing is now being measured by the percentage of additional affordable housing units provided during the year per 10,000 population. By using population figures, we can benchmark more realistically against other authorities. For example, over the last 5 years, on average, Denbighshire County Council has provided 72 affordable housing units per year. This equates to 7.7% per 10,000 population and places us just above the median in Wales.

It is proposed that the indicator for the [percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months](#) be removed as it is no longer reported nationally and has been removed from the service plan. Community Support Services have a range of new quarterly indicators and measures in their Service Plan which will be used to baseline data in 2016/17. Also included is the development and implementation of a strategy to improve support to people at risk of homelessness. In quarter 1, a detailed template has been produced based on Welsh Government guidance and a Steering Group (including two Elected Members), has been established to plan the development of the strategy. A successful bid of £10k (Supporting People) has also been secured for the strategy's development.

Denbighshire County Council's sector leading experience and partnership approach to energy efficiency has been recognised in the shortlist for a public sector award. The Association of Public Service Excellence (APSE) has announced that Denbighshire has been shortlisted in the Best Renewable Energy and Efficiency Initiative category at the APSE Service Awards.

MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

Outcome 13 Services will continue to develop and improve

GOOD

Outcome 14 More flexible and effective workforce supported by cost efficient infrastructure

ACCEPTABLE

The Council takes its responsibilities toward its staff very seriously, recognising them as a key asset and essential to delivering good quality services.

The majority of activities supporting this priority are on target 87% (13) with only 2 (13%) experiencing slight delays, the Centralised Mailroom Project and the roll out of e-learning for staff and Members; both are anticipated to progress to schedule by quarter 3.

There are areas in which the Council recognises performance can be improved, such as timeliness of complaints handling, performance appraisal completion and monitoring of sickness absence levels.

In quarter 1, 82% (137 received, 112 responded to within timescale) of [all external stage 1 complaints were responded to within corporate timescales](#). Performance against this indicator is automatically reported to and monitored by Scrutiny each quarter.

The [percentage of staff receiving a performance appraisal](#) has decreased to 88% this quarter. Heads of Service receive monthly HR reports on the service performance appraisal completion. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

In order to better analyse trend and monitor sickness absence levels more stringently, new monthly indicators have been introduced this quarter at Service and Corporate level. The Corporate [rolling average of the number of working days/shifts per full time equivalent \(FTE\) local authority employee lost due to sickness absence](#) as at the end of June 2016 was 8.21 days. The thresholds to reduce sickness absence are challenging and based on this end of month figure is currently at an 'acceptable' level. Comparative data for 2015/16 will be available later in the year.

[Carbon emissions data](#) for 2014/15 in respect of Denbighshire County Council's office space is 'good' (yellow). However, data for both primary and secondary schools throughout the year showed an increase, particularly in secondary schools. Work is being undertaken to try and reduce consumption, such as replacing lighting systems, where it is cost effective to do so, with LED lighting. In addition, the new school in Rhyl and the part new and refurbishment of Ysgol Glan Clwyd should have a good impact on reducing the figures next year. There is also the amalgamation of a number of primary schools and new builds in the near future which will also reap benefits.

The 2015/16 carbon emissions data is anticipated to be reported on in quarter 3.

Appendix 2 – Corporate Performance Report

QUARTER 1, 2016-17

This document provides an update on performance against the council's corporate priorities at the end of quarter 1, 2016-17

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KEY

Each outcome 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
Blue	Completed	N/A
Grey	No data	No data or is a count only

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 activity reporting is documented in the project management methodology, summarised above (Action Status).

APPENDIX 2 -QUARTER 1 PERFORMANCE REPORT

This performance report looks at the Corporate Plan 2012-17. It provides an evidence-based assessment of the current position on an exceptions basis i.e. those measures that are Red: Priority for Improvement, or where there is an issue with the data that needs to be raised. Those measures that are currently showing an acceptable, good or excellent status are not examined in any great detail within this report, but are available to view through the Verto Performance Management System.

Please Note: This report has been generated from the Verto Performance Management System

PRIORITY - DEVELOPING THE LOCAL ECONOMY

ECONOMY HEADLINE INDICATORS

Description	This cluster of indicators are economy-based aspects of the external environment in which we'd expect to see an improvement if our Outcomes were progressing well. The six Outcomes within the Economic & Community Ambition priority will have a discrete set of indicators according to their theme (e.g. infrastructure), but collectively should enable progress against this cluster of indicators by laying the foundations for economic growth.
Outcome Summary	The overall status for these indicators is Orange: Acceptable. The status of these annual indicators has not changed since the Q3 2015-16 report, as validated annual data for 2015-16 will not be available until late 2016-17.

Indicators	
QECAHeadline1	% Job Seekers Allowance claimant count
ECAHeadline2	Median Household Income
ECAheadline3	The count of births of new enterprises
ECAheadline4	1 year survival rate of new enterprises (%)
ECAheadline5	3 year survival rate of new enterprises (%)
ECAheadline6	Turnover of Denbighshire based businesses (£m)

OUTCOME 1 - INFRASTRUCTURE FOR GROWTH

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for these indicators is Orange: Acceptable.</p> <p>The OFCOM indicator remains a priority for improvement and has not been updated by OFCOM for some time. It should be noted that BT attended Performance Scrutiny to discuss the progress of the national Superfast Broadband rollout.</p>

Indicators	
PPP_ECA301i	Percentage of employment land (ha) that is ready to be developed
PPP_ECA302i	Percentage of employment land (ha) that has been developed
BusSurv1.9	The percentage of businesses selling or sourcing goods or services online
OFCOMsuperfast	Denbighshire's OFCOM five-point ranking for superfast broadband availability
OFCOMtakeup	Denbighshire's OFCOM five-point ranking for broadband take-up

Activities			
ECA 1.2a	Digital Denbighshire	15/07/13	31/10/15
ECA 1.3b	Strategic Employment Sites	06/05/14	31/03/17

OUTCOME 2 - SUPPORTED AND CONNECTED BUSINESSES

Status	ACCEPTABLE
Outcome Summary	The overall status for this Outcome is Orange: Acceptable. This outcome is supported by annual indicators which were reported on in quarter 4, 2015/16.

Indicators	
FAA406m	Local procurement spend as a % of total procurement spend
BusSurv4.2	% of businesses satisfied with quality of advice/support
BusSurv4.1	% of businesses satisfied with access to advice/support
ECA2.2i Annual	The percentage of contracts worth over £1 million with community benefit clauses (New 2016/17)

Activities			
ECA 2.1a/2.2a/2.2c	Business Advice & Support	12/09/13	31/03/16
ECA 2.1b	Better Business for All (BFC Phase 1 - Planning & Public Protection)	06/05/14	31/03/16
ECA2.3b	PROCUREMENT: Local Supplier Development	01/06/15	06/06/16
PR003264/ECA 2.3a	PROCUREMENT: Strategy & revised CPR's	01/06/15	01/04/16

OUTCOME 3 - OPPORTUNITIES FOR GROWTH

Status	EXCELLENT
Outcome Summary	<p>The overall status for this Outcome is Green: Excellent.</p> <p>Work to identify growth Sectors is now underway, but the project is a very long term one. This relates to indicators ECA3.1i and ECA3.2i.</p>

Indicators

CMLi10	STEAM - Total Economic Impact of Tourism (£ million)
CMLi11	STEAM - Number of Full Time Jobs Supported by Tourism
ECA3.1i	No. of businesses in the tourism sector
ECA3.2i	No. of new jobs in Growth Sectors
ECA3.3i	No. of Denbighshire residents employed in Growth Sectors

Activities

ECA 3.1Aa-c	Tourism Growth Plan	05/06/14	31/07/15
ECA 3.2a	New Growth Sectors	01/01/15	01/03/17
ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18
PPP311a	Take a pro-active approach to encourage the private sector to develop economic development, by producing master plans, planning briefs and SPGs	01/04/15	31/03/16

OUTCOME 4 - HIGH QUALITY SKILLED WORKFORCE

Status	GOOD
Outcome Summary	<p>The overall status for this Outcome is Yellow: Good.</p> <p>There is one annual indicator that is considered to be a priority for improvement, which was reported on in quarter 4, 2015/16.</p>

Indicators

Ed004i	The percentage of children aged 16 - 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire
QECA4.6i	% of the population aged 18 to 24 claiming JSA
BusSurv3.3a	% of businesses reporting unfilled vacancies due to unsuitable applicants

BusSurv3.3b	% of businesses reporting difficulty recruiting staff with the right skills
eca4.10i	% of people of working age in Denbighshire who are self employed

Activities

ECA 4.1b,4.2a-c,4.3a	Pathways +	01/04/15	31/07/16
EDUa009	Soft skills / skills for employment	01/04/14	31/03/17
EDUa011	Careers advice and support	01/04/14	31/03/17
EDUa012	Work experience opportunities	01/04/14	31/03/17
EDUa013	Apprenticeships	01/04/14	31/03/17
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/17
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/17

OUTCOME 5 - VIBRANT TOWNS AND COMMUNITIES

Status	ACCEPTABLE
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of these indicators are updated on a frequency more than an annual, and data relating to the WIMD (LSOA) is only updated once every three years.</p> <p>Denbighshire’s Business Survey 2015 did not include BusSurv2.1 % of town centre businesses reporting confidence in future prospects.</p> <p>Data for ECA5.4i will be available autumn 2016.</p> <p>Latest data for No. of LSOA with a claimant count (%) greater than Great Britain is August 2015 which is at an ‘acceptable’ level at 22.</p>

Indicators

ECA5.1i	% of vacant town centre premises (Denbighshire average)
RSQ11	% of residents reporting overall satisfaction with their town centre
RSQ2	% of town residents reporting overall satisfaction with their local area
BusSurv2.1 2014	% of town centre businesses reporting confidence in future prospects
ECA5.2i	% of LSOA that fall into the 10% most deprived in Wales
ECA5.3i	No. of LSOA with a claimant count (%) greater than Great Britain
ECA5.4i	No. of LSOA with a median household income below Wales
ECA5.5i	% of the rural working age population claiming Job Seekers Allowance

Activities

ECA 5.1	Town Centre Growth & Diversification Plan	05/05/15	31/03/17
ECA 5.3a RGF	Rhyl Regeneration		

OUTCOME 6 - WELL-PROMOTED DENBIGHSHIRE

Status	EXCELLENT
Outcome Summary	The projects are currently at a Good and Excellent status.

Activities			
ECA 6.1a-c	Locate in Denbighshire- Inward Investment Marketing Campaign	17/04/14	30/09/16
ECA 6.2b / 1.3a	Enquiry Handling for Sites & Premises	24/11/14	30/06/15

PRIORITY - IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

OUTCOME 7 - STUDENTS ACHIEVE THEIR POTENTIAL

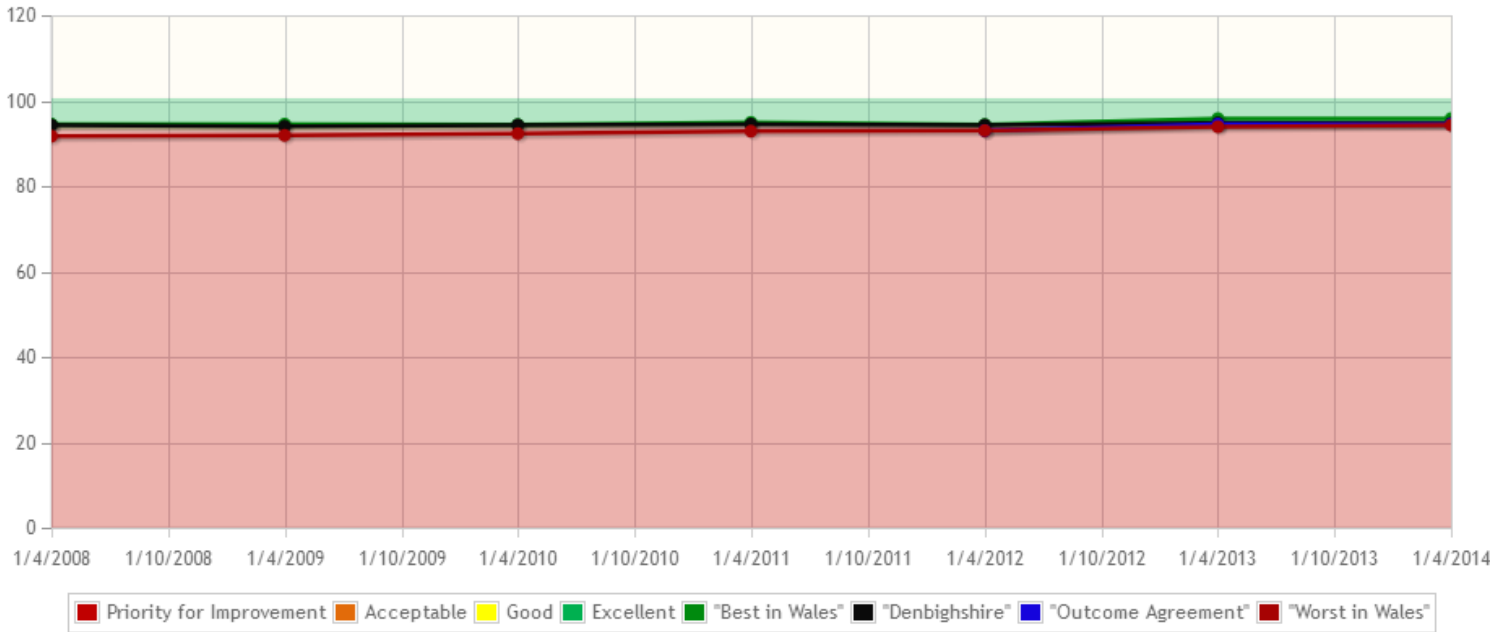
Status **PRIORITY FOR IMPROVEMENT**

Outcome Summary The overall position for this outcome is Red: Priority for Improvement:

We are using a higher benchmark for excellence for educational attainment where 'Green: Excellent' is the best in Wales. Indicators considered to be a priority for improvement are detailed below.

Indicators

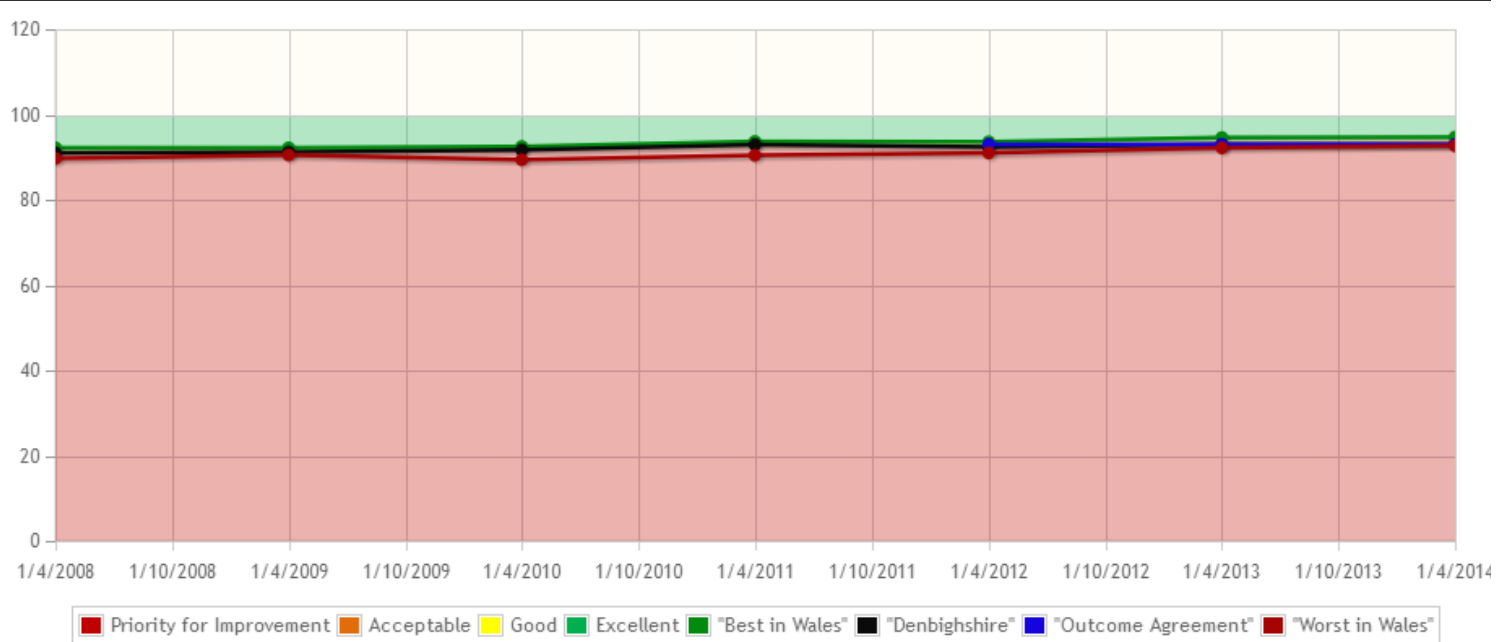
Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
EDU017	The percentage of pupils achieving the level 2 threshold including Welsh/English and maths (all pupils)
Ed006i	The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)
Ed009i	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)
EDU002i	The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
EDU003all	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)
EDU016a	Percentage of pupil attendance in primary schools



Latest Data Comment

2014/15 Primary attendance has declined 0.1% to 94.7% in 2014-15 academic year, with an increase in authorised absences. Continued improvement elsewhere means the median increased from 94.8% to 94.85%. This improvement, together with our decline, means that this indicator is now a priority for improvement. However, this data is a year late and does not reflect the efforts of Education Services over the last year to improve. It is anticipated that there will be a marked improvement in 2015-16 data.

EDU016b Percentage of pupil attendance in secondary schools



Latest Data Comment

2014/15	Performance in secondary attendance is unchanged in 2014-15 academic year at 93%; no improvement or decline on our 2013-14 position with authorised and unauthorised absences remaining the same. Continued improvement in the rest of Wales means we are deeper within the priority for improvement range. However, this data is a year late and does not reflect the efforts of Education Services over the last year to improve. It is anticipated that there will be a marked improvement in 2015-16 data.
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EDU101i	The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools
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Measures

LMEd20a	The number of deficit places as a percentage of the total school places in Denbighshire (Primary)
LMEd20b	The number of deficit places as a percentage of the total school places in Denbighshire (Secondary)
LMEd21a	The number of surplus places as a percentage of the total school places in Denbighshire (Primary)
LMEd21b	The number of surplus places as a percentage of the total school places in Denbighshire (Secondary)
LMEd22a	The number of school places provided through mobile classrooms (Primary)
LMEd22b	The number of school places provided through mobile classrooms (Secondary)
CES101i*	The percentage of primary places provided in Category A schools
CES102i*	The percentage of primary places provided in Category B schools
CES103i*	The percentage of secondary places provided in Category A schools
CES104i*	The percentage of secondary places provided in Category B schools
*Annual	These measures are annual and will be reported 2016/17.

Activities

CES102a	Funding the 21st Century Schools Programme and wider Modernising Education Programme	01/04/14	01/08/19
CES103a	To scope options for the future of Primary Provision in the Rhyl area	01/04/15	31/07/16
CES104a	To scope options for the future of Primary Provision in the Bodelwyddan / St Asaph area	01/04/15	31/07/16

CES105a	To scope options for the future of Primary Provision in the Denbigh area	01/04/15	31/07/16
CES106a	To develop the Business Case for investment in Ysgol Pendref	01/04/15	31/07/16
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/19
CES208a	To secure agreement on location for new Faith Secondary Provision in Denbighshire	01/04/13	31/03/17
CES210a	To work with Planning to understand the implications of the Community Infrastructure levy and to develop an appropriate policy	01/04/14	31/03/17
CES230a	To develop School Organisation proposals for the creation of a new area school to replace the existing Ysgol Llanfair and Ysgol Pentrecelyn schools	01/06/14	31/12/16
CES231a	To develop School Organisation proposals for the future of Ysgol Llanbedr	18/02/15	31/12/16
CES232a	To develop School Organisation proposals for the future of Ysgol Rhewl	01/04/14	31/12/17
ECA 4.1b,4.2a-c,4.3a	Pathways +	01/04/15	31/07/16
ECA 4.2a-c	TRAC	07/04/14	31/08/20
EDU117a	Health and Wellbeing Outcomes for Schools	01/04/15	29/07/16
EDUa003	Review current provision for students who access the Behaviour support Service and remodel as appropriate	01/04/13	31/03/17
EDUa005	Revisit Service Level Agreement with GwE	01/04/14	31/03/17
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	31/03/17
EDUa009	Soft skills / skills for employment	01/04/14	31/03/17
EDUa011	Careers advice and support	01/04/14	31/03/17
EDUa012	Work experience opportunities	01/04/14	31/03/17
EDUa013	Apprenticeships	01/04/14	31/03/17
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/17
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/17
EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/17
EDUa023	A consistent approach to attendance in Denbighshire schools	01/09/15	29/07/16
PR000055	Bodnant Community School Extension and	20/12/12	31/12/16

		Refurbishment		
	PR000247	Extending Secondary Welsh Medium Provision - Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18
	PR000319	Ruthin Town: Glasdir Development- Relocation of Ysgol Pen Barras and Rhos Street School	21/04/14	01/09/18
	PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	01/01/14	31/12/17
	PR000332	Ruthin Review -New Area School for Llanfair DC and Pentrecelyn	01/08/14	03/09/18
	PR000359	Rhyl New School	30/01/14	23/09/16

PRIORITY - IMPROVING OUR ROADS

OUTCOME 8 - RESIDENTS AND VISITORS TO DENBIGHSHIRE HAVE ACCESS TO A SAFE AND WELL-MANAGED ROAD NETWORK

Status	ACCEPTABLE	
Outcome Summary	The overall position for this outcome is Orange: Acceptable. We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales on an annual basis.	
Indicators		
HES101i		The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition
RSQ09A		The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)
RSQ09B		The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know)
THS012 - Annual		The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition
THS012a - Annual		The percentage of principle A roads that are in overall poor condition
THS012b - Annual		The percentage of non-principal/classified B roads that are in overall poor condition
THS012c - Annual		The percentage of non-principal/classified C roads that are in overall poor condition
Measures		
APSEPI03c		Percentage of damaged roads and pavements made safe within target time
HES102m		The percentage of planned dropped-kerbs delivered along key routes within the year
HIM006		The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%)
HIM007		The number of successful claims against the council concerning road condition during the year
HIM042		The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)
THS003		The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance

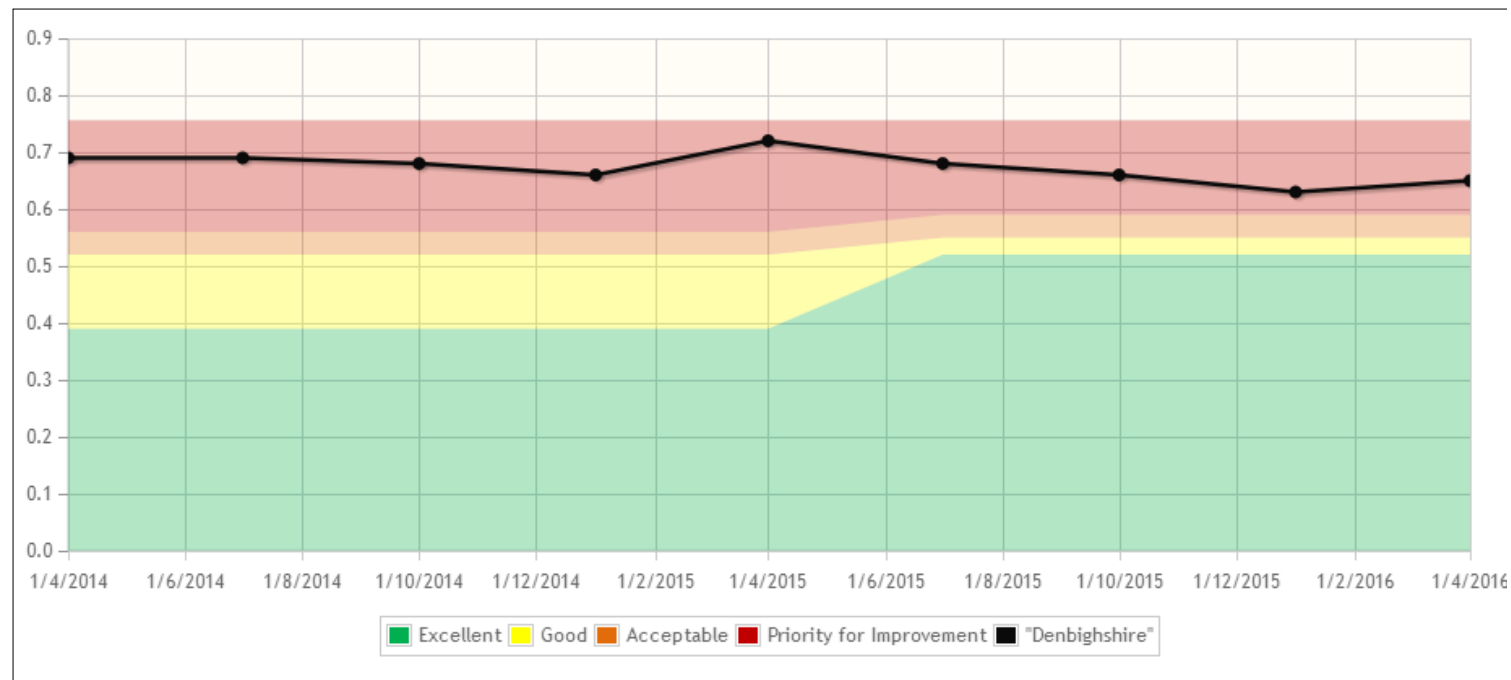
Activities				
	HES118a	Review the existing method for undertaking pothole repairs and minor reinstatements	01/04/16	31/10/16
	HES119a	Review existing methods of ditch and water course maintenance on rural roads	01/04/16	31/10/16
	HES120a	Resurfacing works	01/04/16	31/03/17
	HES121a	Microasphalt laying works	01/04/16	31/03/17
	HES122a	Surface dressing works	01/04/16	31/03/17
	HIA004	Implement policy by delivery of dropped kerbs on prioritised key routes	01/04/14	31/03/17

PRIORITY - VULNERABLE PEOPLE ARE PROTECTED & ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

OUTCOME 9 - VULNERABLE PEOPLE ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE

Status	GOOD
Outcome Summary	<p>The overall position for this outcome is Yellow: Good.</p> <p>There is one indicator that is considered to be a Priority for Improvement, and this is detailed below. The percentage of the population who cannot live independently (aged 18 or over). As at 31 March 2015 the percentage of adults needing residential care because they were unable to live independently was 0.66% (499 people). This has decreased as at 31st March 2016 to 0.63% (473 people). This has shown a decrease in the numbers throughout the year.</p> <p>The measure with a red status is cumulative which is anticipated in quarter 1.</p>

Indicators	
QIndependent18	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)
QResidential18	The percentage of the population who cannot live independently (aged 18 or over)

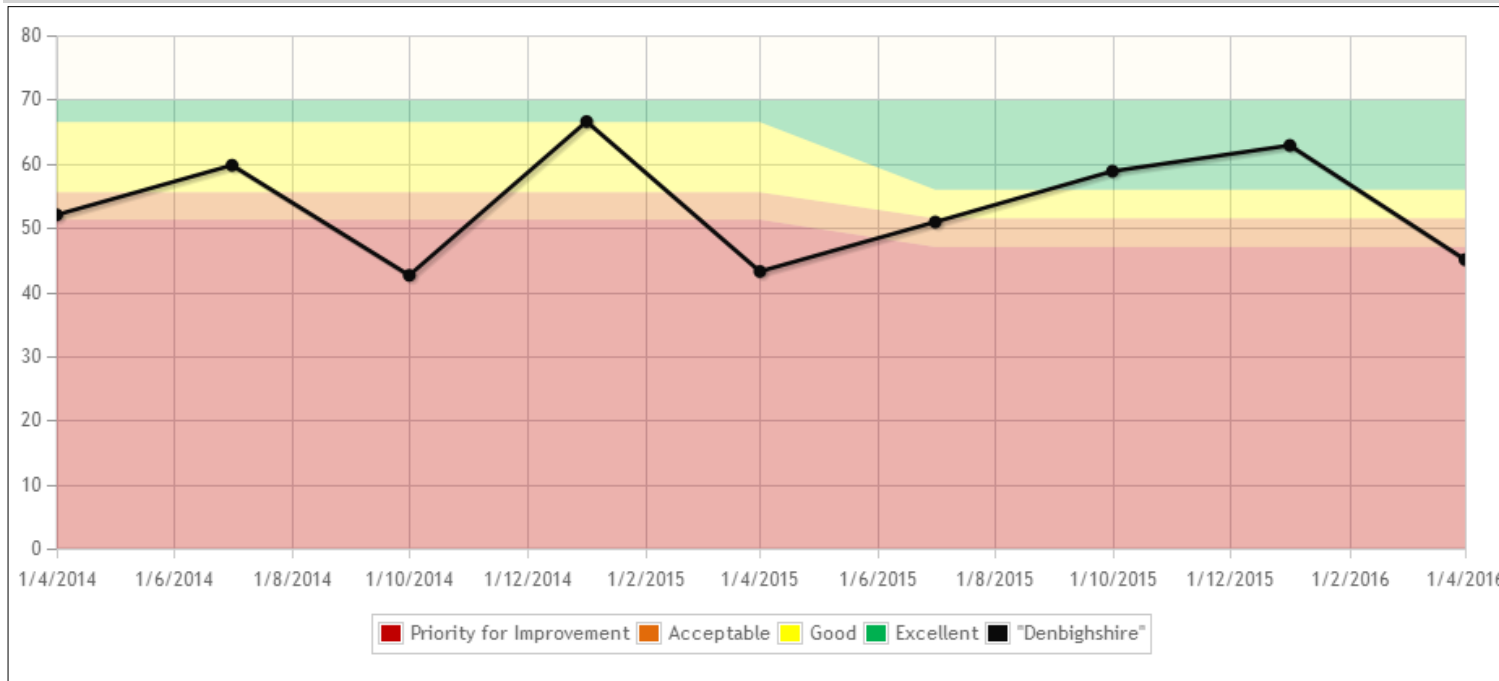


Latest Data Comment

Quarter 1 We are working to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall, this means the

number of people we support in residential care is diminishing, but will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided and the time delays in developing new Extra Care Schemes.

Measures	
Assistive18	The number of adult clients in receipt of assistive technology (aged 18 or over)
Newcarehome65 (count only)	The number of new placements of adults whom the authority supports in care homes (aged 65 or over)
QPSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
QSCA001	The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over
QSupported (a) 18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through, modern supportive options (aged 18 or over)



Latest Data Comment

Quarter 1 This indicator is cumulative in its' nature which results in it often starting with seemingly low levels of performance which evens out throughout the year. Additionally this year, there have been changes to the underlying national performance indicator.

QSupported (b) 18	Of the people who can live independently with a package of care, the percentages that are supported to live independently through traditional care options
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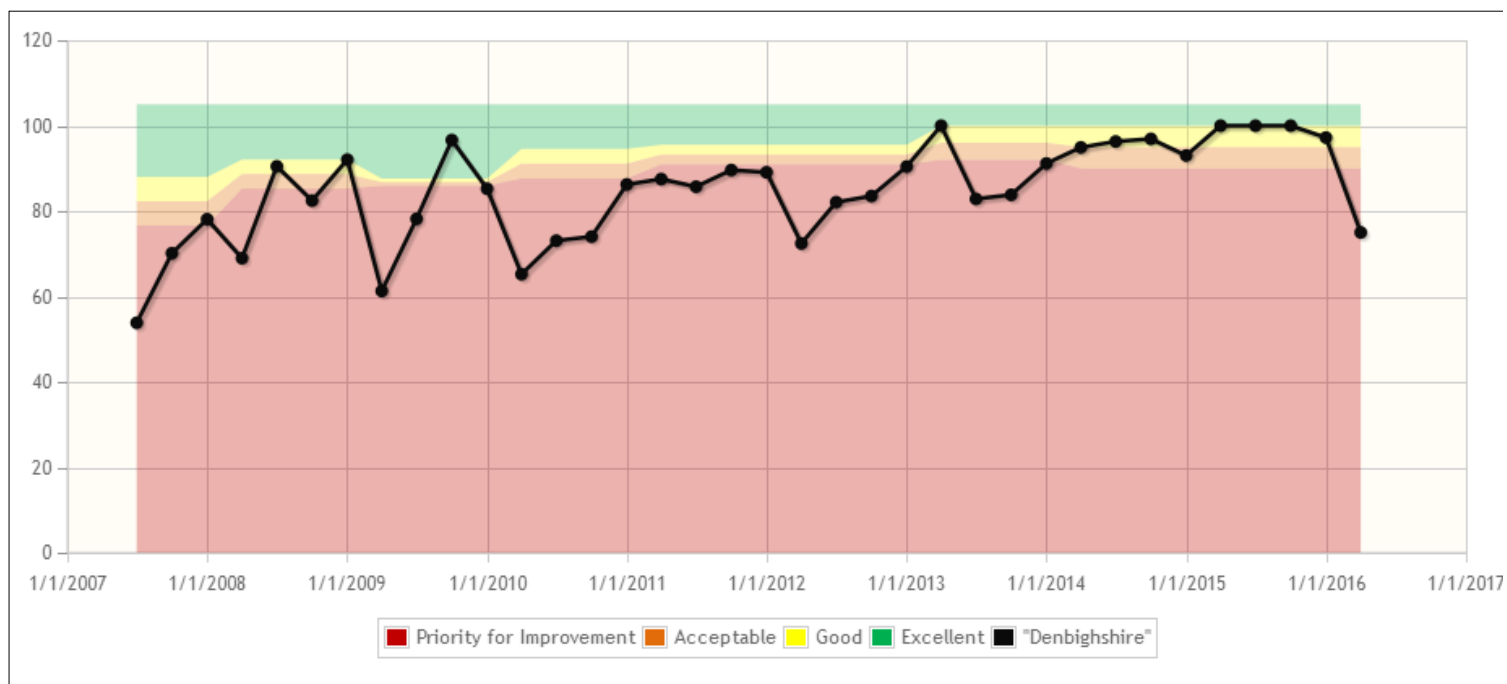
Activities

CFS207a	Implement actions from Foster Care Profile exercise undertaken in 2014/15.	01/04/15	30/06/16
CFS405a	Carry out a review of the assessment based service provision for children and young people with additional needs	01/04/15	30/06/16
CFS406a	Improve the approach to inclusive practice of mainstream providers of services to children and young people, so that these services can be easily accessed by children with additional needs	01/04/15	30/06/16
CFS407a	Alternative arrangements for residential / respite provision	01/04/15	30/06/16
CFS515a	Deliver an information, advice and assistance service that conforms with the Act	01/04/15	31/03/16
CSS307a	We will test a different way of working with citizens at risk of losing their independence that is community focussed and geared towards promoting independence. This will be part of a national 'Community Led Conversations' programme run by the NDTi	01/04/15	31/03/16
PR003057	Community Led Conversations	08/12/14	01/04/16

OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED

Status	GOOD
Outcome Summary	The overall position for this outcome is Yellow: Good.

Indicators	
QSCC010	The percentage of referrals that are re-referrals within 12 months
Measures	
QSCC015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference



Latest Data Comment

Quarter 1 75% - 9 out of 12 were held within the 10 working days timescale.

QSCC034	The percentage of child protection reviews carried out within statutory timescales during the year		
Activities			
CFS105a	Review the impact of the Waking Hours Service	01/04/15	31/03/16
CFS106a	Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between TAF and Intake Services	01/04/15	30/09/15
CFS107a	Develop the final year plan for delivery of Families First to include preparation to exit from the programme	01/04/15	31/03/16
CFS108a	Develop and deliver an effective training programme for `all staff' around providing stability for vulnerable families	01/04/16	31/03/17
CSS203a	Implement the offer to support the Syrian Refugee Programme	01/04/16	31/03/17
CSS204a	Review the operation of the PoVA process and the new Adult Safeguarding Team to ensure that the revised processes have been fully implemented to address the concerns raised by CSSIW	01/04/16	30/09/16

PRIORITY - CLEAN & TIDY STREETS

OUTCOME 11 - TO PRODUCE AN ATTRACTIVE ENVIRONMENT FOR RESIDENTS AND VISITORS ALIKE

Status	GOOD
Outcome Summary	The overall position for this outcome is Yellow: Good. This outcome is supported by annual indicators which were reported on in quarter 4, 2015-16.

Indicators

HES201i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area
HES202i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their local area in relation to dog fouling
HES203i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre
HES204i	The percentage of respondents reporting satisfaction with the cleanliness of the streets within their nearest town centre in relation to dog fouling
HES207i	Clean Streets Survey - Improvement Areas
RATE/STS/006D	The rate of fly-tipping incidents reported per 1000 population
KWT001i	Keep Wales Tidy - Cleanliness Indicator

Measures

QPPP101m	The percentage of untidy land incidents resolved within 12 weeks
STS006 - Annual	The percentage of reported fly tipping incidents cleared within 5 working days
Q-PPP102m	The rate of fixed penalty notices (all types) issues per 1000 population
Q-PPP103m	The rate of fixed penalty notices (dog fouling) issues per 1000 population

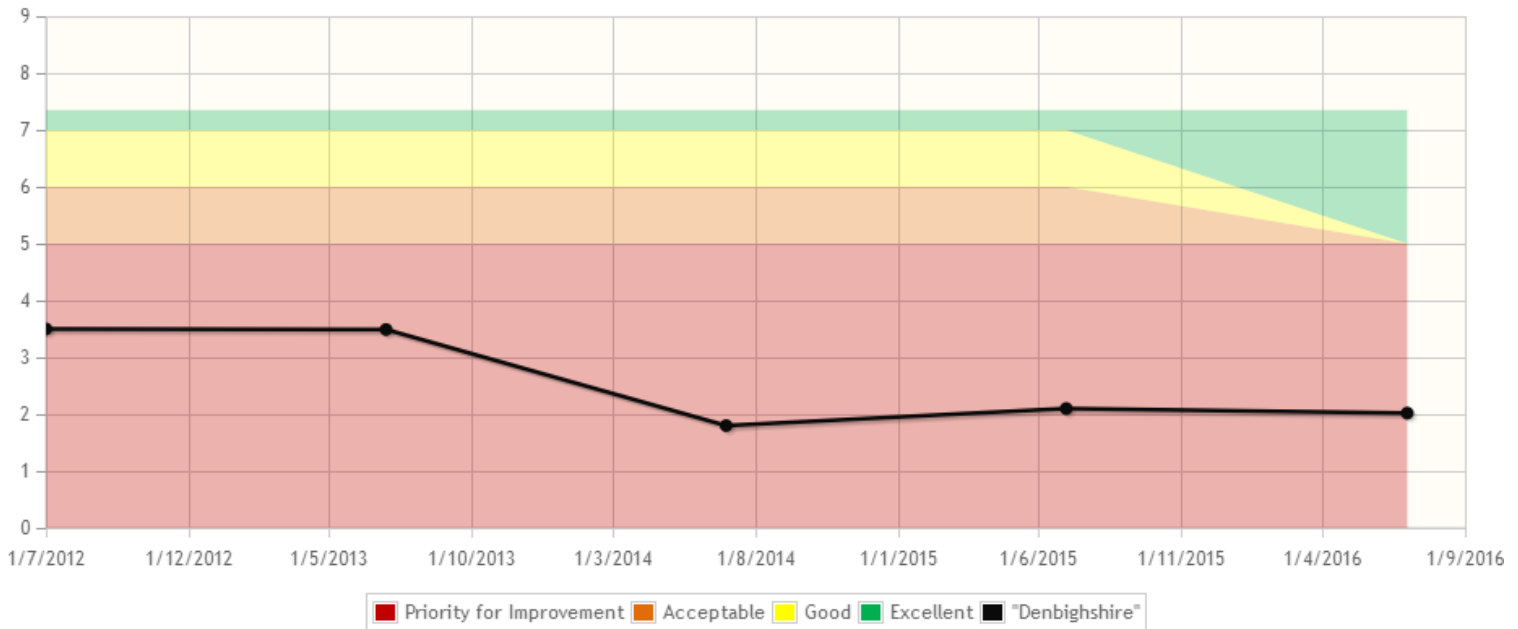
Activities

HES204a	Collaboration between Streetscene and Public Protection in relation to dog fouling	01/04/15	31/03/16
HES205a	Streetscene/Countywide engagement with the general public in relation to dog fouling	01/04/15	31/03/16

PRIORITY - ENSURING ACCESS TO GOOD QUALITY HOUSING

OUTCOME 12 - THE HOUSING MARKET IN DENBIGHSHIRE WILL OFFER A RANGE OF TYPES AND FORMS OF HOUSING IN SUFFICIENT QUANTITY AND QUALITY TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES

Status	GOOD
Outcome Summary	The overall position for this outcome is Yellow: Good. There is one indicator and one performance measure that are considered to be a priority for improvement. These are detailed below.
Indicators	
JHLASTAN1i	The years of supply of housing land as determined by the Joint Housing Land Availability Study



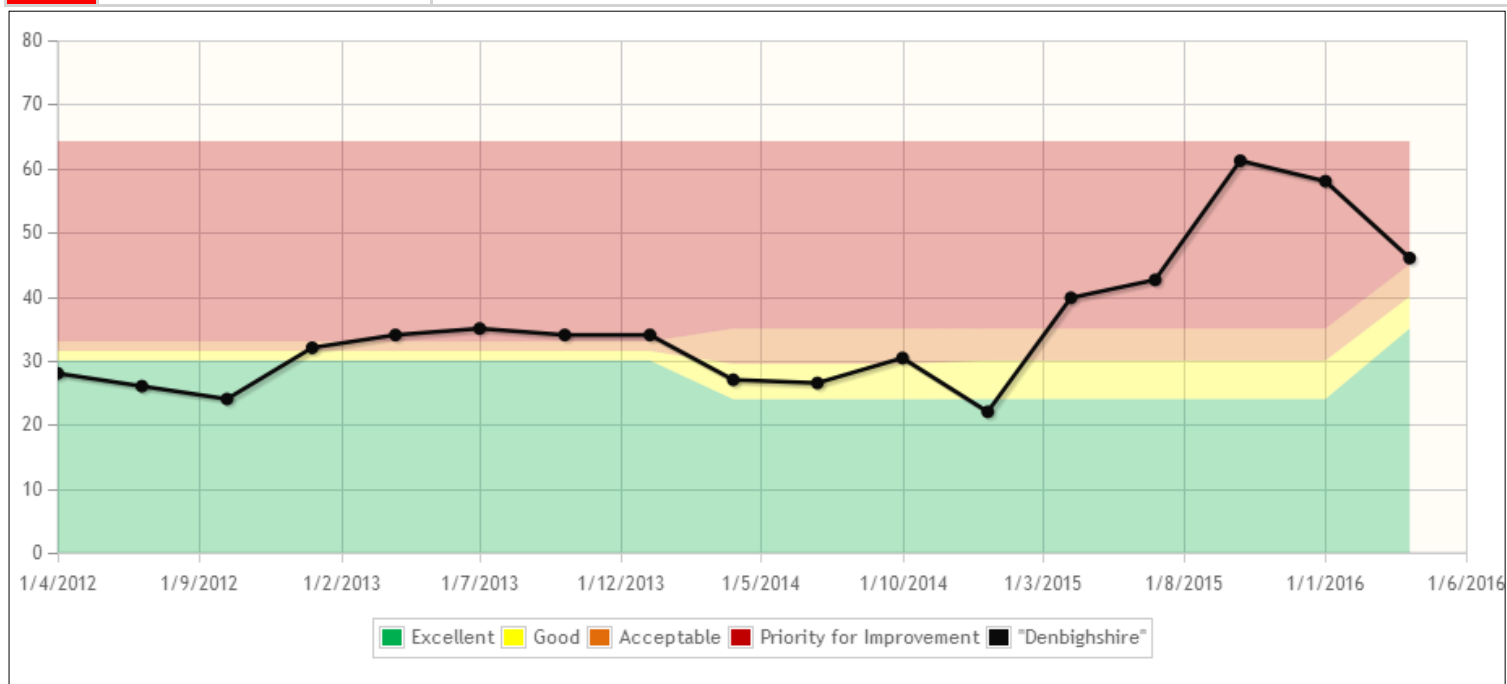
Latest Data Comment

April 2016 Section 2 sets out details of the housing land supply and how it has been calculated. It shows that based on the residual method set out in TAN 1 Denbighshire has 2.02 Years housing land supply. Base date 1st April 2016.

QPSR008a	% of HMOs known to the authority, that are eligible to be licensed, that have a full licence
FAA407i	The % of Council House tenants that were at least satisfied with the quality of their home
PPPAH001	The additional supply of affordable housing, including social housing, provided during the year
LPIAF-01	The percentage of additional affordable housing units provided during the year per 10,000 population

Measures

Q-HMPI102	Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)
HHA013 (to be removed)	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
Q-CMPI03	The number of calendar days taken to let empty properties (council stock only) - General Need & Housing for Older People



Latest Data Comment

Quarter 1 46 calendar days, 93% of void time was spent with maintenance.

Q-LI/HS/13	The number of potential homeless people assisted to find a home
QPLA004c	The percentage of householder planning applications determined during the year within 8 weeks
QPSR002	The average number of calendar days taken to deliver a Disabled Facilities Grant
QPSR004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority
Y-HSG304m	The percentage of council properties compliant with the Welsh Housing Quality Standard

Activities

CSS301a	Develop and implement strategy to improve support to people at risk of homelessness	01/04/16	31/03/17
FAH313a	Submit application to WG for suspension of Right to Buy Scheme	01/06/16	31/12/16
FAH401a	Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties	01/02/16	31/03/17
FAH402a	Review approach to surveying tenants about property condition / repairs	01/01/16	30/04/16
FAH403a	Profiling our tenants to understand current and future needs	01/01/16	30/09/16
FAH404a	Create a more coherent approach to property management and maintenance in order to assure best value for money	01/12/15	30/09/16
FAH405a	Develop and implement policy to support energy efficient housing within the council's stock	01/01/16	30/06/16
FAH406a	Develop programme for the electrical testing of properties (dedicated DLO operative)	01/01/16	30/04/16
FAH407a	Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)	01/01/16	30/06/16
FAH408a	Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits	01/01/16	30/06/16
FAH409a	Evaluate the effectiveness of the Jewson supplier contract in preparation for its renewal / replacement, in partnership with neighbouring authorities	01/03/15	31/07/16
FAH410a	Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire's own housing quality standard	01/01/16	30/06/16
FAH411a	Delivery of planned upgrade works to housing stock	01/04/16	31/03/17
FAH412a	Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)	01/01/16	31/08/17
FAH413a	Improve strategic approach to the buying and selling of housing assets ('whole-street' approach), supported by intelligence around need and demand, for the benefit of housing stock	01/02/16	31/07/16

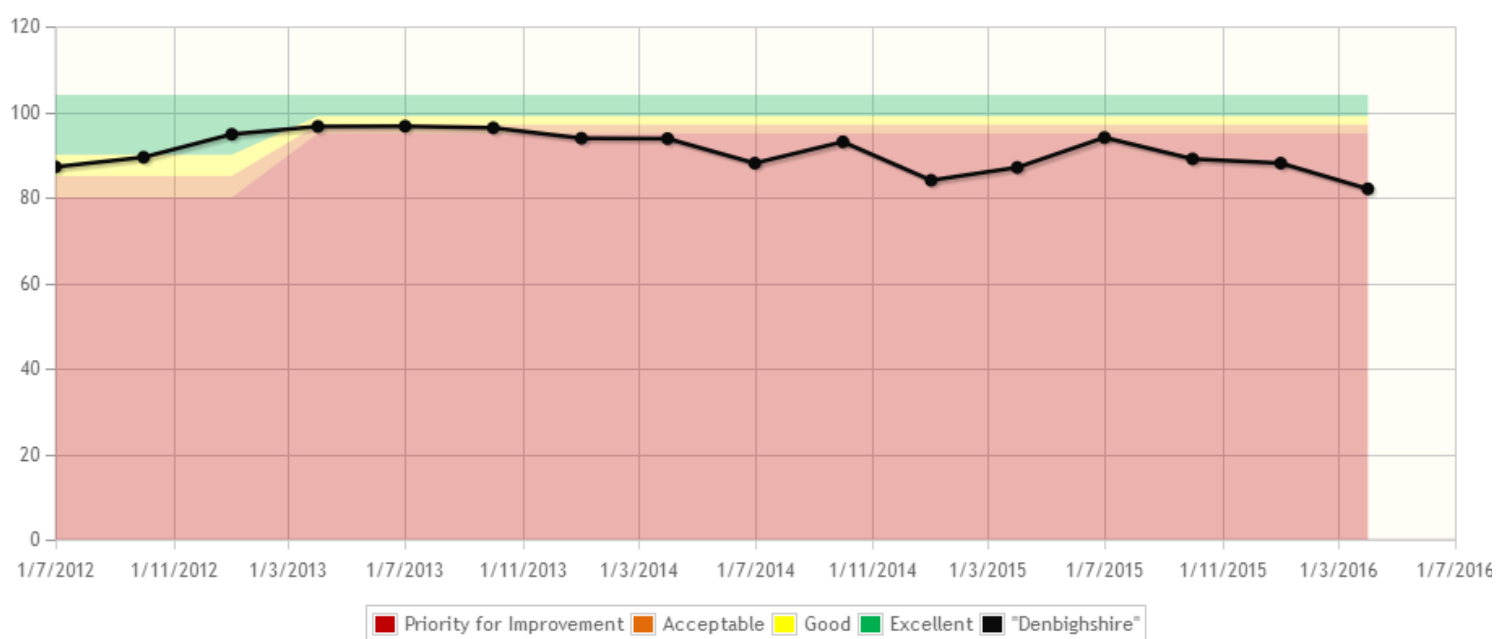
FAH414a	Undertake work to enable identified vacant private sector dwellings to be converted into social housing and temporary accommodation, in partnership with homelessness services	01/09/15	31/03/17
FAH415a	Develop a schedule to enhance our open space / play assets	01/10/15	31/10/18
FAH416a	Acquire sites to enable new social housing developments	01/12/15	31/03/17
FAH417a	Profiling of current Council Housing stock against need and demand with a view to explore opportunities of reclassification (i.e Sheltered to general needs). Working in conjunction with RSL's & Housing Strategy	01/02/16	30/09/16
FAH418a	Review of all IT systems and data recording methods in Housing (Keystone, Coms, spreadsheets etc)	01/01/16	
FAH504a	Develop the tenant handbook	01/02/16	31/12/16
FAH517a	Consideration for the implementation of SARTH	01/01/16	31/01/17
PPP208a	Deliver the Housing Strategy and associated actions	01/04/16	31/03/17
PPP211a	Undertake a Gypsy and Traveller accommodation needs assessment. Support delivery of appropriate accommodation if a need is identified	01/04/16	31/03/17
PPP215a	Develop the Council's Empty Homes Delivery Plan, investigate innovative mechanisms for bringing empty homes back into use and work with partners to develop new initiatives.	01/04/16	31/03/17
PPP218a	Establish and implement an affordable housing delivery / investment programme to enable resources to be targeted to priority sites and actions	01/04/16	01/06/16
PPP224a	To develop an Energy Conservation delivery plan and establish a database to prioritise those in fuel poverty	01/04/16	01/08/16
PPP225a	Develop & engage with private rented sector landlords & tenants through alternative methods and routes	01/04/16	01/12/16

PRIORITY - MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

OUTCOME 13 - SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

Status	GOOD	
Outcome Summary	The overall status for this Outcome is Yellow: Good.	
Indicators		
BPP1002	The number of formal recommendations for improvement within the WAO Improvement Reports	
RSQ16B	The percentage of residents responding positively to the statement: My Council is efficient and well-run	
RSQ16C	The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't know)	
BIM3110i	The percentage deviation from a good practice figure of 75% of Open projects generating a Green or Yellow ROYG status in terms of being on-track to deliver their outputs according to pre-defined scope	

Measures		
M102m	The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one	
PCOTDCC	The % of external stage 1 complaints that are responded to within corporate timescales (DCC)	



Latest Data Comment

Quarter 1 137 received, 112 responded to within corporate timescales

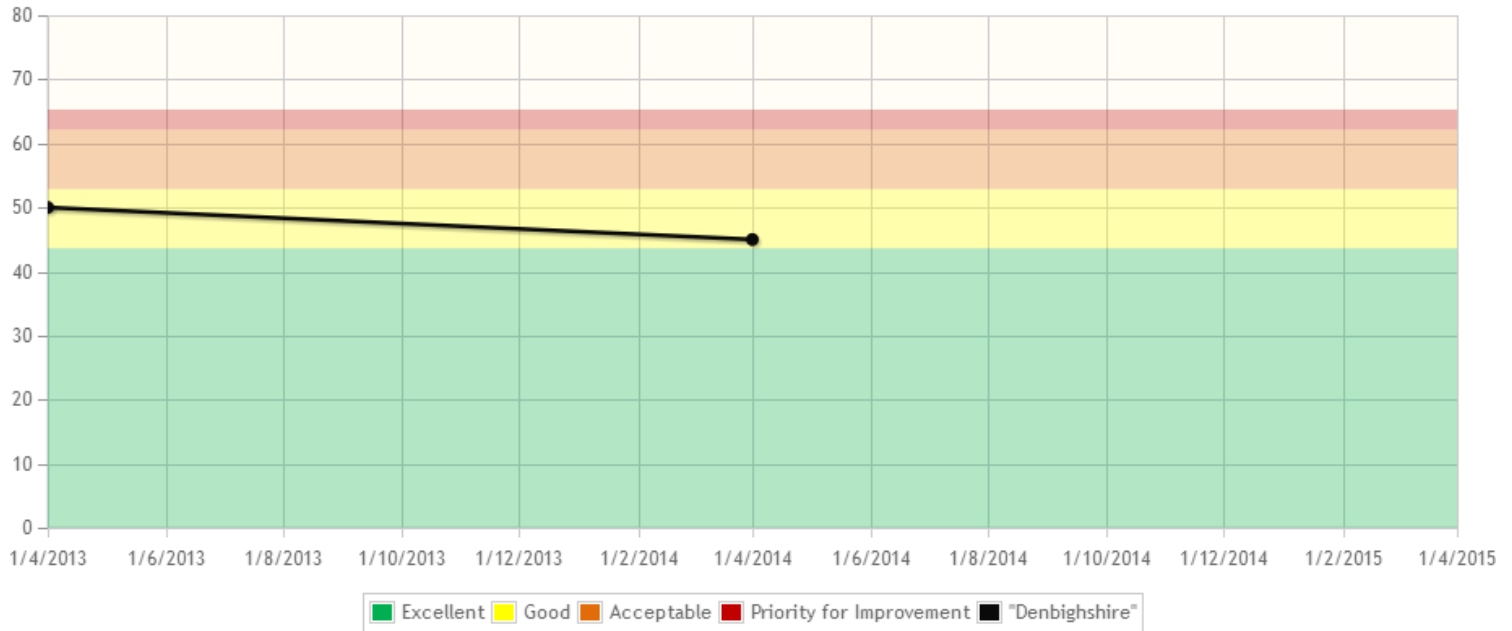
ROCDCC	The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population
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Activities			
LDHR201a	Develop a business case for expanding webcasting and audiovisual facilities, if the prospect seems viable (linked to risk 00014)	01/04/15	30/06/16
LDS110a	Implement the relocation of Rhyl Register office to Rhyl Town Hall (linked to risk 00006)	01/04/14	31/12/16
LHRD2a	Increase public engagement with Scrutiny	01/04/16	31/03/17
LHRD3a	Increase public involvement in council meetings during live webcasting	01/04/16	31/03/17
PR000073	Brighton Road Office Closure		
PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/17
PR000251	Centralised Mailroom Project	01/04/15	30/04/17
PR000318	Digital Choice - Getting the council ready	01/10/14	
PR000494	Archives & Records Management Transformation	01/09/14	31/05/16
PR003256	Digital Choice - Making Better Use of our Data	01/07/15	01/12/15
WBP6a	Develop a County Welsh Language Standards Strategy	01/04/16	31/03/17

OUTCOME 14 - MORE FLEXIBLE AND EFFECTIVE WORKFORCE SUPPORTED BY COST EFFICIENT INFRASTRUCTURE

Status	ACCEPTABLE
Outcome Summary	The overall status for this Outcome is Orange: Acceptable. Carbon emissions data has now been inputted for 2014/15 - see below, two of these measures are showing as `red`, priority for improvement.
Indicators	
M202a	Staff Survey Q3a - The percentage of staff responding positively to the statement: I have the skills to do my job effectively
SSQ13a	The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently
SSQ1A	The percentage of staff responding positively to the statement: I know what is expected of me
SACORP	(Corporate) The average number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence
Measures	
ABMCORP	The average number of business miles recorded per FTE across all

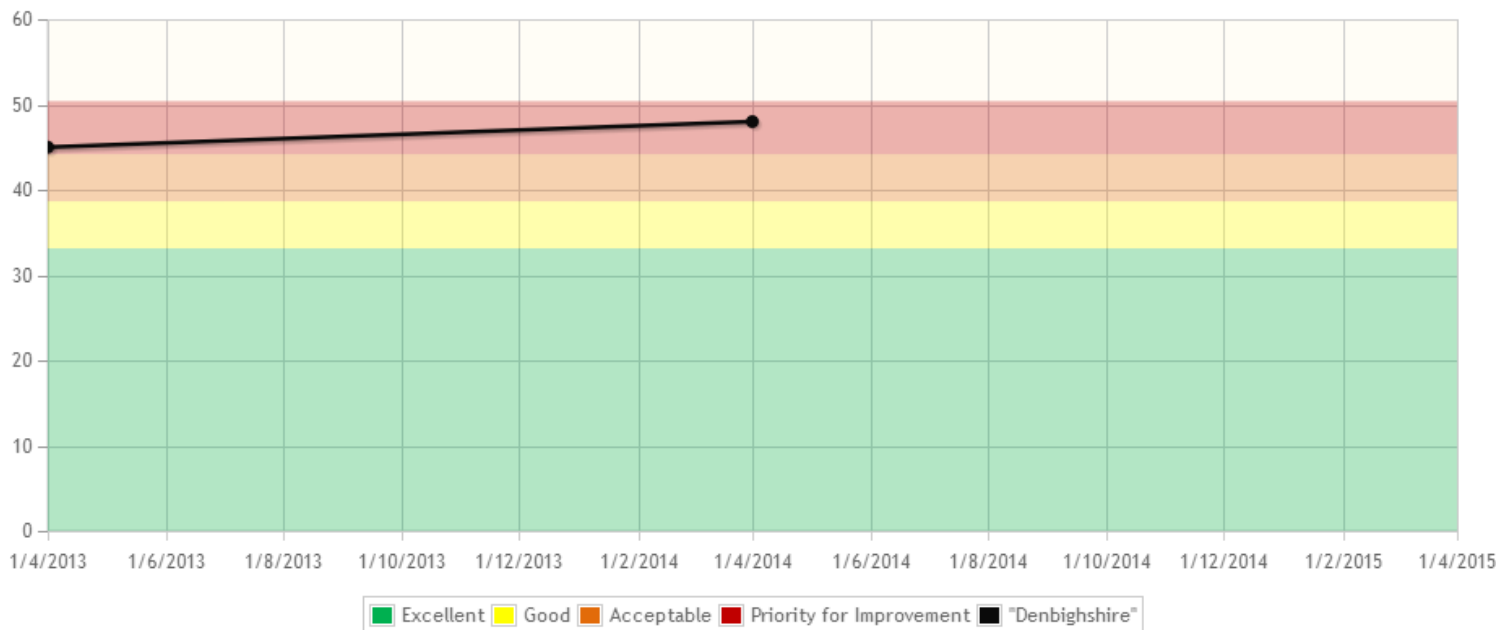
	corporate services
CES301 (count only)	The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels
FAA101m	Corporate office space occupied by Denbighshire County Council (m2) per FTE
FAA110i	Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space



Latest Data Comment

2014/15 2014/15 Annual = 45

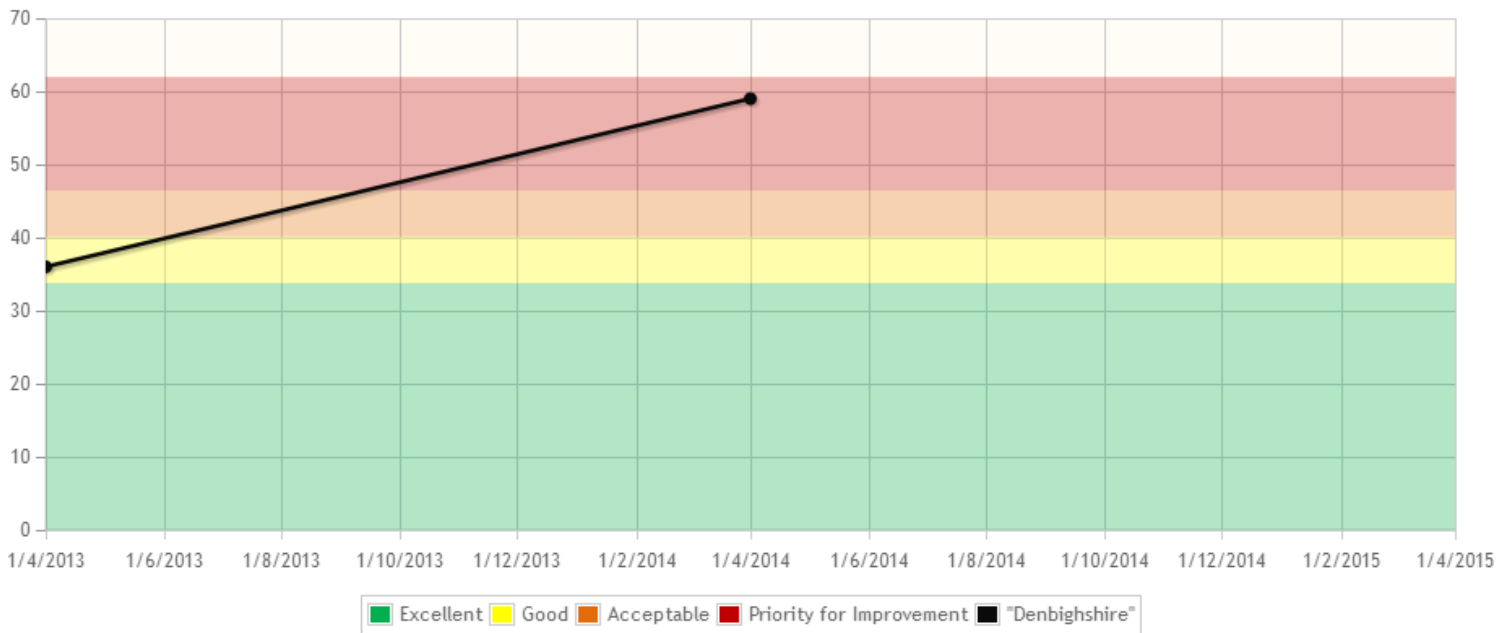
FAA111i	Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools
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Latest Data Comment

2014/15 2014/15 Annual = 48

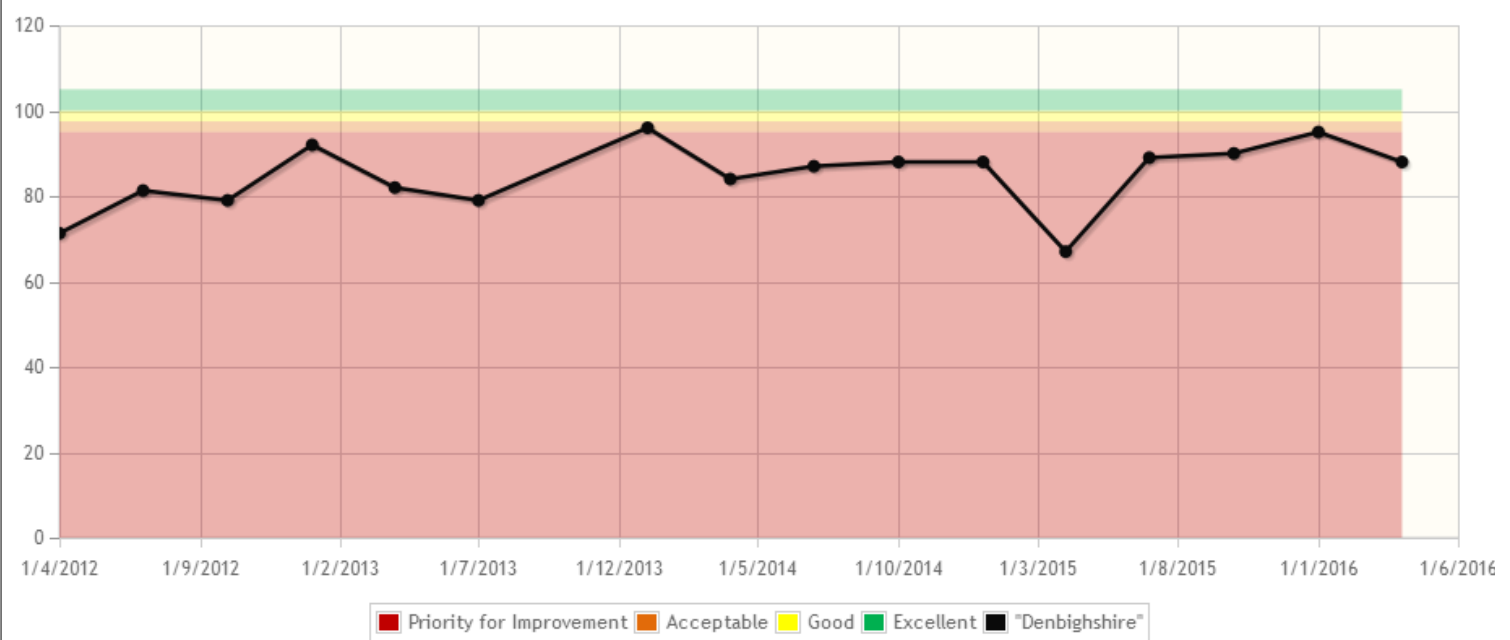
FAA112i Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools



Latest Data Comment

2014/15 2014/15 Annual figure = 59

ICT106i The percentage of all staff who have been equipped for flexible working
SHR104i The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)



Latest Data Comment

Quarter 1	Heads of Service have been receiving monthly reports on their performance appraisals which indicate who is outstanding, who will be due shortly, those marked as not eligible and those completed. This enables them to keep track of completion rates and monitor who is outstanding. HR Business Partners also have discussions regarding appraisal at their DMT meetings with services.
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Activities				
LHRD10a	Roll out e-learning for staff and Members	01/04/16	31/03/17	
LHRD12a	Raise awareness of employee health and well-being by establishing quarterly health and well-being campaigns and alcohol awareness training	01/04/16	31/03/17	
LHRD21a	Raise awareness of employee health and well-being by managing sickness absence	01/04/16	31/03/17	
PR000073	Brighton Road Office Closure			
PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/17	
PR000251	Centralised Mailroom Project	01/04/15	30/04/17	
PR000264	Denbighshire Telephony	06/01/14	30/03/17	
PR000344	Flexible Working	01/08/14	31/12/15	

Local Government Performance 2015-16

We are pleased to present this, the eleventh annual bulletin on local authority performance. This bulletin contains information on a range of local authority services. We have used the data to highlight the overall level and range of performance across Wales. The full data set is available on our website.

We have also updated our interactive tool which allows the public, councillors, officers and partners to easily compare councils' performance across Wales and over time. "MyLocalCouncil" (www.mylocalcouncil.info) has been designed to be intuitive and user-friendly in order to make the latest key performance information for Wales' 22 councils more accessible.

Overall performance

At a Wales level, 65% (26) of the 40 indicators which are comparable between 2014-15 and 2015-16 show improvement.

The gap in performance (between the best and worst performing authorities) narrowed in 59% (23) of the indicators.

For 41% (16) of the indicators, performance improved and the gap between the best and worst performing authorities narrowed.

Service improvement

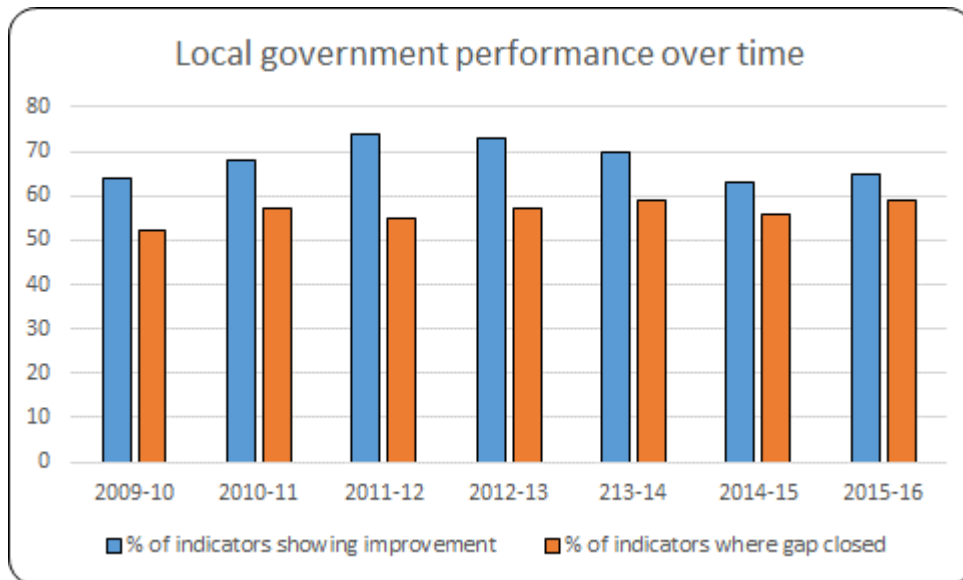
Local authorities are often one of the largest employers in an area and provide a range of services for the communities they serve. The table below shows how these services performed in 2015-16 compared to 2014-15.

Service Area	No of comparable indicators	% of indicators where performance improved	% of indicators where the gap narrowed	% of indicators where performance improved <u>and</u> the gap narrowed
Education	11	91%	64%	55%
Social Care	16 (15)	69%	73%*	50%*
Housing	2	0%	50%	0%
Environment & Transport	6	67%	67%	33%
Planning & Regulatory Services	2	50%	0%	0%
Leisure & Culture	2	0%	0%	0%
Corporate Health	1	0%	0%	0%
Overall	40 (39)*	65%	59%*	41%*

* Once indicator (SCA/002a) was not comparable between authorities, so the number of comparable indicators was adjusted accordingly.

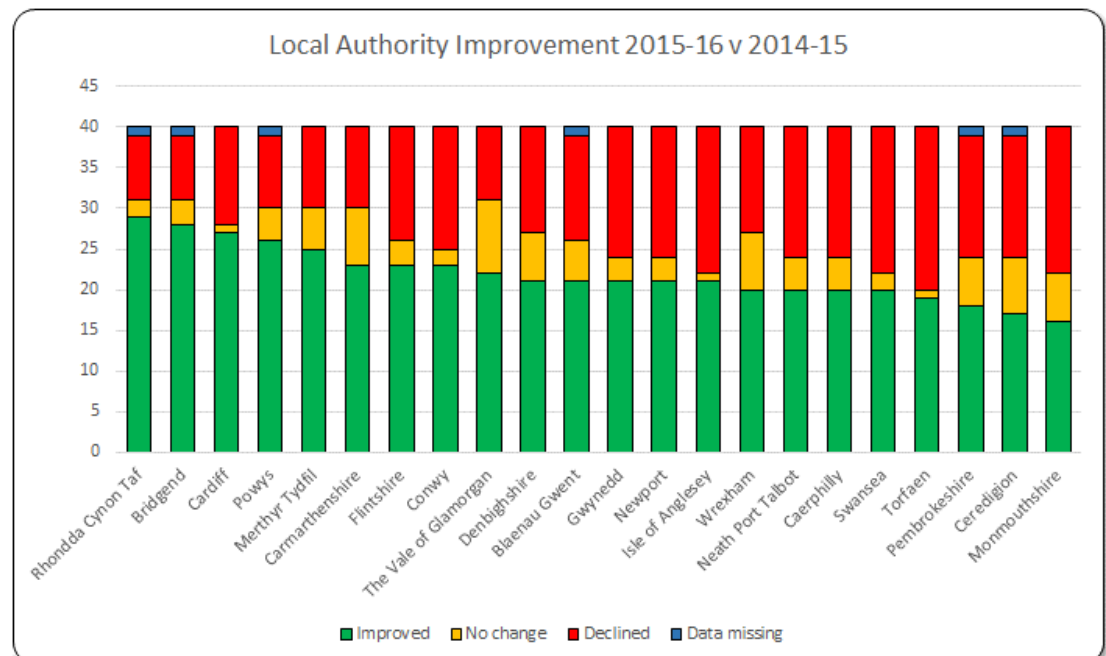
Improvement over time

The performance of local authorities across Wales has improved consistently over recent years.



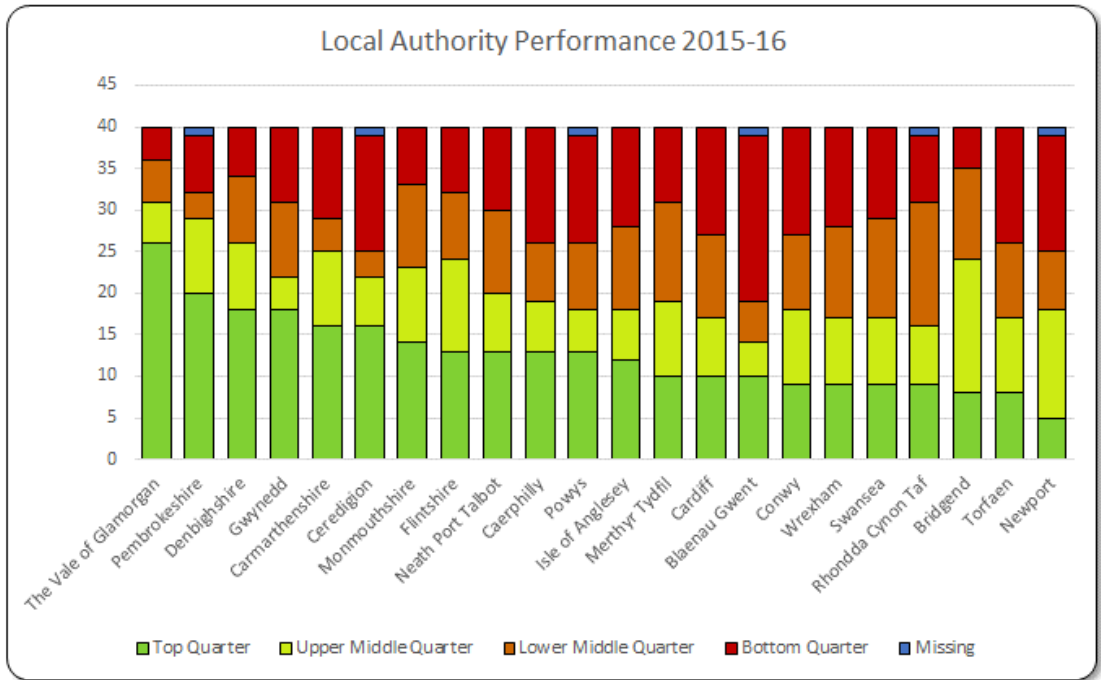
Last year we reported that 63% of comparable performance indicators showed an improvement over that period, and that every authority improved or maintained its performance in over half of the indicators. In 2015-16, 65% of the comparable indicators show improved performance at a Wales level.

At a local level, of the 40 indicators that were comparable between 2014-15 and 2015-16, Rhondda Cynon Taf improved in 29 (73%), whilst Monmouthshire improved in 16 (40%).



Relative performance across Wales

Whilst absolute improvement is important, citizens will be interested in how their authority compares with others. Overall, in 2015-16, The Vale of Glamorgan had the most indicators in the top quarter of Welsh local authorities, whilst Newport had the least.



On the following pages you will find detailed information on the performance of local authorities as they deliver important outcomes for our communities.

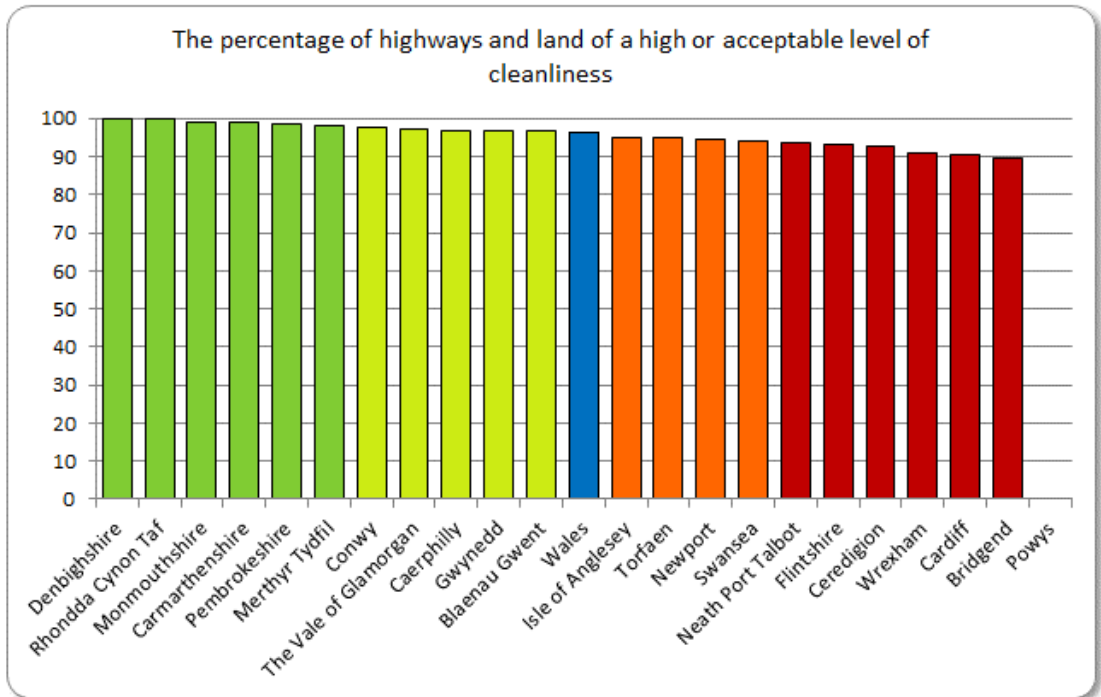
Note

- Performance indicator titles have been simplified to aid understanding.
- We have rounded the data where this makes comparison easier.

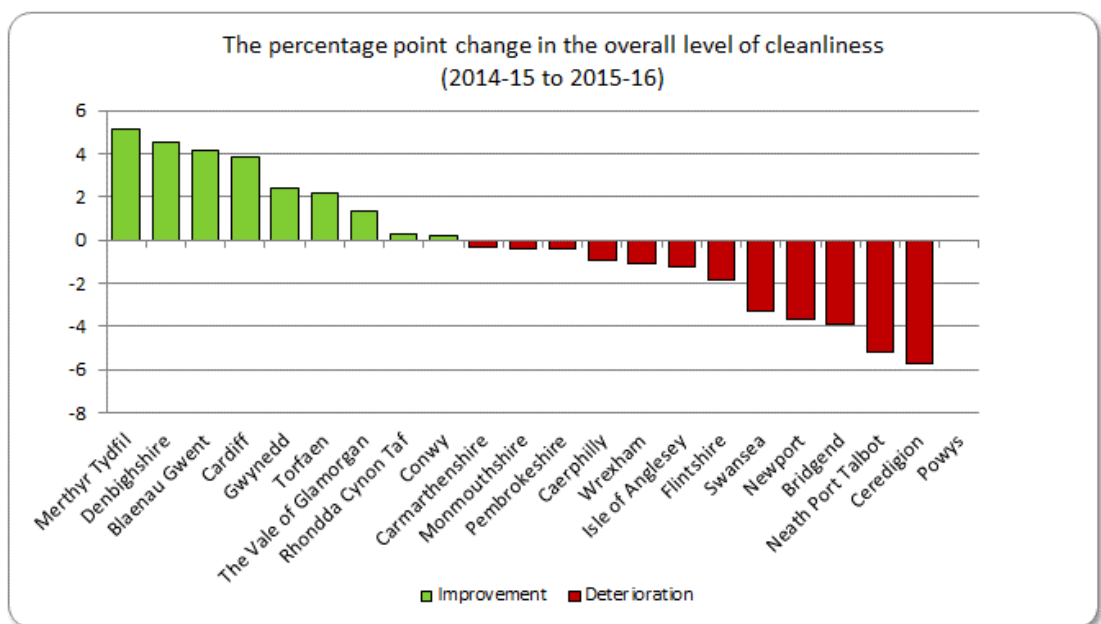
Providing a clean and safe environment...

Local authorities ensure that the places where we live and work are clean and safe.

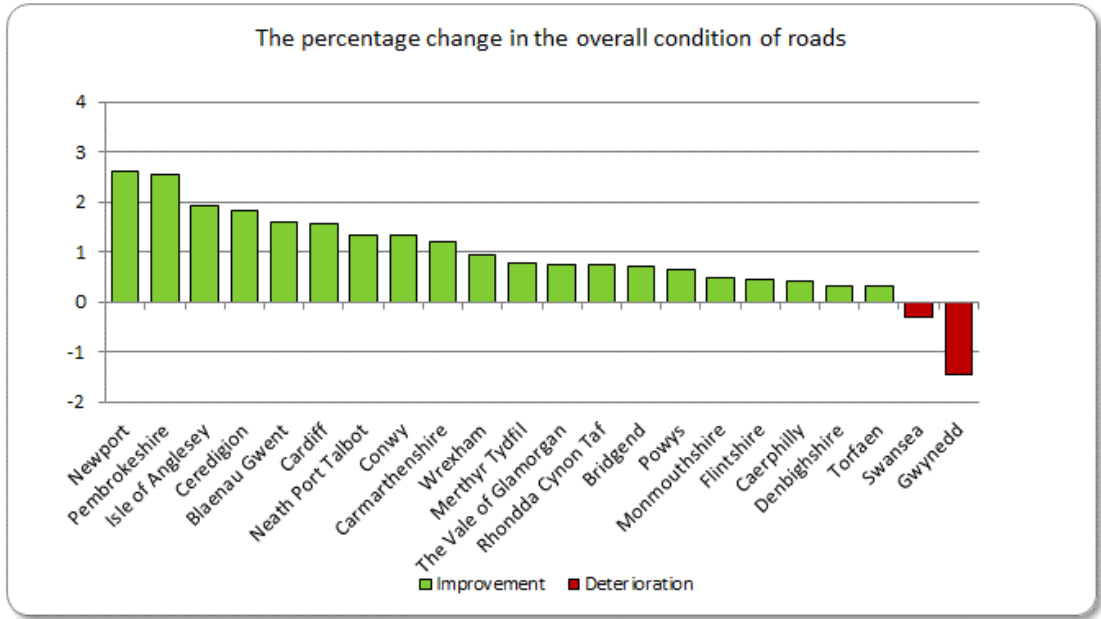
Across Wales, 96.5% of highways and relevant land inspected was of a high or acceptable quality in 2015-16 (compared to 96.9% in 2014-15). This ranged from 100.0% in Denbighshire and Rhondda Cynon Taf to 89.6% in Bridgend.



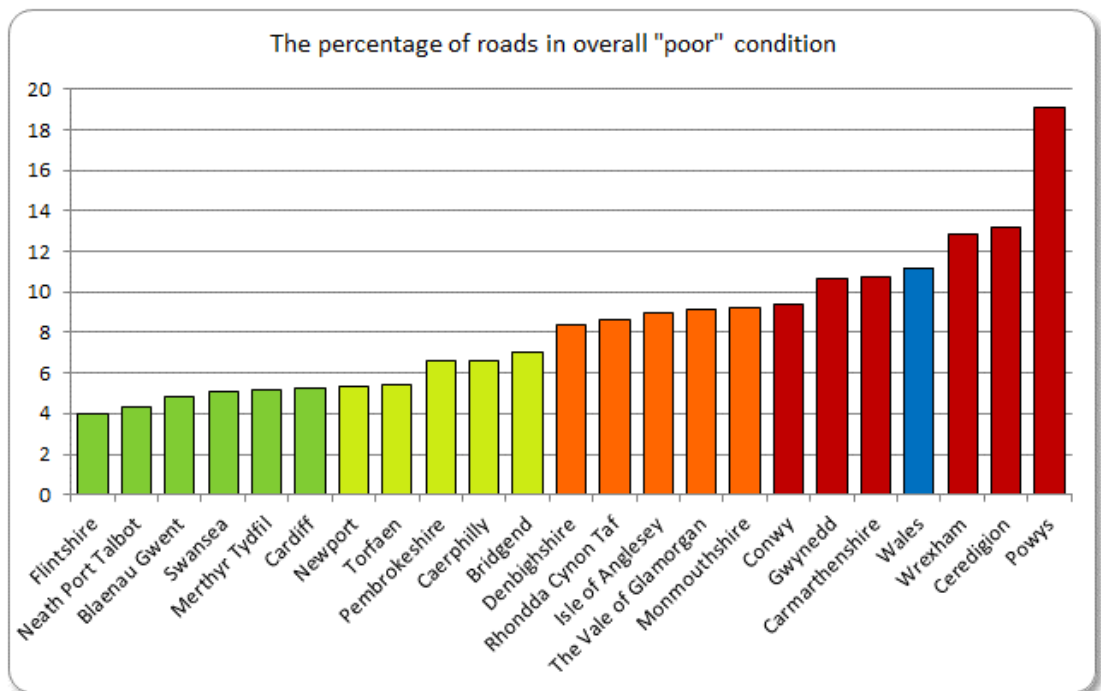
The level of cleanliness rose in Merthyr Tydfil by 5.1 percentage points, and fell in Ceredigion by 5.7 percentage points.



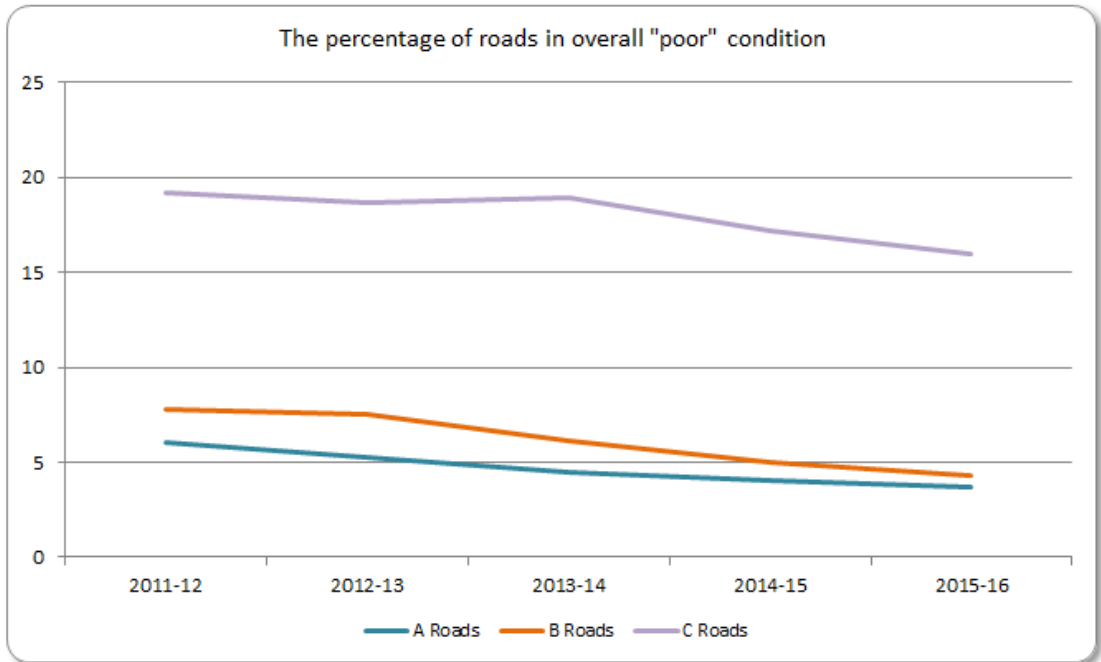
In 2015-16, 11.2% of all roads were in an overall "poor" condition compared to 11.9% in 2014-15.



The percentage of all roads in an overall "poor" condition ranged from 4% in Flintshire to 19% in Powys.



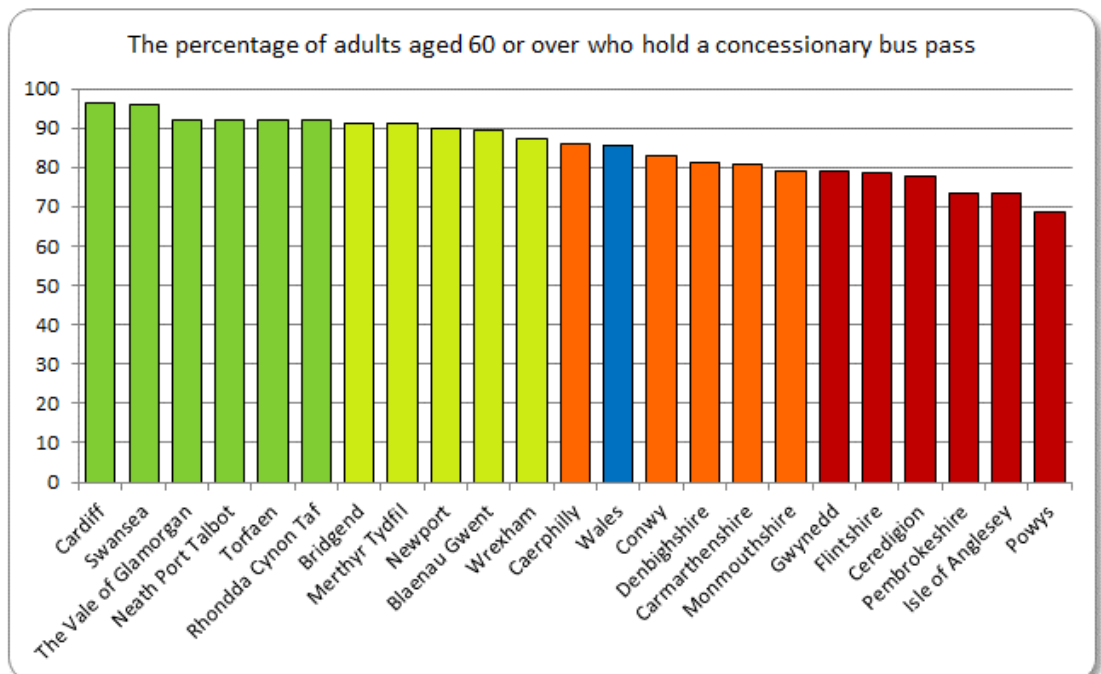
Road conditions have improved annually since 2011-12.



3.7% of A roads were in "poor" condition in 2015-16 compared to 4.1% in 2014-15, and ranged from 1.4% in Torfaen to 7.2% in Rhondda Cynon Taf.

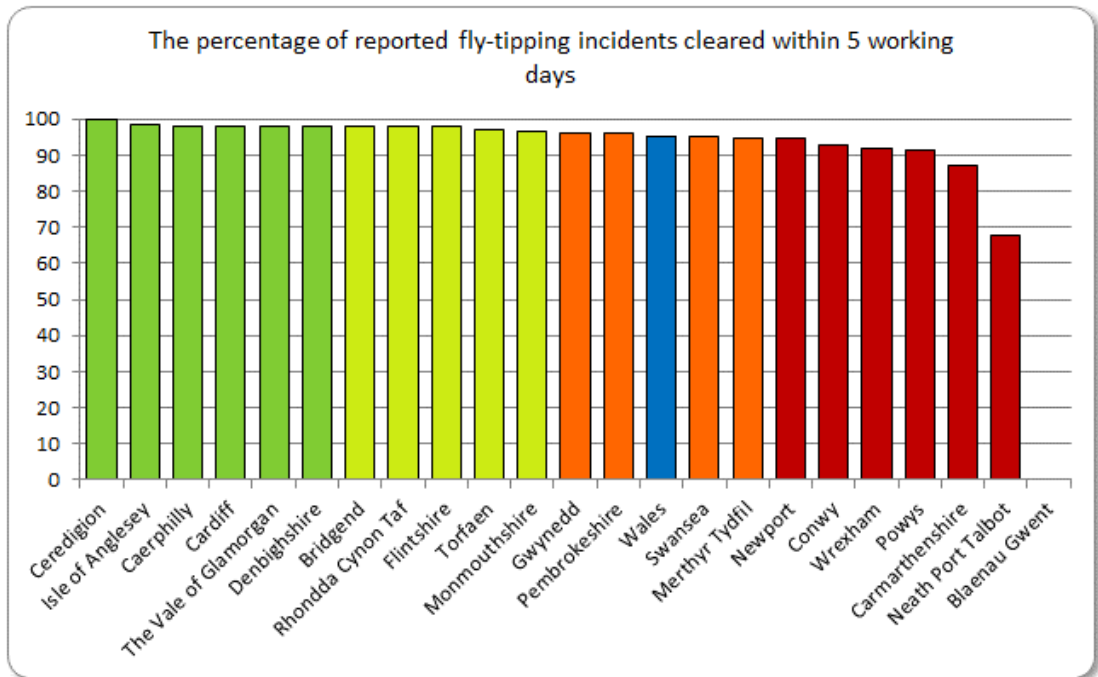
For B roads, 4.3% were in "poor" condition in 2015-16 compared to 5.0% in 2014-15, ranging from 1.5% in Flintshire to 8.8% in Merthyr Tydfil, and for C roads 15.9% were in "poor" condition compared to 17.2% in 2014-15, ranging from 5.2% in Merthyr Tydfil to 25.1% in Powys.

85.6% of adults aged 60 or over hold a concessionary bus pass (compared to 85.8% in 2014-15). This ranged from 96.5% in Cardiff to 68.6% in Powys.



Fly-tipping is a serious environmental crime which can cause long lasting contamination, pollution and put human health at risk. Local authorities are required to clean up small scale fly-tipping incidents on public land within five days of them being reported. In 2015-16, 95.3% of fly-tipping incidents reported to local authorities were cleared within five working days (compared

to 93.1% in 2014-15). This ranged from 99.8% in Ceredigion to 67.7% in Neath Port Talbot.



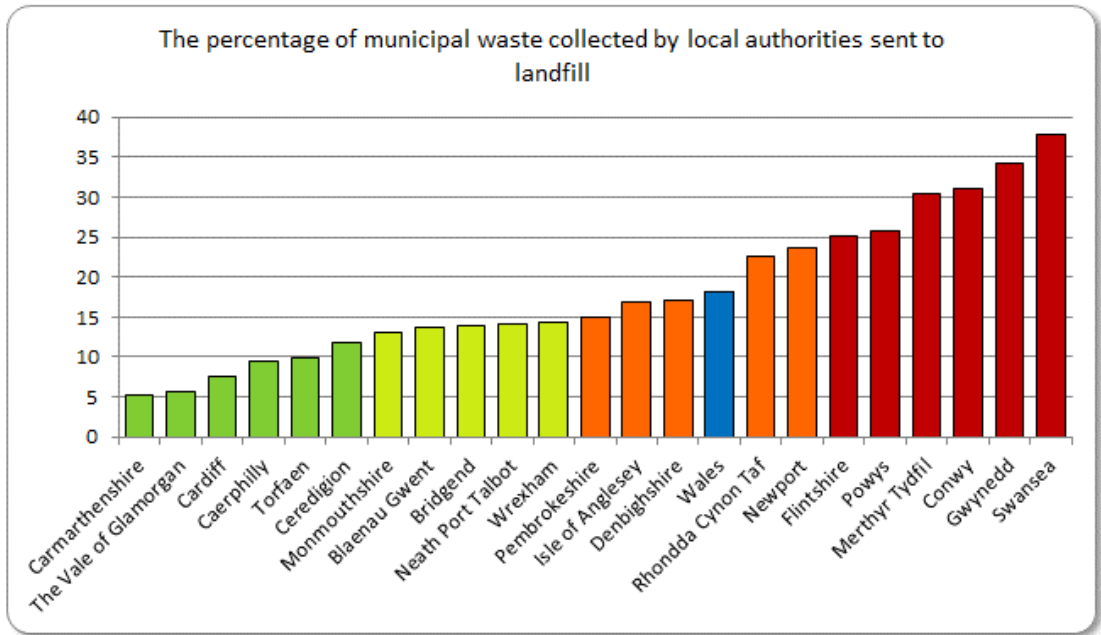
Note: A premises which is "broadly compliant" is one where there are no significant issues in terms of food hygiene. The term "broadly compliant" is defined fully in the performance indicator guidance on our website.

Authorities maintained their performance in safeguarding the food we eat, with 94.2% of food establishments continuing to be "broadly compliant" with food hygiene standards in 2015-16. This ranged from 90.2% in Torfaen to 98.7% on the Isle of Anglesey.

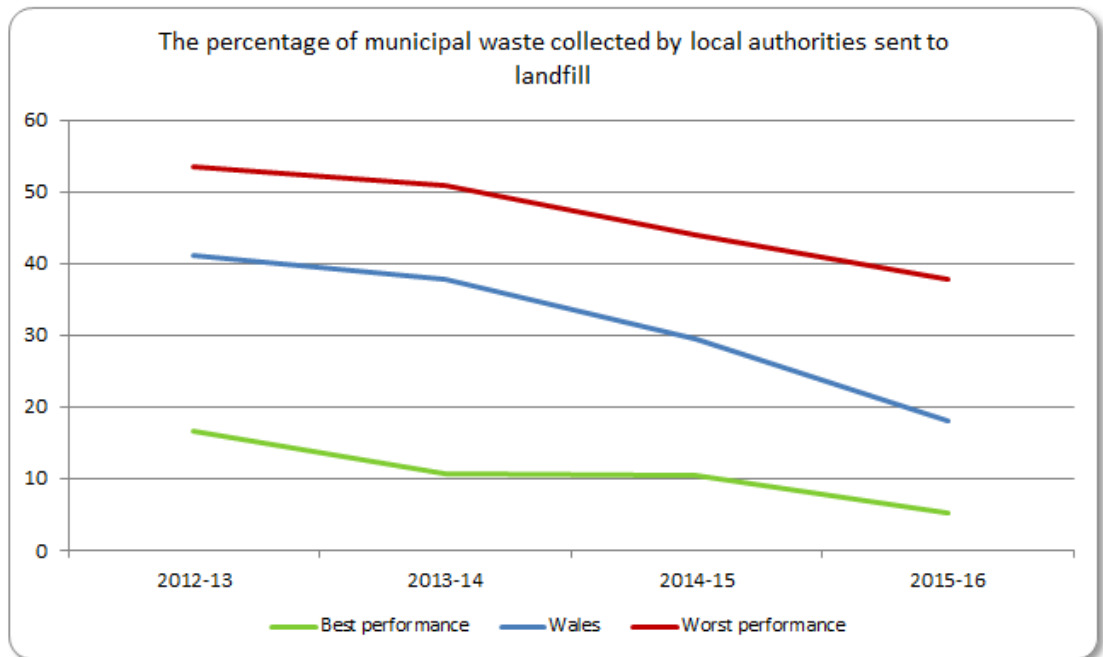
From promoting energy efficiency, to ensuring that resources are reused and recycled, local authorities play a big part in helping secure the future for the next generation.

Local authorities collect and process our waste. The amount of landfill space left in Wales is running out fast and landfill taxes mean we cannot afford to keep sending waste to landfill. Landfill can cause air, soil and water pollution. Developing ways of preventing waste, reducing waste going to landfill and increasing recycling, composting and anaerobic digestion will have a significant impact on our ability to combat climate change.

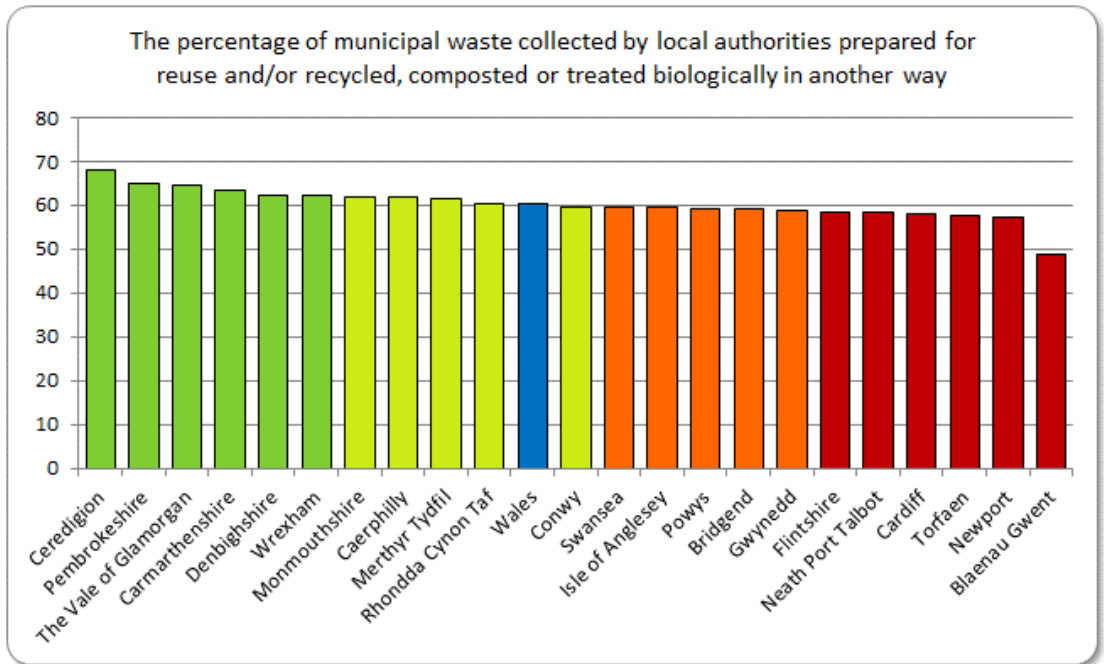
In 2015-16, 18.1% of municipal waste collected by local authorities was sent to landfill, compared to 29.4% in 2014-15. This ranged from 5.3% in Carmarthenshire to 37.8% in Swansea.



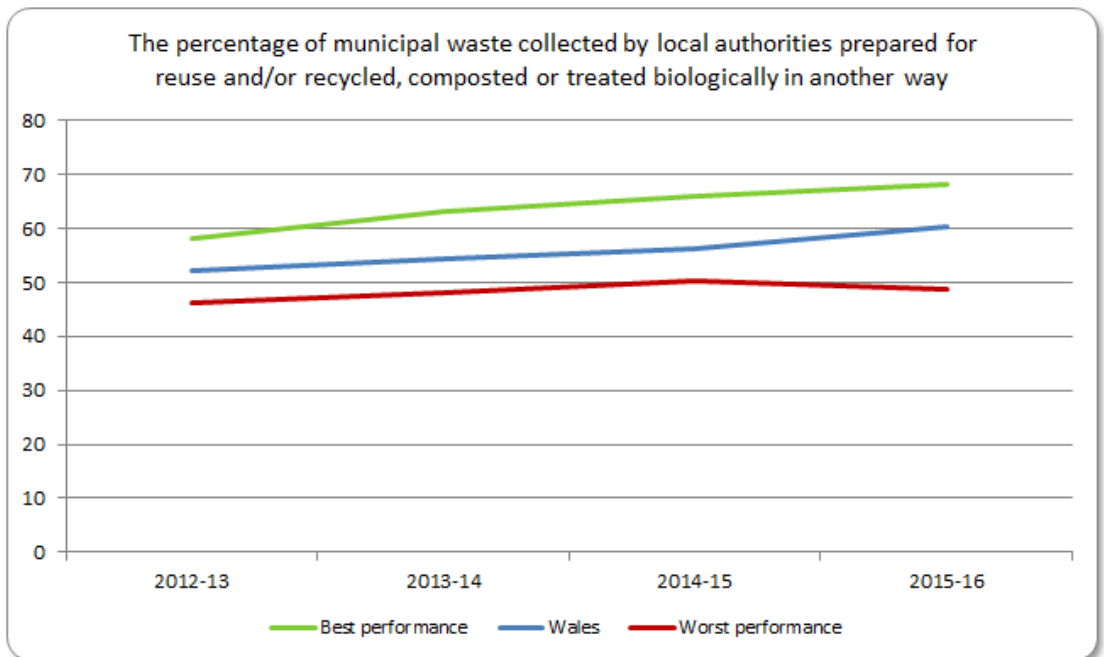
The percentage of waste sent to landfill has continued to reduce steadily since 2012.



60.2% of the municipal waste collected was reused or recycled in 2015-16 compared to 56.2% in 2014-15. This ranged from 68.1% in Ceredigion to 48.7% in Blaenau Gwent.



The percentage of waste recycled, reused or composted across Wales has continued to increase over recent years.



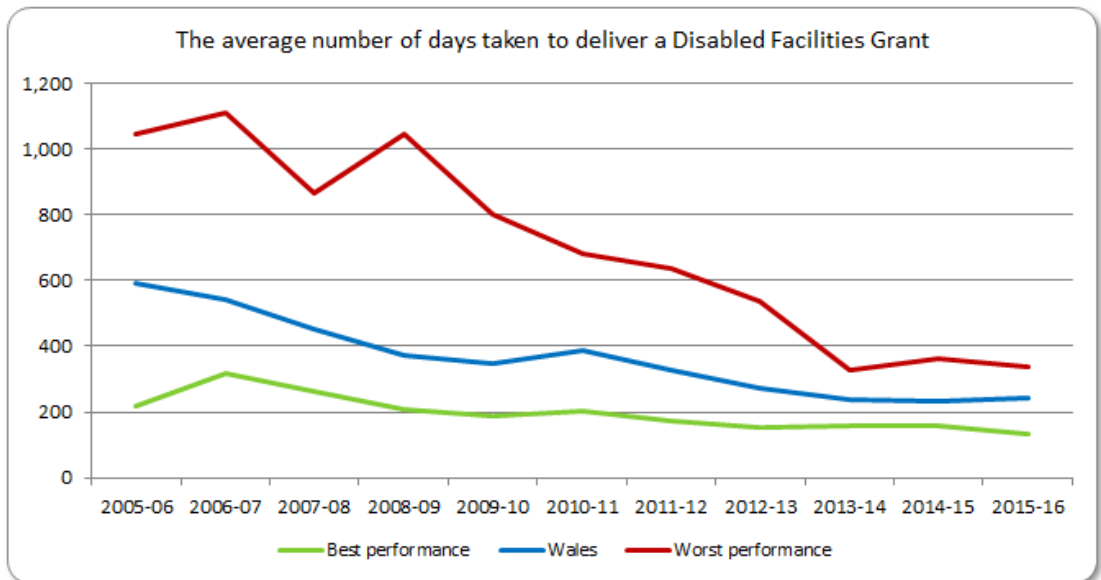
Providing affordable and appropriate housing...

Note: The concept of "affordability" is defined as the ability of households to purchase property that meets their need without subsidy.

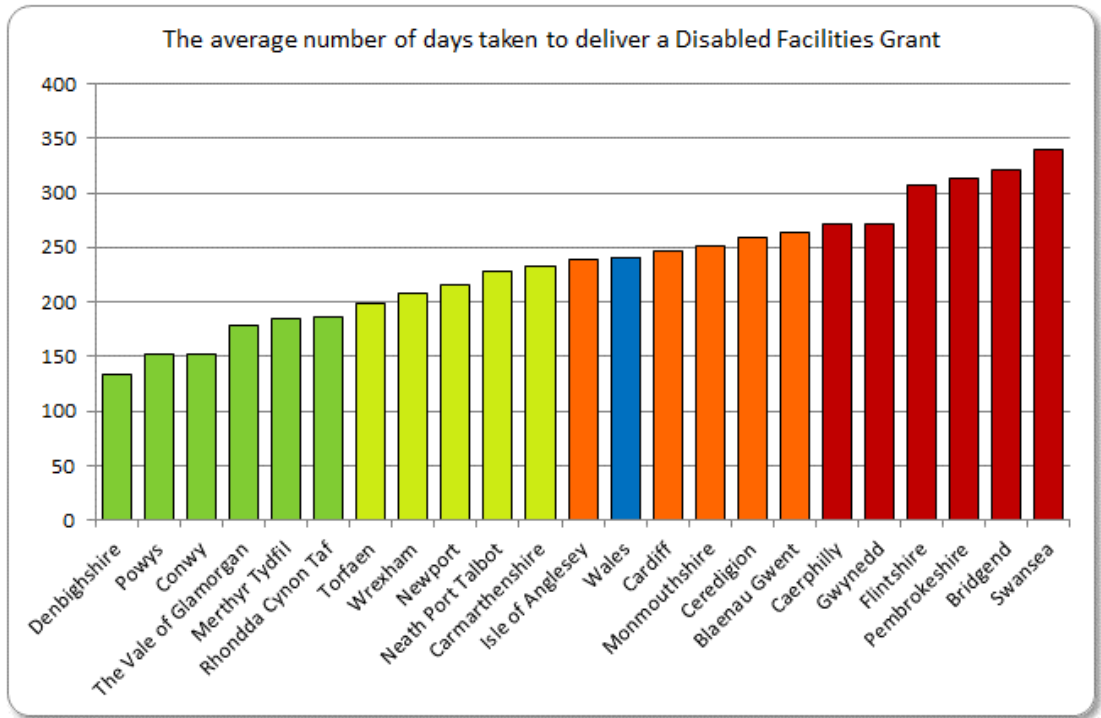
Local authorities have a key role to play in ensuring that there is a sufficient supply of affordable housing to meet identified need. 36% of all additional housing units provided during 2015-16 were affordable housing (compared to 41% in 2014-15).

For disabled people of all ages, housing is a key enabler of independent living. Adapted housing enables people to maintain their independence, remain in their communities and exercise choice in the way they live their lives. Disabled Facilities Grants (DFGs) can help towards the cost of adapting a disabled person's home.

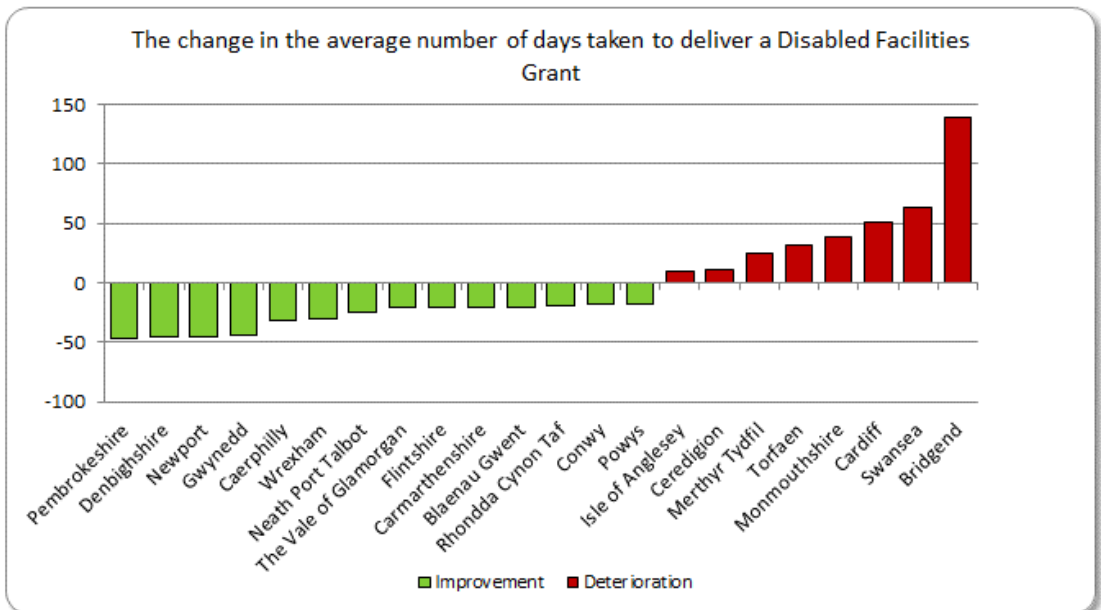
Local authorities took an average of 241 days to deliver a Disabled Facilities Grant in 2015-16 (compared to 231 days in 2014-15); the first increase for this indicator since 2010-11.



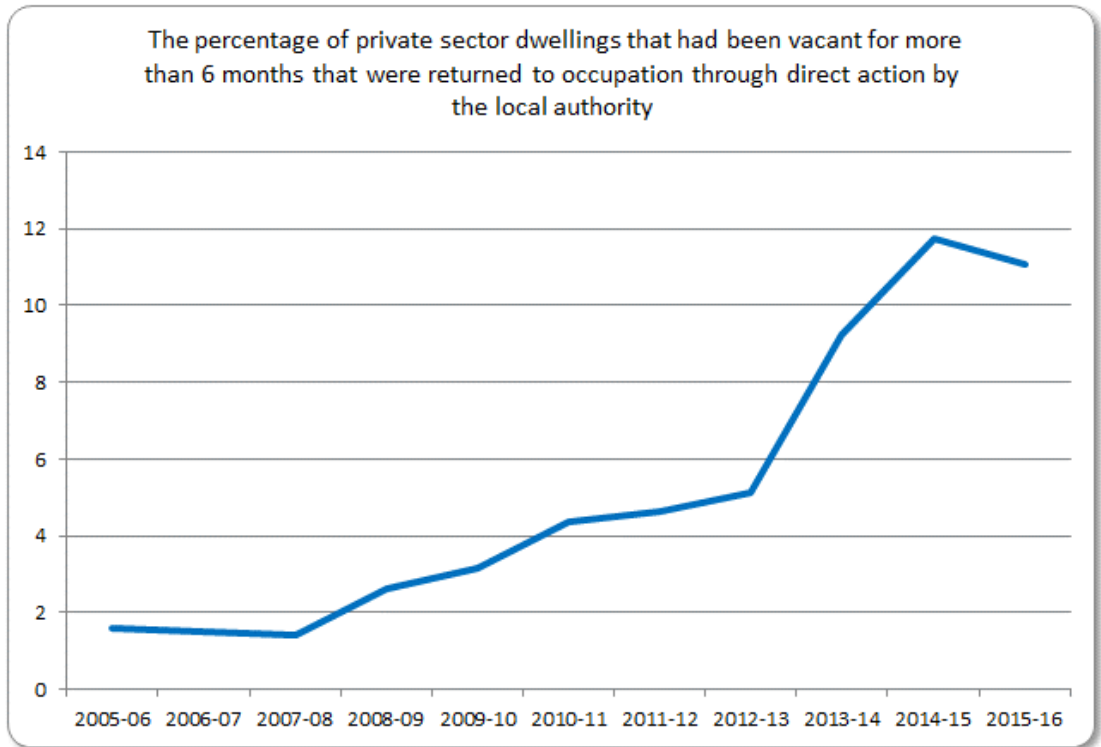
In 2015-16, the average number of days taken to deliver a Disabled Facilities Grant ranged from 133 days in Denbighshire to 340 days in Swansea.



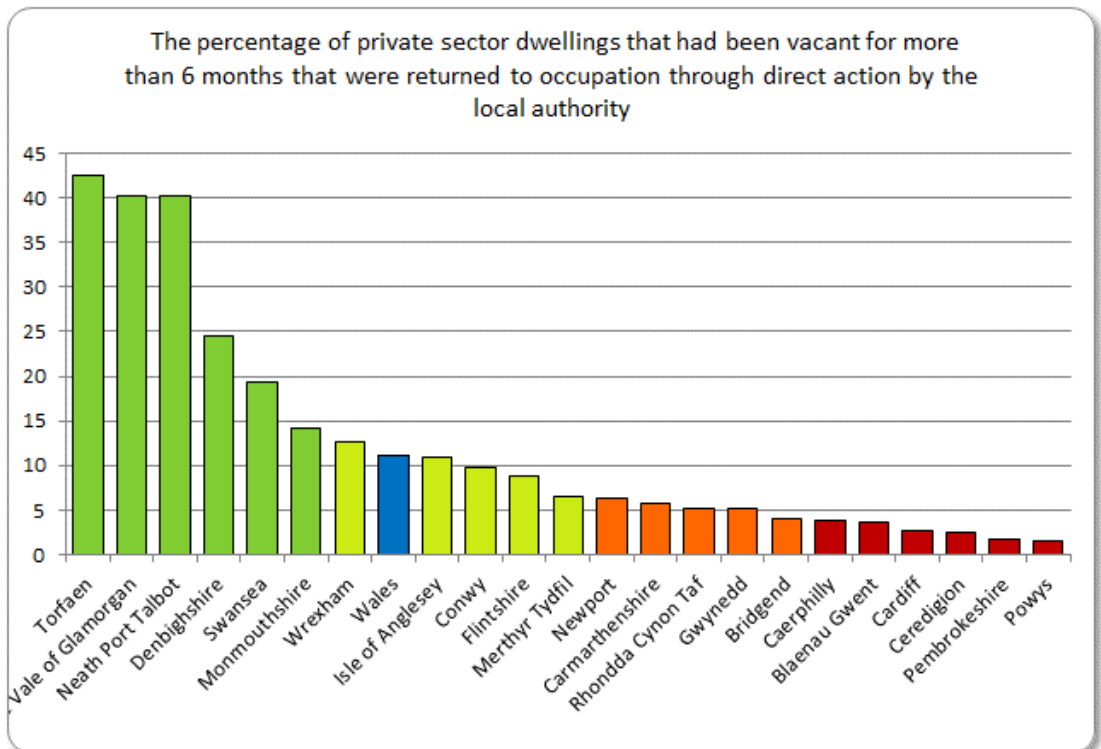
During the period, 14 of the 22 local authorities reduced the number of days they took to deliver a Disabled Facilities Grant.



Empty homes represent a potential housing resource that may be currently underutilised. Empty homes can be a focus for increased levels of crime, vandalism, anti-social behaviour and drug-abuse. 11.1% of long-term vacant private sector dwellings were returned to occupation through direct action by local authorities in 2015-16 (compared to 11.8% in 2014-15); the first reduction in this indicator since 2005-06.



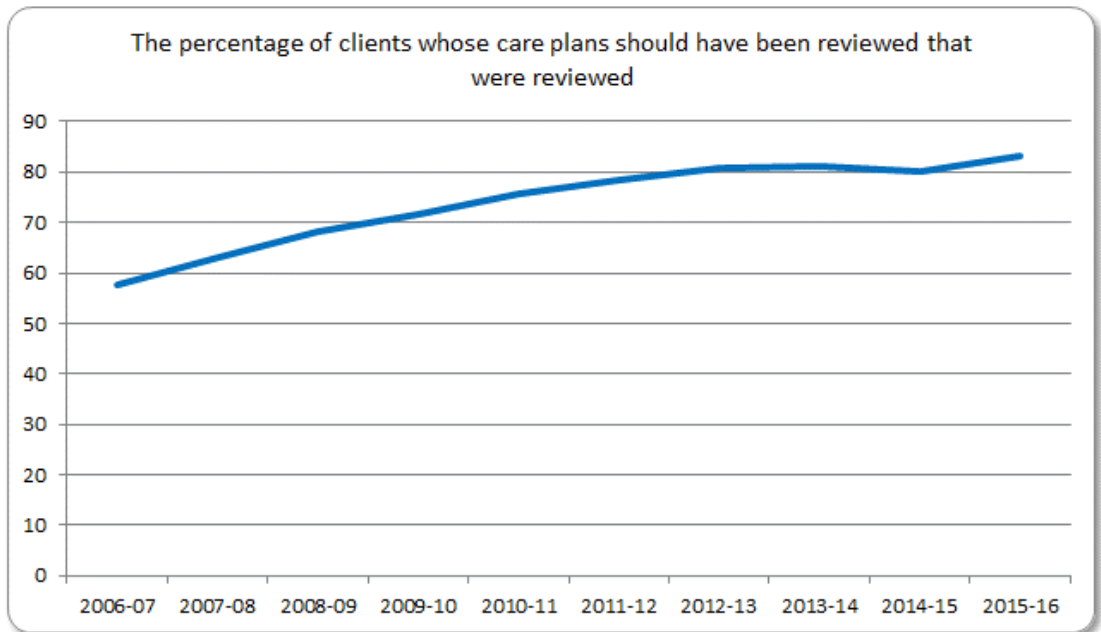
This ranged from 42.5% in Torfaen to 1.6% in Powys.



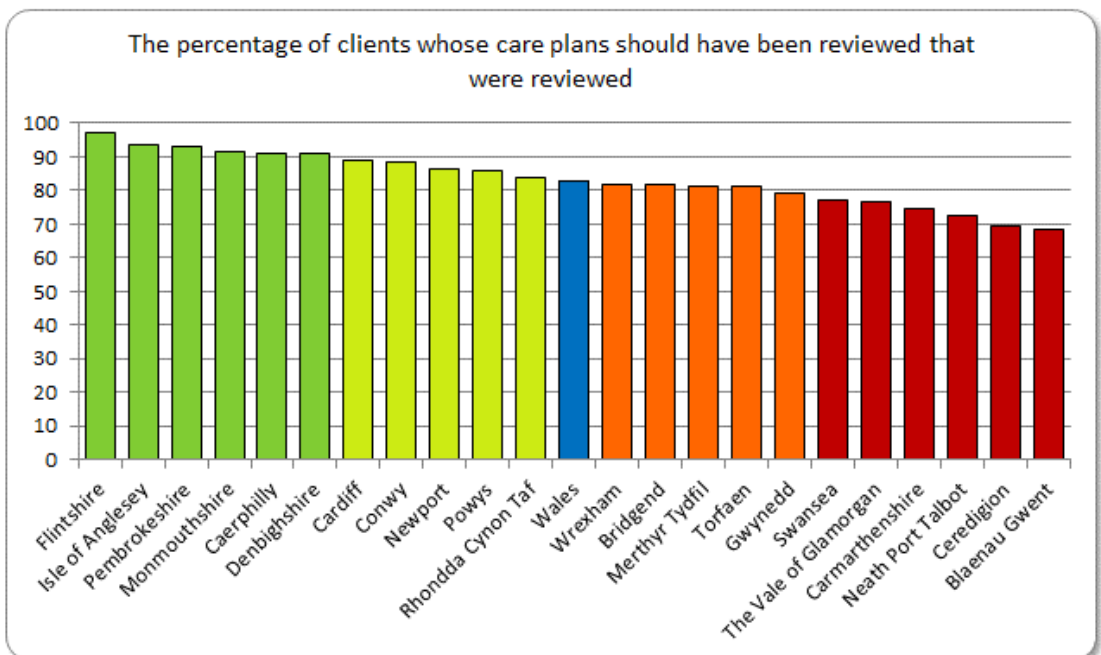
Supporting safe and independent lives...

Local authorities' social services provide support to some of the most vulnerable people in our communities. Local authorities provide support to over 100 thousand people in the community or in residential homes each year.

A 'care plan' describes the range of services which are put in place to meet individual's care needs. These should be reviewed regularly to make sure that the services being provided continue to be appropriate. 83% of care plans that should have been reviewed during the year were reviewed compared to 80% in 2014-15.



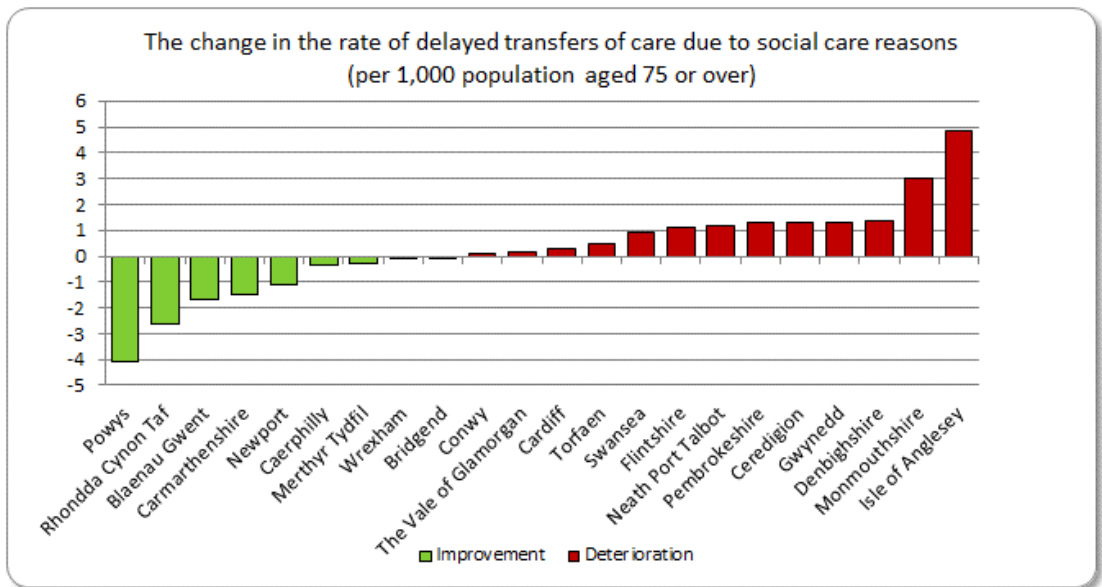
The percentage of care plan reviews ranged from 97.2% in Flintshire to 68.3% in Blaenau Gwent.



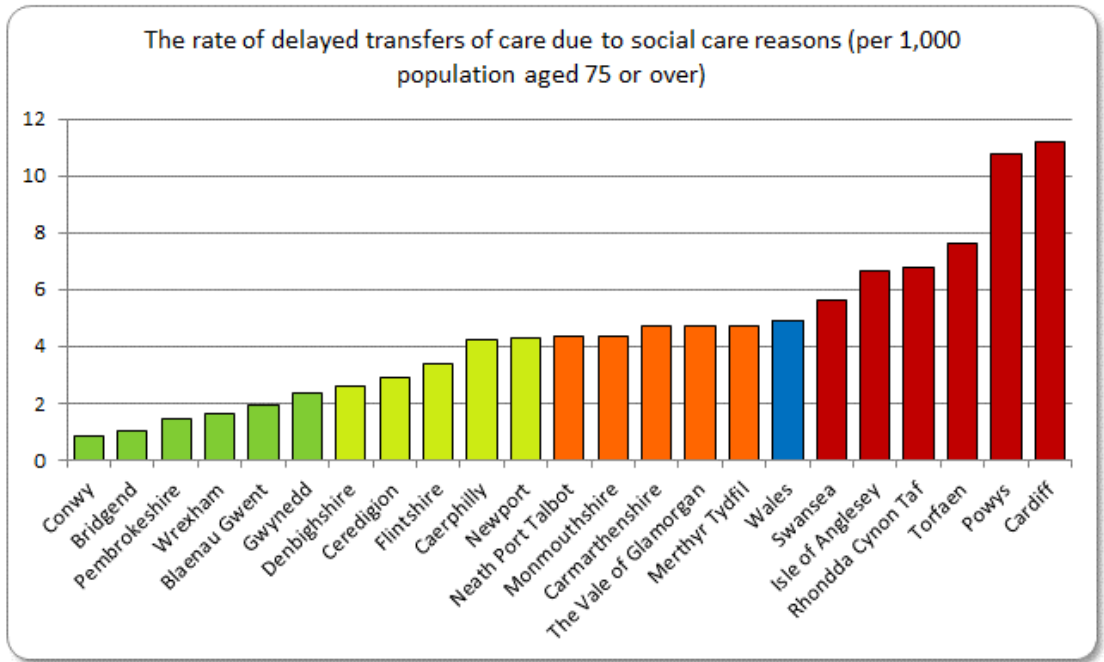
Local authorities play a vital role in ensuring that the most vulnerable people in our communities are protected from harm. The risk to the individual was managed in 97% of adult protection referrals received by local authorities during 2015-16 (compared to 96% in 2014-15) – the fifth consecutive year-on-year improvement for this indicator. This ranged from 100.0% in Conwy, Denbighshire, Flintshire, Ceredigion, Pembrokeshire, Neath Port Talbot, The Vale of Glamorgan, Rhondda Cynon Taf and Torfaen to 91.1% in Blaenau Gwent.

A delayed transfer of care – also known as “bed blocking” – arises when a person who no longer needs hospital treatment is unable to leave hospital and return to their own home or to a social care setting such as a residential home. In 2015-16 the rate of delayed transfers of care due to social care reasons was reported at 4.87 per 1,000 population aged 75 or over – a further rise on the figure reported in 2014-15.

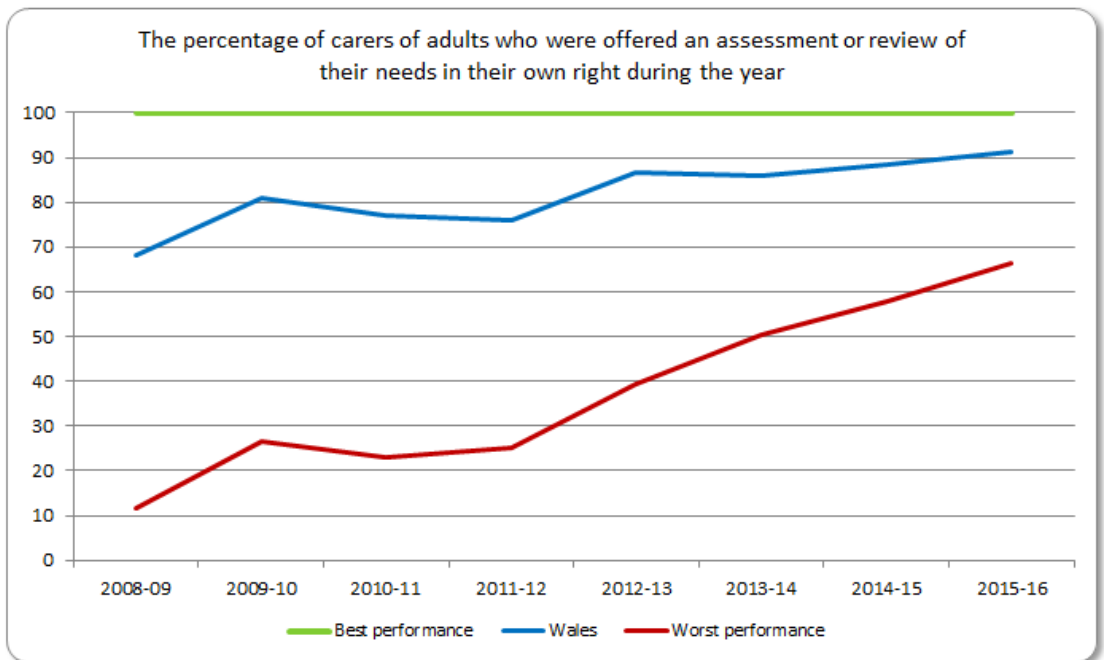
The rate of delayed transfers of care improved in 9 of the 22 local authorities across Wales.



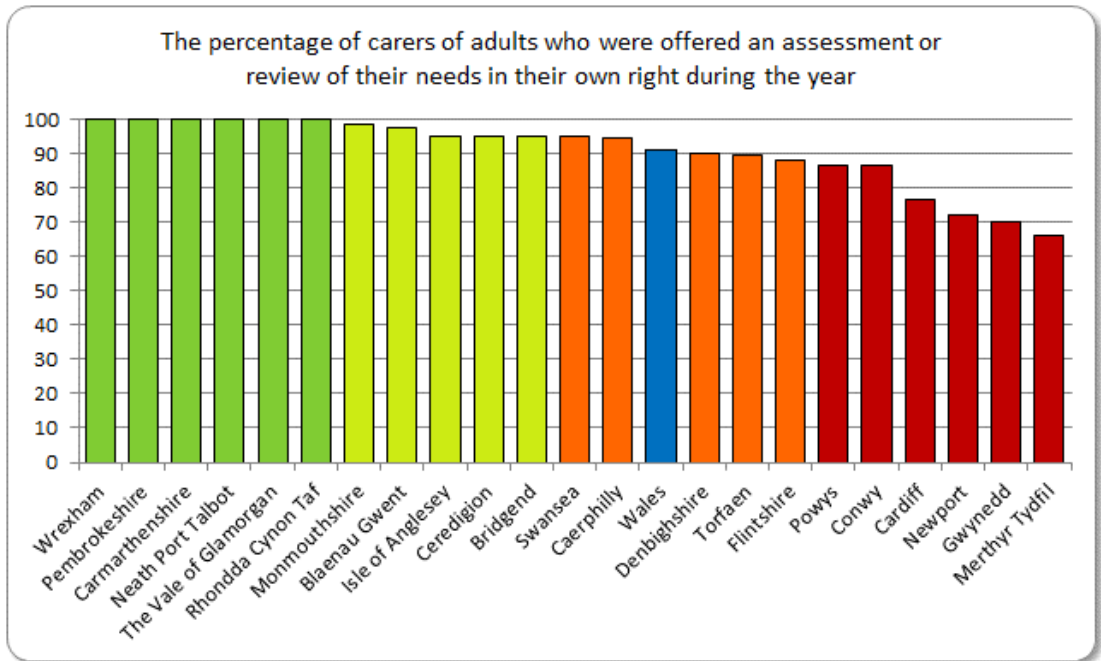
The rate of delayed transfers of care ranged from 0.82 per 1,000 population aged 75 or over in Conwy to 11.18 per 1,000 in Cardiff.



91.4% of carers of adults known to social services were offered an assessment or review of their needs in 2015-16 (compared to 88.3% in 2014-15).



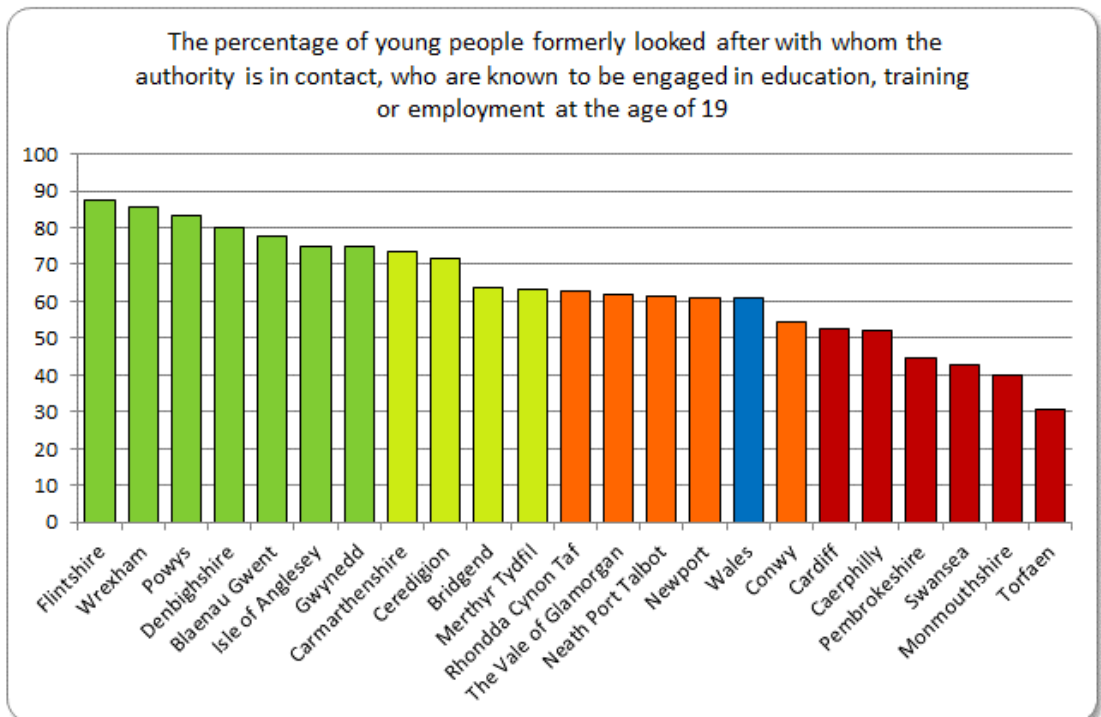
The percentage of carers offered an assessment or review of their needs ranged from 100.0% in Wrexham, Pembrokeshire, Carmarthenshire, Neath Port Talbot, The Vale of Glamorgan and Rhondda Cynon Taf to 66.2% in Merthyr Tydfil.



Local authorities across Wales remained in contact with 93.2% of young people aged 19 who were formerly looked after. In 2015-16, 93.5% of young people aged 19 who were formerly looked after with whom the authority were in contact, were known to be in suitable, non-emergency accommodation compared to 93.1% in 2014-15.

This ranged from 100.0% on the Isle of Anglesey, Denbighshire, Flintshire, Powys, Ceredigion, The Vale of Glamorgan, Caerphilly and Blaenau Gwent to 80.0% in Monmouthshire.

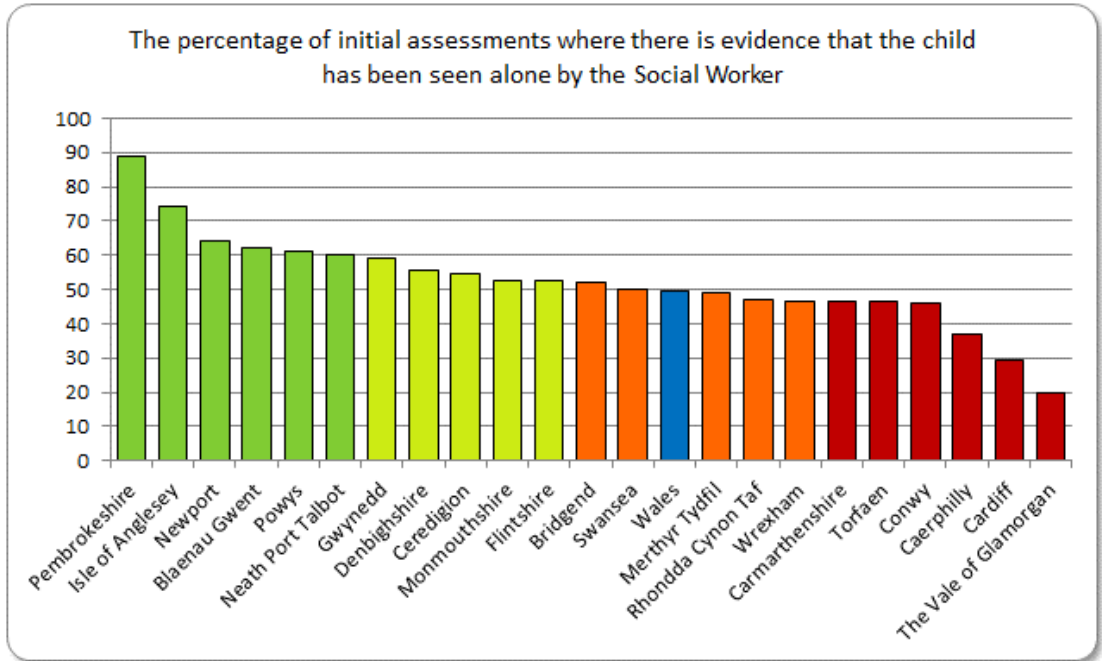
In 2015-16, 60.7% of these young people were known to be engaged in education, training or employment, compared to 59.5% in 2014-15. This ranged from 87.5% in Flintshire to 30.8% in Torfaen.



Safeguarding children...

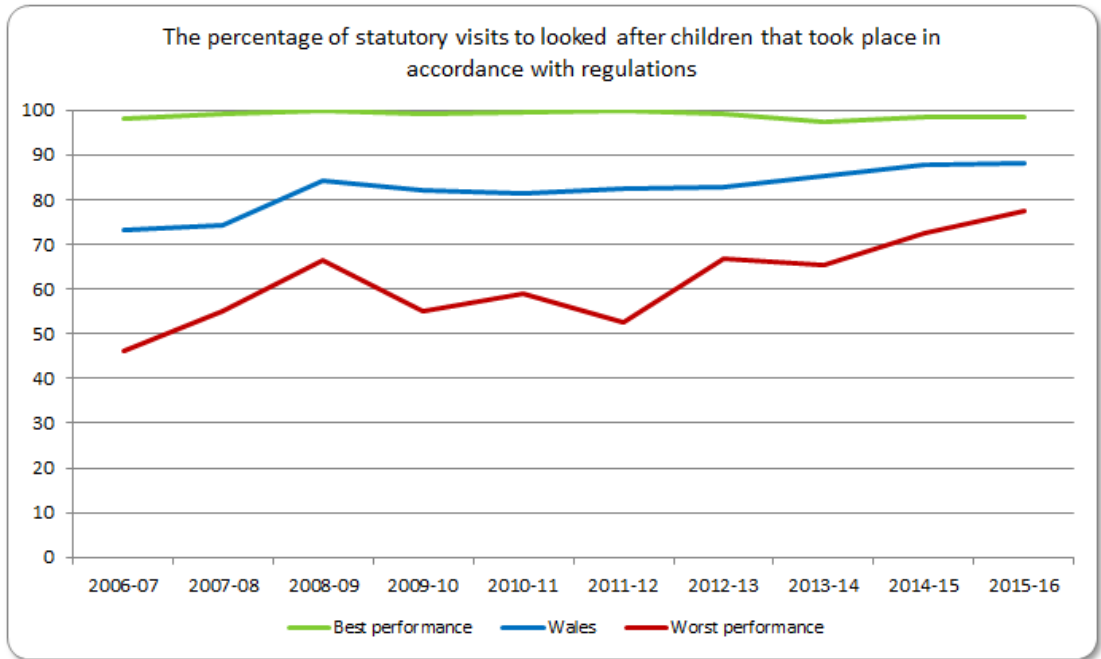
Local authorities received around 35 thousand referrals relating to children annually. They provide a range of support to ensure that children remain safe and are supported in order to achieve the best they can in life.

It is important that children’s views are taken into account when planning for their care. There is evidence that the child was seen alone in 49.5% of initial assessments compared to 44.8% in 2014-15. This ranged from 88.8% in Pembrokeshire to 19.8% in The Vale of Glamorgan.

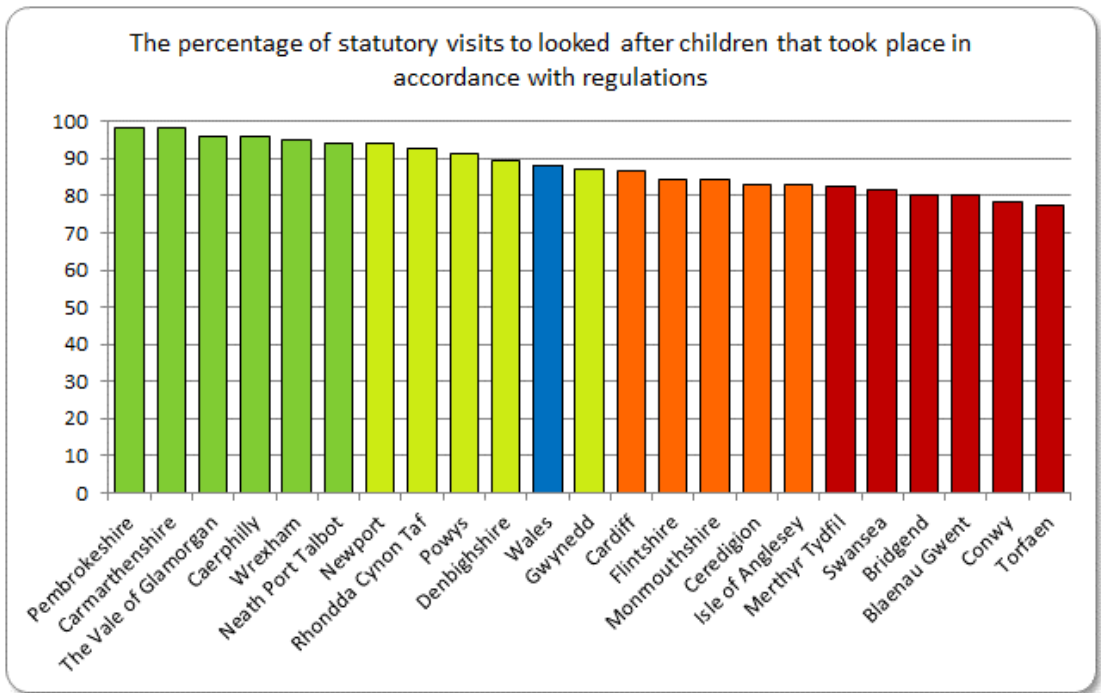


As corporate parents, local authorities are required to ensure the safety and wellbeing of looked after children, and to ensure that they are given the same opportunities as their peers.

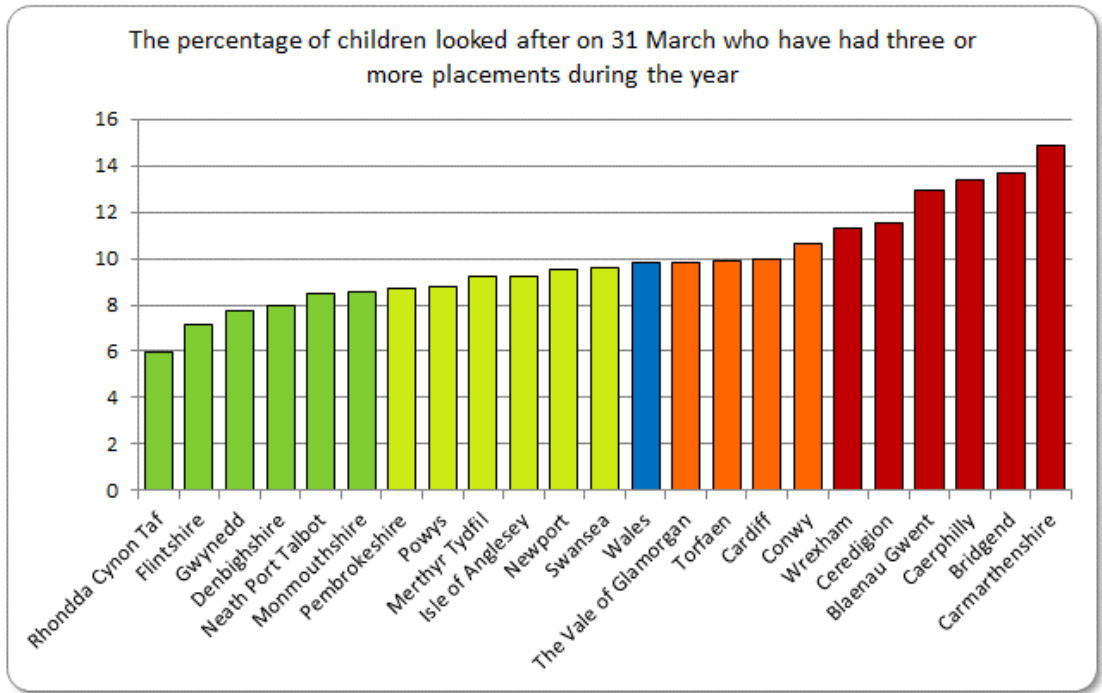
In 2015-16, 88.1% of statutory visits to looked after children took place in accordance with regulations (compared to 87.7% in 2014-15).



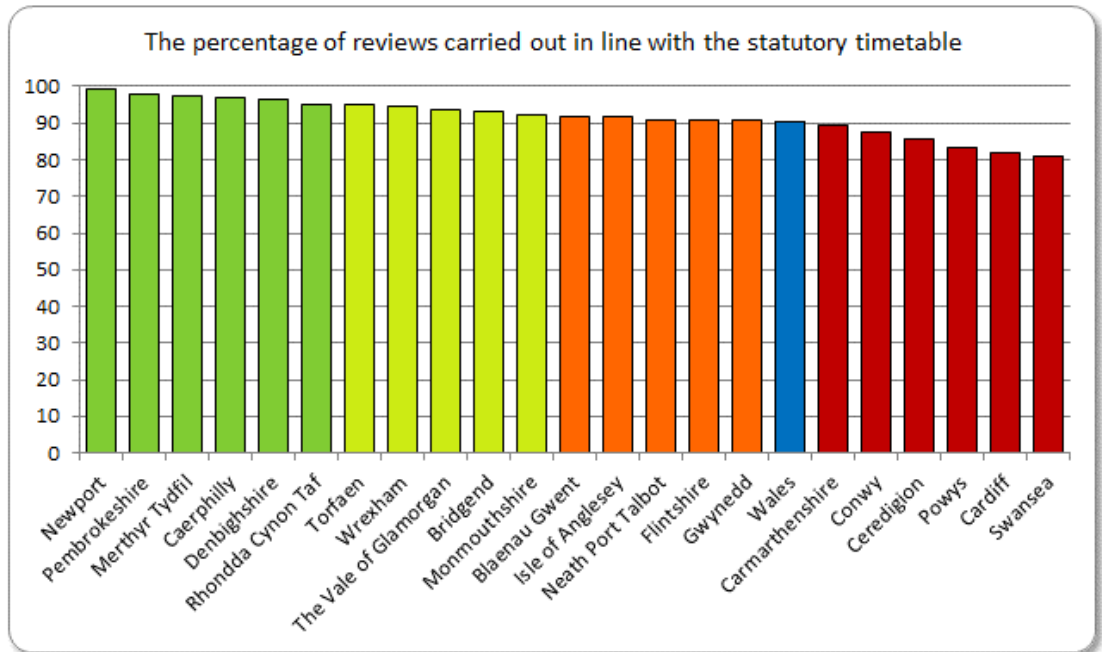
The percentage of statutory visits to looked after children taking place in accordance with regulations ranged from 98.4% in Pembrokeshire to 77.6% in Torfaen.



Stability is recognised as important for the wellbeing of children in care. 9.8% of children looked after experienced three or more placements during 2015-16 (compared to 9.0% in 2014-15). This ranged from 5.9% in Rhondda Cynon Taf to 14.9% in Carmarthenshire.



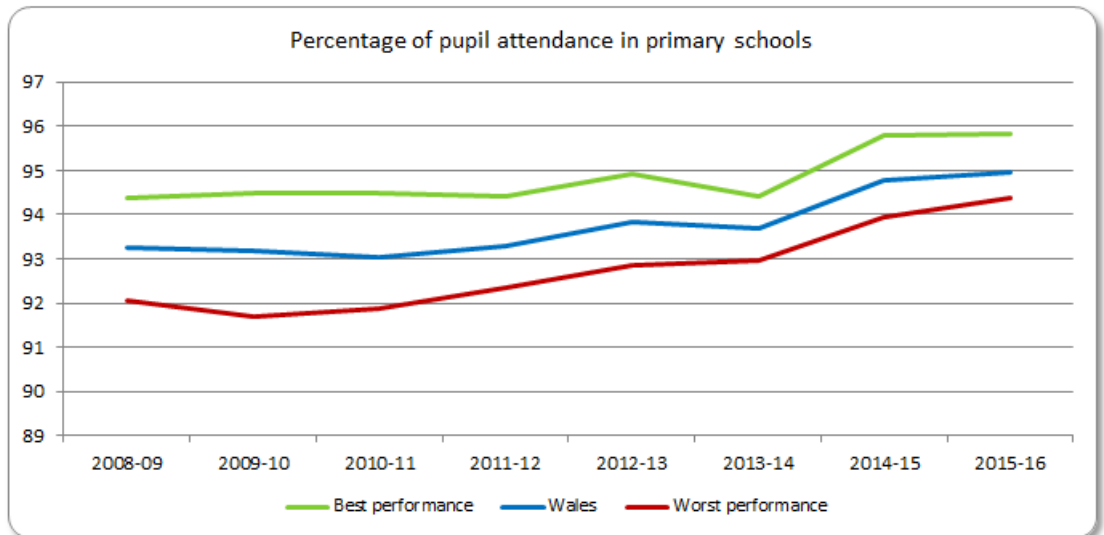
In 2015-16, 90.3% of children reviews were carried out within statutory timescales (compared to 88.9% in 2014-15). This ranged from 99.2% in Newport to 81.0% in Swansea.



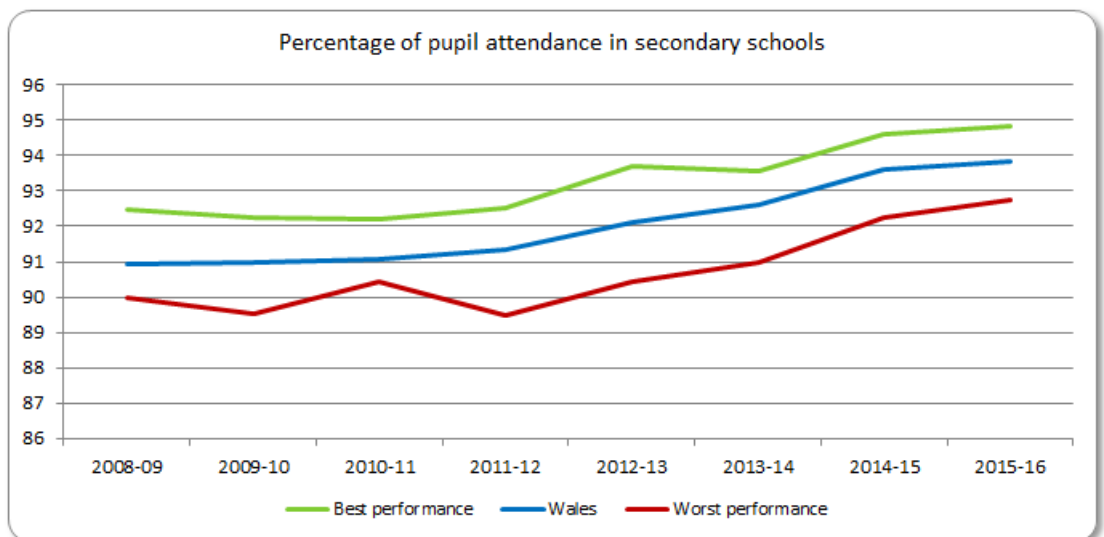
Educating children...

Local authority maintained schools educate around 460 thousand children each year.

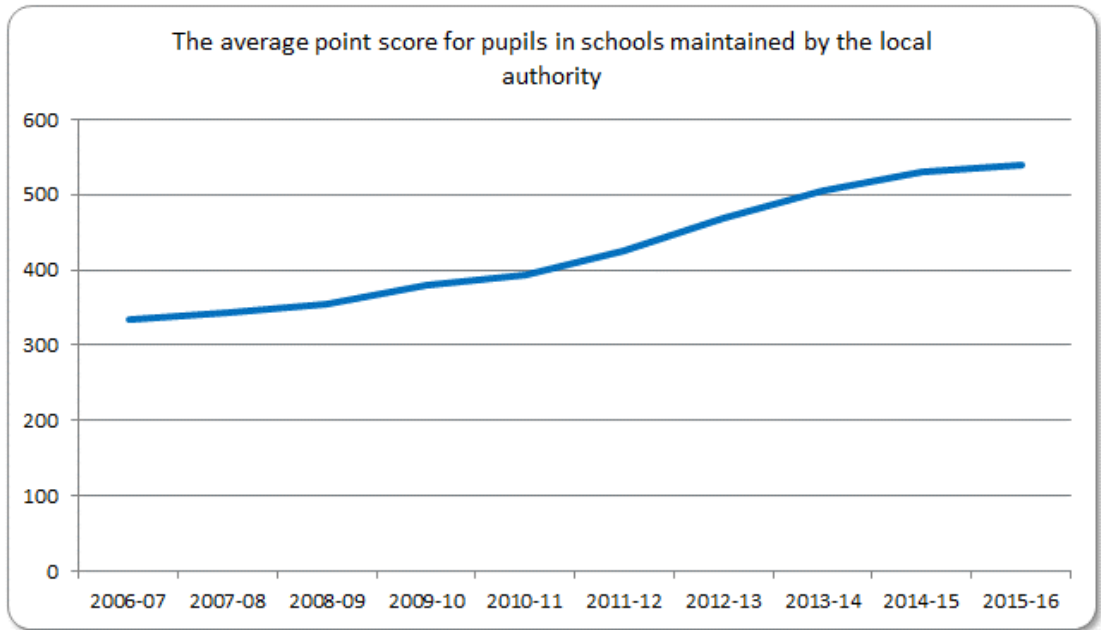
Good attendance is important if children are to learn. In 2015-16, pupil attendance at primary schools across Wales increased from 94.8% to 95.0%.



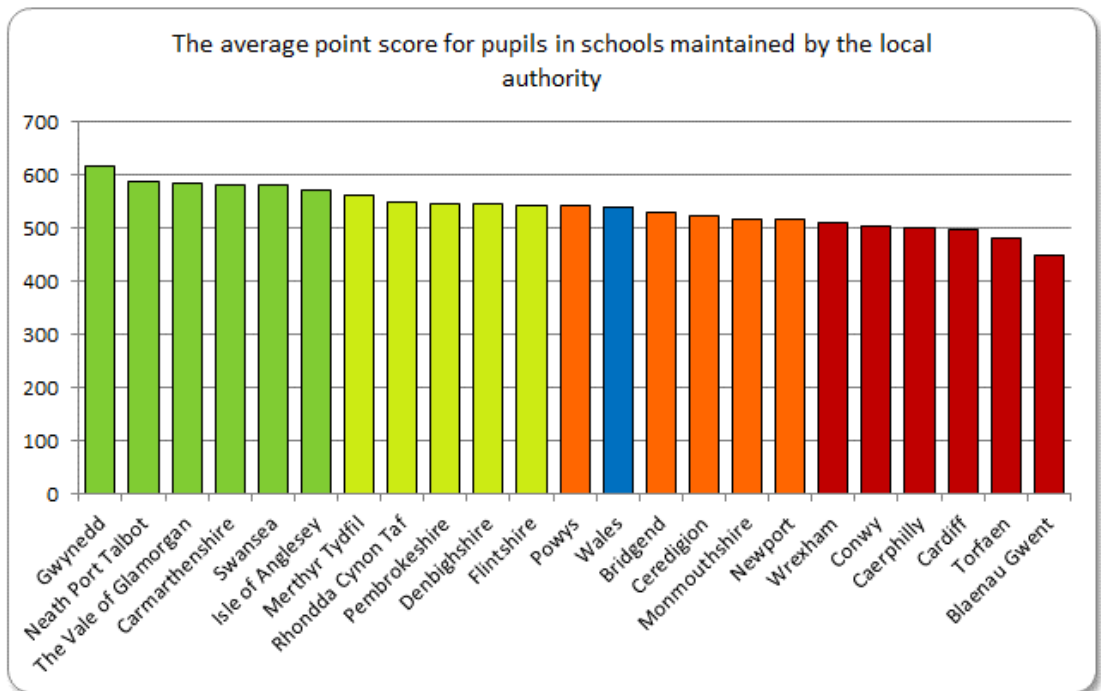
During the same period attendance at secondary schools increased from 93.6% to 93.9%.



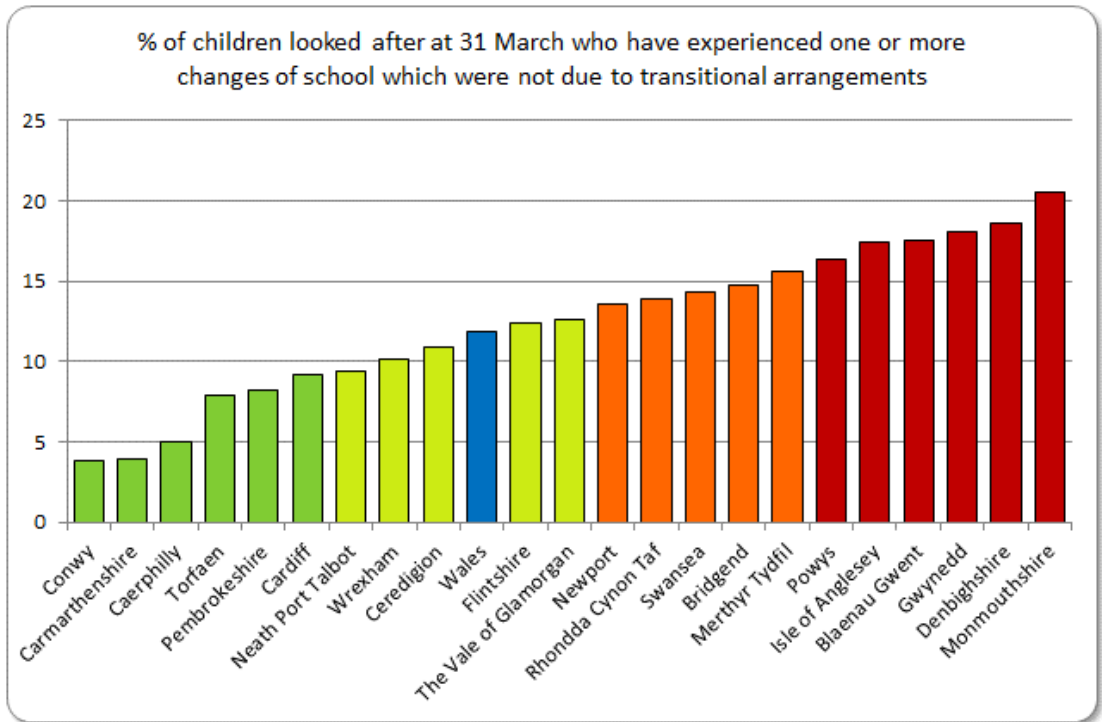
The average point score for pupils aged 15 in local authority maintained schools continued to rise (for the ninth successive year) to 539 points.



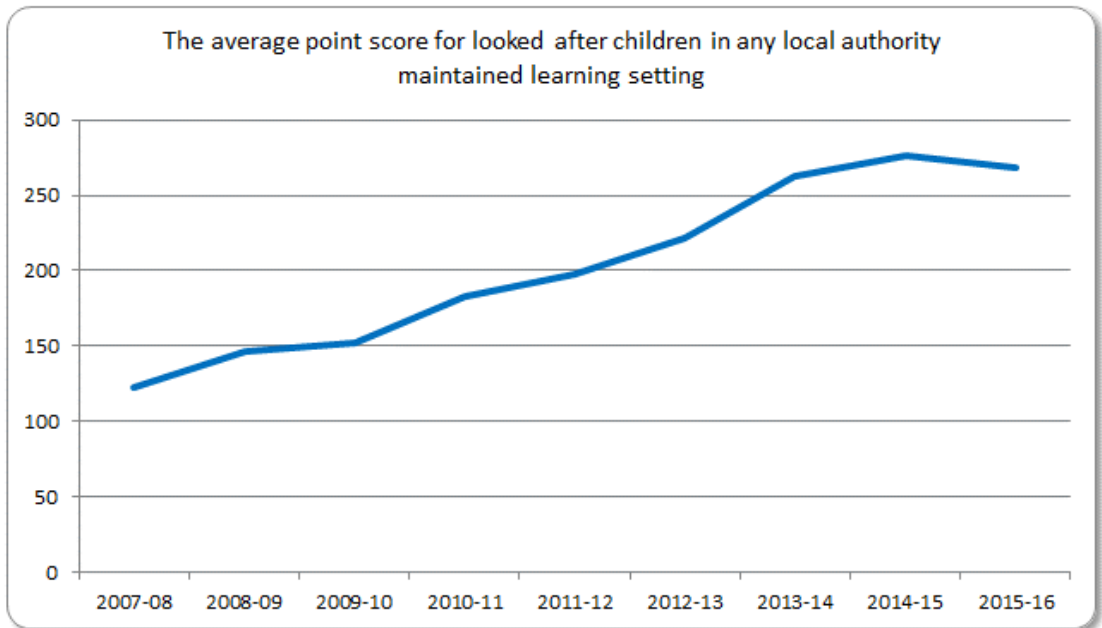
The average point score ranged from 617 points in Gwynedd to 449 points in Blaenau Gwent.



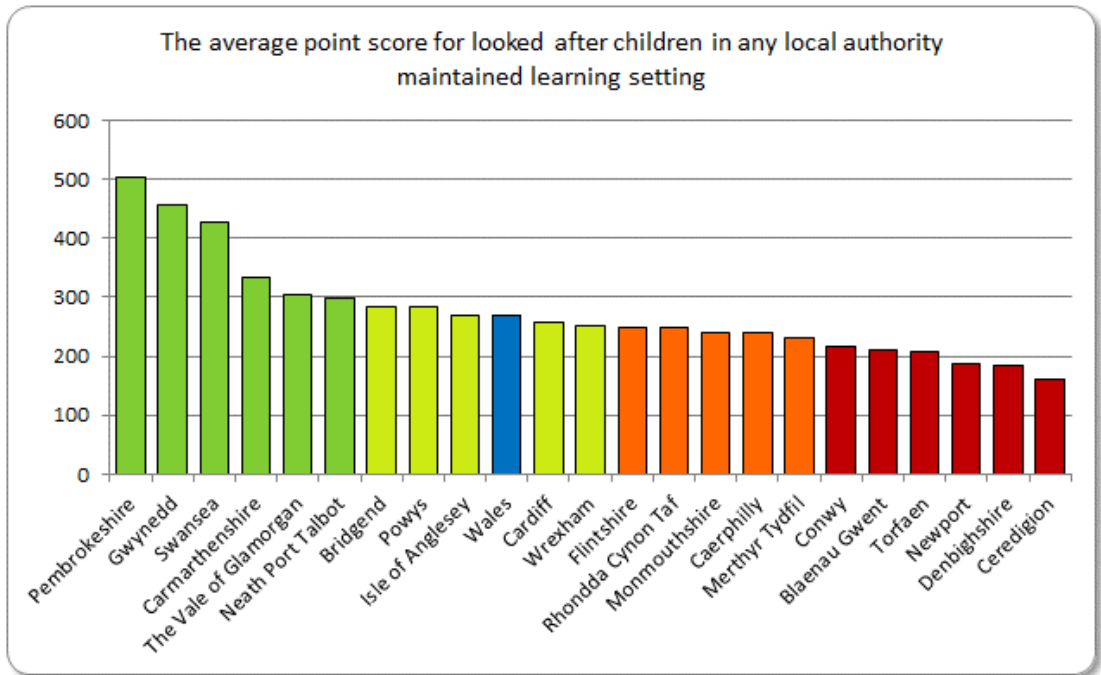
11.9% of children looked after experienced one or more changes of school in the last 12 months (compared to 13.5% in 2014-15). This ranged from 3.8% in Conwy to 20.6% in Monmouthshire.



The average point score for children in care fell from 276 points in 2014-15 to 269 points in 2015-16; the first decrease for this indicator since 2007-08.

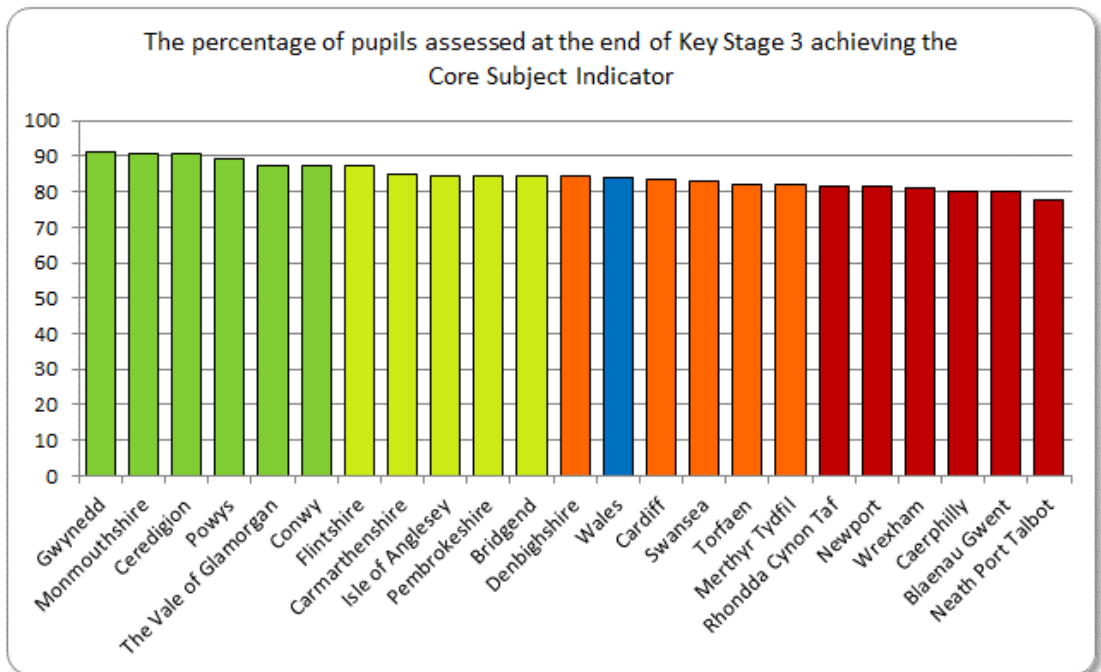


In 2015-16, it ranged from 504 points in Pembrokeshire to 161 points in Ceredigion.



The percentage of pupils assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator increased again from 86.4% in 2014-15 to 88.1% in 2015-16. This ranged from 92.5% in Monmouthshire to 83.3% in Neath Port Talbot.

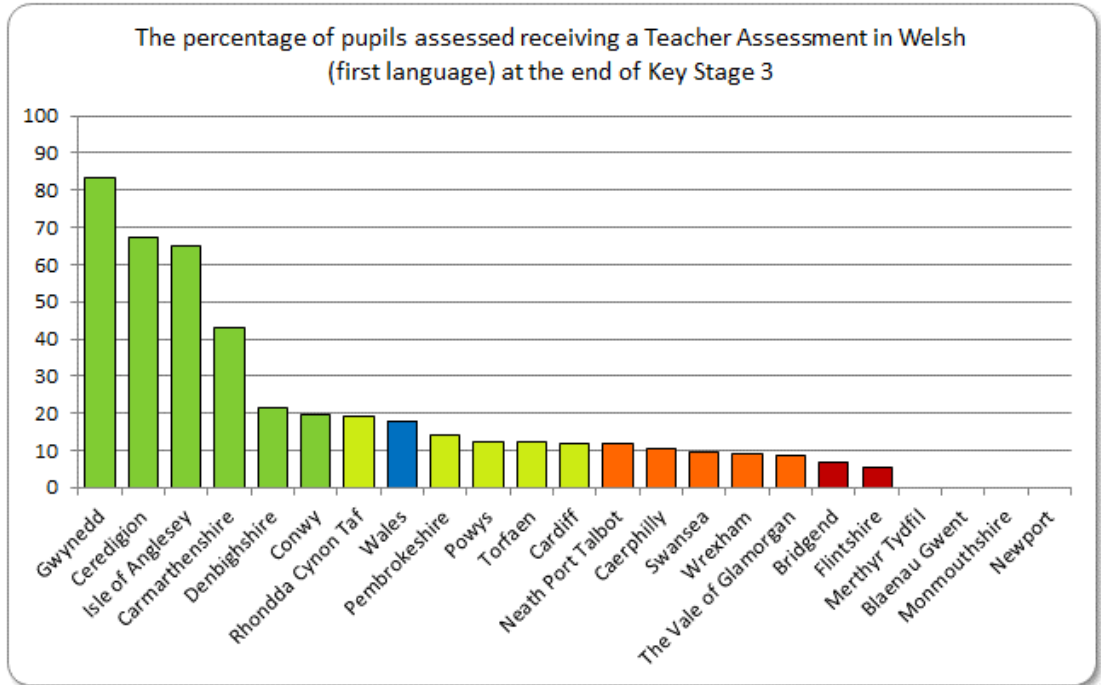
Over the same period, the percentage of pupils assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator also increased from 81.2% to 84.1%. This ranged from 91.3% in Gwynedd to 77.8% in Neath Port Talbot.



In 2015-16, 58.3% of pupils achieved the level 2 threshold, including a GCSE grade A*-C in English or Welsh first language and Mathematics (compared to 55.5% in 2014-15). This ranged from 66.9% in Monmouthshire to 47.7% in Blaenau Gwent.

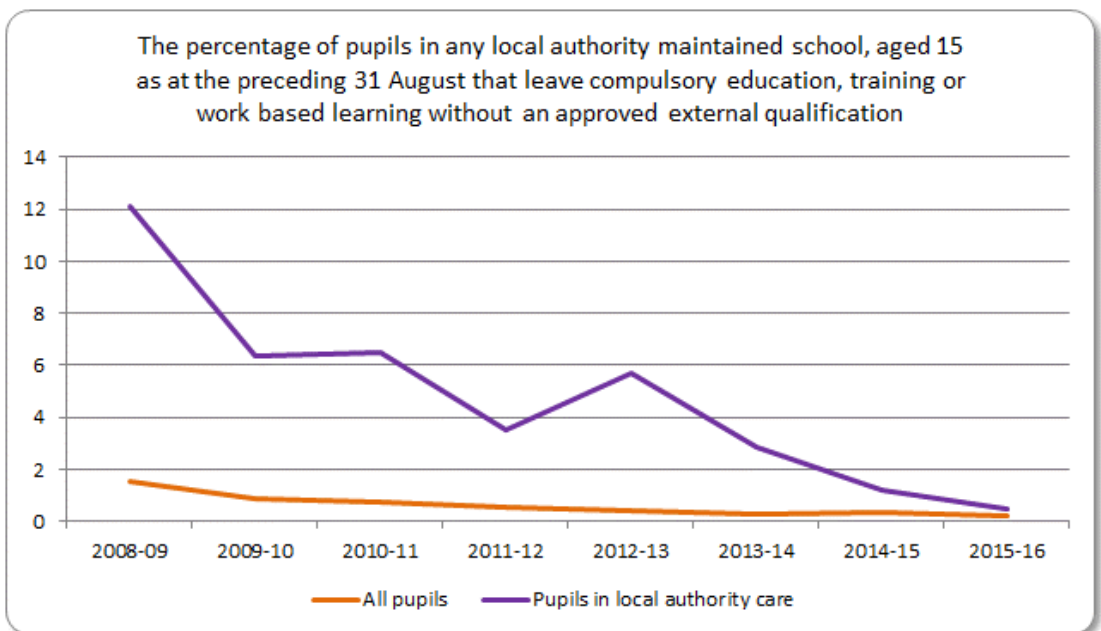
Note: There are no Welsh Language Secondary Schools in Merthyr Tydfil, Blaenau Gwent, Monmouthshire or Newport.

Across Wales, 17.8% of pupils assessed received a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 (compared to 17.2% in 2014-15). This ranged from 83.2% in Gwynedd to 0.0% in Merthyr Tydfil, Blaenau Gwent, Monmouthshire and Newport.



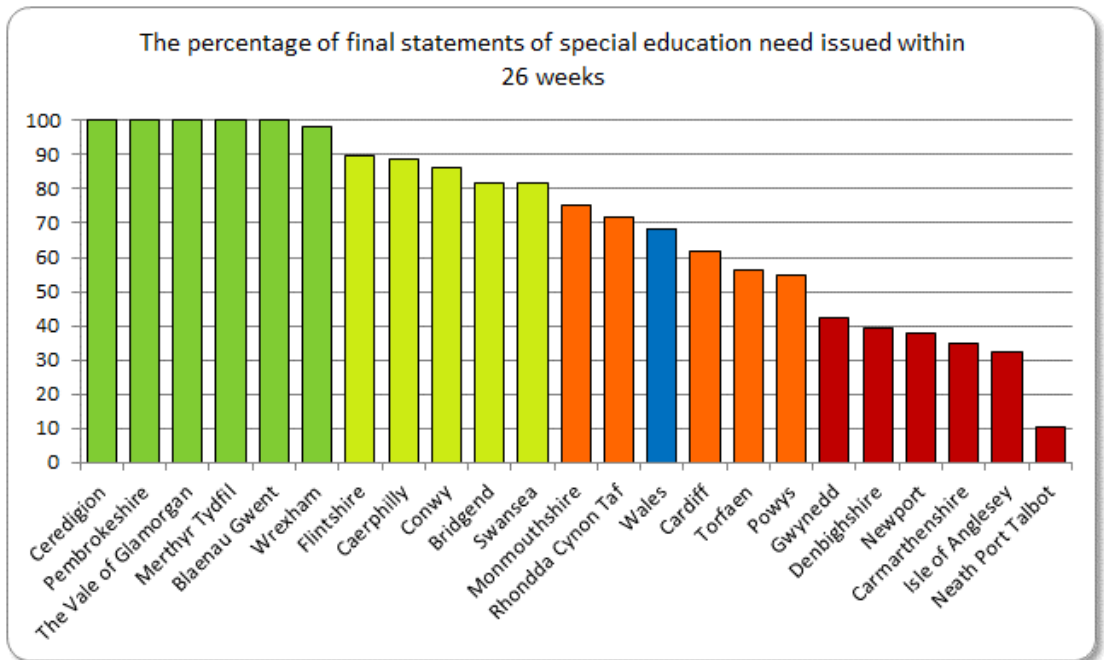
In 2015-16, 0.2% of all children leaving compulsory education aged 15 or 16 (who did not go on to full time education, training or work based learning) did so without a recognised qualification (compared to 0.3% in 2014-15).

For children in care, 0.5% of children left without a recognised qualification (compared to 1.2% in 2014-15) – the best performance for this indicator.



Local authorities have statutory obligations in terms of assessment and statementing, to ensure that children and young people with Special Educational Needs (SEN) have appropriate support in place to enable them to reach their potential. SEN statements should usually be in place within 26 weeks of the request for an assessment (in some exceptional cases, this can take longer).

68.1% of all statements issued were issued within 26 weeks in 2015-16 (compared to 64.5% in 2014-15). This ranged from 100.0% in Ceredigion, Pembrokeshire, The Vale of Glamorgan, Merthyr Tydfil and Blaenau Gwent to 10.5% in Neath Port Talbot.



Over the same period, 94.5% of statements (excluding exceptions) were issued within 26 weeks (compared to 95.6% in 2014-15).

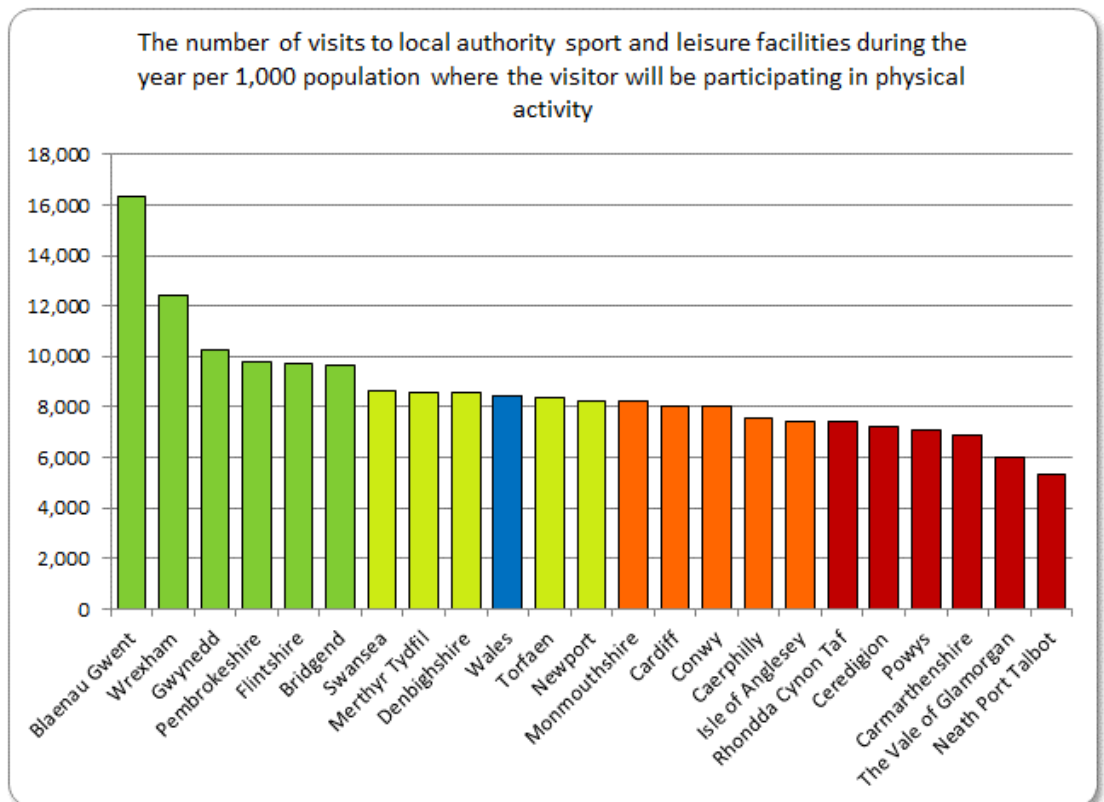
Supporting Leisure & Culture...

Local authorities across Wales provide a range of services which provide leisure and cultural opportunities for the people in their communities.

In 2015-16, there were 8,409 visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity. This compares to 8,657 per 1,000 population in 2014-15.

Visits to sport and leisure facilities ranged from 16,306 per 1,000 population in Blaenau Gwent to 5,331 per 1,000 population in Neath Port Talbot.

Note: "Local authority sport and leisure facilities" include those outsourced to an external trust or community council



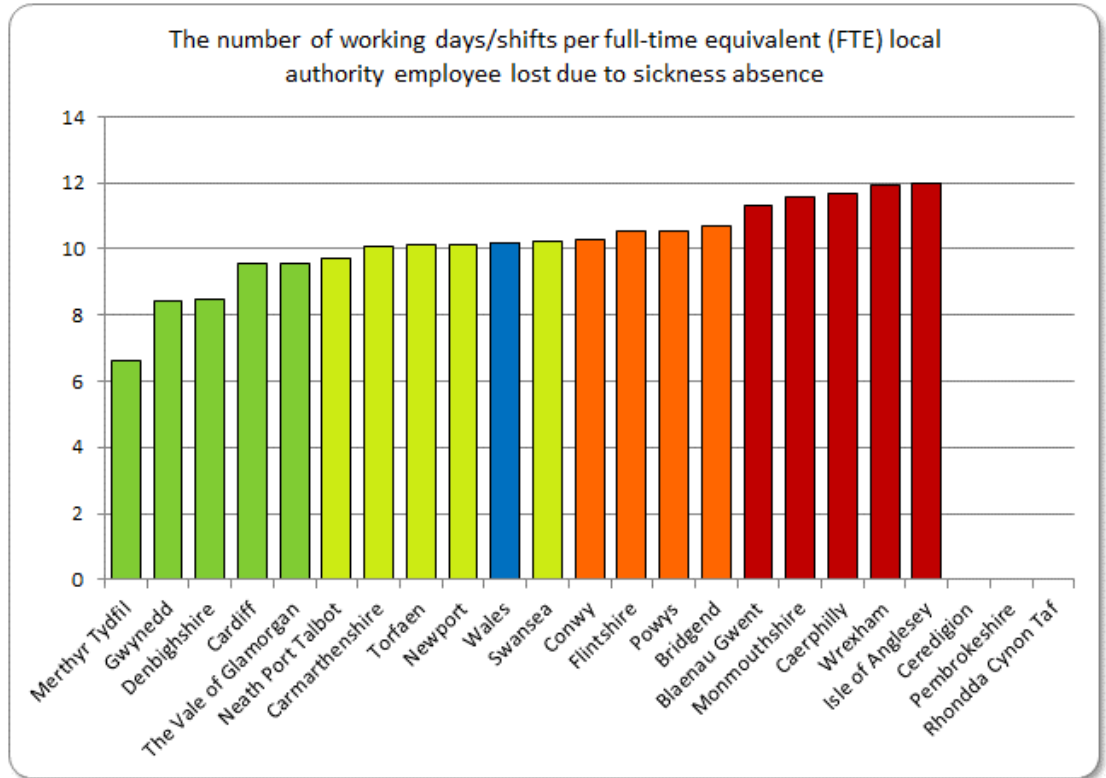
There were 5,374 visits to public libraries during the year, per 1,000 population in 2015-16 compared to 5,526 per 1,000 population in 2014-15. This ranged from 8,660 per 1,000 in Cardiff to 3,249 per 1,000 in Newport.

Note: "public libraries" exclude those owned and run by community councils

Corporate Health

Local authorities across Wales employ around 130 thousand people.

During 2015-16, an average of 10.2 days/shifts per full time employee were lost due to sickness. This ranged from 6.6 days in Merthyr Tydfil to 12.0 days on the Isle of Anglesey.




Contact details

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 enquiries@dataunitwales.gov.uk

The full performance indicator data set is published on our website (www.dataunitwales.gov.uk).

Notes

One of the key functions of the Local Government Data Unit ~ Wales is to collect, process, interpret and disseminate statistical data on local government services and activities in support of local government improvement.

The indicators quoted here are part of the Performance Improvement Framework for local authorities in Wales. The indicators reflect key priorities identified by the Welsh Government and local government in Wales.

The National Strategic Indicator data, which is a sub-set of the data used here, was collected and published by the Welsh Government.





Wales values are based on the base data submitted by the authorities. Where authorities have not supplied their base data, their figures do not contribute to Wales values.

Where appropriate, data has been rounded for the purposes of this bulletin. The complete data set is available on our website www.dataunitwales.gov.uk.

You'll find MyLocalCouncil at www.MyLocalCouncil.info where you'll have a choice of language.

Guidance documents relating to the 2015-16 indicator sets are also available on our website (Public Accountability Measures) and on the Welsh Government website (National Strategic Indicators). These provide a detailed definition for each of the indicators along with their classification i.e. National Strategic Indicator or Public Accountability Measure.

The colours used in the performance ranking charts are based on the range of PI values. The colours show how the authority's performance compares with others:

-  - Performance in the top quarter of authorities
-  - Performance in the upper middle quarter of authorities
-  - Performance in the lower middle quarter of authorities
-  - Performance in the bottom quarter of authorities

In performance range charts, blue represents the Wales PI value, green shows the PI value for the best local authority performance, and red shows the PI value for the worst local authority performance.

APPENDIX 4 – NSIS AND PAMS THAT DENBIGHSHIRE COUNTY COUNCIL’S PERFORMANCE DECLINED IN FOR 2015/16

Indicator	2014-15	2015-16	Reason for Decline
CAM/037 – The percentage change in the average Display Energy Certificate (DEC) score within local authority public buildings over 1,000 square metres	6.4	-8.2	Please note that this data is reported retrospectively (2014-15 reported in 2015-16). According to the definition of the indicator, properties must be controlled by the council, in regular public use, and be lodged by our Display Energy Certificate provider in any given year. The negative change (an increase from a rating of 3793 to 4296) has been brought about by a score increase in 24 sites, and the lodging of 3 properties not lodged in 2014-15 (2 of which have a large carbon output). 7 properties remained the same, while the DEC rating improved in 11.
HR/002 – The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	8.3	8.5	There has been a slight increase in the number of days lost during 2015/16, however our performance remains in the top quartile and we ranked third when compared with the other Local Authorities in Wales. Work is being undertaken to identify the areas that have increased and to analyse the figures in order to better understand the underlying reasons for this.
EDU/011 – The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	562.8	543.7	The regional school improvement service, GwE, has operational responsibility for improving attainment standards on behalf of the authority, and it is an area of concern that the rate of improvement has been slow. It is an area that we are continuing to monitor rigorously and push for improvement. No data is currently available for 2015-16 academic year, however, the Level 2 and Level 2+ thresholds have improved. This makes it highly likely the average point score will have also improved.
EDU/015(a) – The percentage of final statements of special education need	100	39.3	Every child's statementing progress can be evidenced. Exceptions, have been noted, and vary from each individual case. The decline in this

issued within 26 weeks, including exceptions			indicator is as a result of a systems change. The council is confident that it has fulfilled its duties at every stage.
EDU/016a – Percentage of pupil attendance in primary schools	94.84	94.73	Primary attendance has declined 0.1% to 94.7% in 2014-15 academic year, with an increase in authorised absences. Continued improvement elsewhere means the median increased from 94.8% to 94.85%. This improvement, together with our decline, means that this indicator is now a priority for improvement. However, this data is a year late and does not reflect the efforts of Education Services over the last year to improve. It is anticipated that there will be a marked improvement in 2015-16 data.
EDU/016b – Percentage of pupil attendance in secondary schools	92.99	92.97	Secondary attendance has declined slightly by 0.02% to 92.97% in 2014-15 academic year. Continued improvement elsewhere means the median increased from 93.6% to 93.8%. This improvement, together with our slight decline, means that this indicator remains a priority for improvement. However, this data is a year late and does not reflect the efforts of Education Services over the last year to improve. It is anticipated that there will be a marked improvement in 2015-16 data.
LCL/001(b) – The number of visits to Public Libraries during the year, per 1,000 population	5,799	4,976	There was a 7% reduction in opening hours during Nov 2015. Additionally, errors with the people counters at two of our libraries (St Asaph and Rhyl) has meant that data was unavailable for a number of months.
PPN/009 – The percentage of food establishments which are ‘broadly compliant’ with food hygiene standards	97.36	94.78	The number of food related premises in Denbighshire (denominator) increased by 34 in 2015/16 (from 1097 in 2014/15 to 1131 in 2015/16). However, the number of food related premises that were ‘broadly compliant’ (numerator) also increased by 4 in 2015/16 (from 1068 in 2014/15 to 1072 in 2015/16). Therefore, the actual number of complaint premises is higher in 2015/16, but because the denominator figure increased, due to an increase in new food businesses opening during the year, this has caused a decrease in percentage / performance.
SCA/001 – The rate of delayed transfers of care for social care reasons per 1,000	1.27	2.61	The rate of delayed transfers of care has increased as a result of increases in admissions to hospital creating pressures for the provision of domiciliary

population aged 75 or over			care at discharge. Work is continuing with Betsi Cadwaladr University Health Board to ensure discharge arrangements are improved.
SCA/002a - The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March	43.84	29.57	Performance remains in the bottom quartile. NB. This indicator does not take into account Denbighshire's ambition to meet people's need through reablement and community services rather than managed care. Good performance should be low in this indicator. Denbighshire's performance has therefore improved in relation to both our, and Wales', ambition to reduce formal support to individuals and should therefore be seen as being in the top quartile.
SCA/018a - The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year	93.7	90.4	As a result of the decrease in the number of citizens receiving services, fewer carers of those citizens were formally offered an assessment. We also set an aspiration of being 'Good' based against national performance on this indicator, and the threshold was set at 90.4%, which we achieved.
SCA/037 - The average external qualifications point score for 16 year old looked after children in any local authority maintained learning setting	439	184	This indicator is concerned with a reasonably small cohort of children - 13 in total, 9 with special educational need. One young person sat no exams as they were subject to the Mental Health Act.
THS/007 - The percentage of adults aged 60 or over who hold a concessionary bus pass	82.5	81	The decline of 1.5% from 82.5% (2014-15) to 81% (2015-16) is within our "normal" range for this indicator, the percentage figure for 2013-14 being 80.8%. We are not particularly concerned about this indicator because it is not a measure of our "performance", it is merely an indicator of demand for bus passes. There are many factors that contribute to someone not taking up their option to obtain a bus pass. One likely reason is that those who still drive, and feel fit enough to continue to do so, see no merit in getting a pass. This position may change with age, but they may be well into their 70s before they apply, hence they remain in the 20% who don't own a pass until they really need one. Another reason is the rural nature of Denbighshire. If you live in a rural area, and can still drive, then the bus is a far less flexible and convenient option. Overall, Denbighshire's performance in this area is on a par with comparable Welsh Local

			Authorities, and we are satisfied with the current position.
THS/012c - The percentage of non-principal/classified (C) roads that are in overall poor condition	12.9	13.3	Although the % of the C roads in poor condition increased slightly in 2015/16 to 13.3%, the overall trend since the start of the current Corporate Plan is one of improvement. The position in 2011/12 for this indicator was 14.9%, and the proportion of C roads in poor condition has reduced year on year since then (with the exception of this slight decline in 2015/16). This also needs to be viewed within the context of the overall road network. The combined indicator (which included A, B & C roads) did improve in 2015/16, with 8.4% of our roads being in poor condition, compared to 8.7% in 2014/15. The Wales average for the combined indicator in 2015/16 was 11.2%, which is significantly higher than our performance at 8.4%.
WMT/004b - The percentage of municipal waste collected by local authorities sent to landfill Page 114	14.32	17.07	The total amount of waste we collect has increased in 2015/16 (for the first time in 10 years). This is common to what other authorities have experienced, however, the reasons behind the increase are complex (the state of the economy, cross border waste entering Household Waste Recycling centres and collection systems are all factors). A new disposal contract was awarded in April 2016, which is a 'treatment' rather than 'landfill' option and therefore we expect that the figure against this indicator will fall dramatically for 2016/17. Measures have also been implemented at Denbighshire's Household Waste Recycling Centres to control waste from outside Denbighshire's borders coming into the sites, and this will also help.
WMT/009b - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	65.87	62.42	Charging for green waste collections was introduced in April 2015. It was predicted that the impact of introducing the scheme would reduce the overall recycling rate by 3 to 4% (and this has provided to be the case i.e. 3.45% reduction). The dilemma for Members when debating this scheme was either to accept the introduction of green waste charging, realising significant budget savings but accepting a fall in recycling rate; or not accepting the introduction of green waste charging, maintaining a higher recycling rate but not realising budget savings. Denbighshire has been the best performing County in Wales for this indicator for the last 5 years, and despite the introduction of green waste charging remains in the top quartile

			for performance (5th in Wales). We met the 2015/16 statutory recycling target for municipal waste (58%). This target rises to 64% by 2019-20, and we remain confident of achieving that.
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Report To: Cabinet

Date of Meeting: 25th October 2016

Lead Member / Officer: Councillor Julian Thompson-Hill /Richard Weigh, Head of Finance

Report Author: Steve Gadd, 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 2016/17. 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 2016/17.

3. What are the Recommendations?

Members note the budgets set for 2016/17 and progress against the agreed budget strategy.

4. Report details

The report provides a summary of the council's revenue budget for 2016/17 detailed in **Appendix 1**. The council's net revenue budget is £185.062m (£184.756m in 15/16). The position on service and corporate budgets is a forecast underspend of £0.545m (overspend of £0.351m reported for August). Narrative around the current risks and assumptions underlying this assessment are outlined in Section 6.

Savings of £5.2m were agreed as part of the budget and a summary of the savings is shown as **Appendix 2**. A full assessment was undertaken for last month's report and the recommended mitigation has now been actioned. The assessment shows that 60% of savings have already been achieved, with a further 10% of savings making good progress, making a total of 70% likely to be achieved. This leaves 25% of savings which are classified as being deferred (meaning that there is still the expectation that these savings can and will be achieved in 2017/18) and only 5% of savings which cannot be achieved within this timeframe. The situation will be continuously monitored and reported to Cabinet on a monthly basis.

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?

Significant service narratives are shown in the following paragraphs.

Customers, Communications and Marketing is currently projected to overspend by £88k (£55k last month). The pressure is largely due to redundancy costs and higher than anticipated relief costs. The movement from last month relates to expenditure relating to a project aiming to improve processes within the cash office workstream. The aim of the project is to improve the operational efficiency of the work area, as well as providing the Council with assurance around the robustness of the processes and systems in place for the handling of income.

Education and Children's Service is still reporting an over spend of £16k. The over spend relates to ongoing tribunal and legal costs. The service is currently undergoing a review of its structures which may release in year savings. However the service contains a number of demand-led and therefore volatile budgets such as children's placements. Reserves have been put in place to help manage annual variances, however they remain areas of risk in 16/17 and beyond. Last month it had been projected that a £172k contribution from the Placements Reserve was required to offset an overspend on the placements budget. The current projection has increased by £336k to £508k largely due to the following reasons:

- One new high cost residential placements and seven new independent fostering placements, totalling £183k extra costs.
- There are also increased costs in adoption relating to an external placement and also an increase in costs relating to in house fostering.

The Placement Reserve at the beginning of the year stood at £591k, therefore the additional costs highlighted above would see a significant reduction in the ability of the service to cope with future increases in placement numbers and costs. The situation is being monitored closely and will need to be considered as part of the ongoing budget strategy and Medium Term Financial Plan.

Business Improvement and Modernisation is now projected to underspend by £41k (break-even position last month). The underspend is due to the early achievement of efficiency savings for 2017/18. It is hoped the underspend will be able to be carried forward to help to extend the role of the Service Challenge Coordinator for a further 12 months.

Finance is projecting to underspend by £31k (£20k underspend last month) due to staff vacancies. The staff vacancies are currently being reviewed in order to help deliver the required savings for 2017/18, while ensuring the

service can still deliver effectively during this difficult economic period for the council.

Highways and Environment Services – A £300k overspend is being recorded for this service (same as last month), this is still an indicative figure at this stage. The reasons for the over spend are threefold:

- School Transport - the new policy applicable from September 2015, which was intended to resolve the ongoing budget pressure in this area, has been the subject of a number of appeals around the application of the policy. The resolution of the issues will involve an increase in ongoing School Transport costs as well as one-off specific legal costs.
- Additional costs are being incurred due to the recent failure of a local bus company. Plans are in place to cover both school and public transport routes but there will be additional costs involved.
- The service is also facing pressures around the North and Mid Wales Trunk Road Agency contract - the service has reduced costs in order to limit the impact of the reductions in fee income that are currently known, however there remains a risk of further reductions in income and levels of work.

The service is identifying areas of possible underspend within the service to mitigate some of these risks, however at this stage it is unlikely that the service will be able to break-even. The budget process for 17/18 is taking into account some of the ongoing pressure around transport.

Community Services – inflationary pressures such as the implementation of the statutory National Living Wage (NLW) will result in an increase in care home fees. Although it is hoped the pressure in 16/17 can be contained within existing budgets and through the use of reserves, the annual increase in NLW will cause a significant pressure in future years. Community Services utilised reserves of £0.386m in 2015/16 in response to such pressures and it is currently projected that the service will need to use approximately £2.2m of reserves in 2016/17. These pressures are being considered as part of the 2017/18 budget process and Medium Term Financial Plan.

Corporate – The Medium Term Financial Plan (MTFP) includes a savings target of £1m for 2017/18. As indicated in previous reports it was likely that some of these savings will be identified and achieved during 2016/17. A full analysis has now been undertaken and an overall underspend of £0.877m has been identified. In particular the full ramifications of the PFI buy-out have now been worked through and a further saving of £0.986m has been identified. This saving is offset in 2016/17 by the service pressures that are being funded from the corporate budgets as recommended and approved in the September Cabinet Report. It is currently hoped that this underspend can be placed in the Budget Mitigation Reserve in order to help smooth the levels of savings required from 2018/19 onwards. However due to the pressures that have been identified in Social Care and Children's Services, a final decision to recommend this option will be delayed until the overall outturn position becomes clearer and more certain.

Schools – Although schools received protection of 1.85% (£1.173m) they have also had to find efficiency savings to fund inflationary pressures of approximately £2.5m. As reported last month it was likely that the reduction in School's balances seen during 2015/16 would continue in 2016/17. The projection for school balances at the end of September is a net deficit balance of £0.657m, which is a reduction of £2.219m on the balances brought forward from 2015/16 (£1.562m). Schools are currently working closely with Education Finance colleagues on detailed financial plans for the new academic year and over the following two years to deliver long term balanced budgets. Further details on the progress of this process will be reported monthly to Cabinet through the Finance Report. A number of Task and Finish groups are currently being set up in consultation with and involvement of the Schools Budget Forum to discuss issues around School Balances and the School Formula.

The **Housing Revenue Account (HRA)**. The latest revenue position assumes an increase in balances at year end of £257k which is in line with the budgeted increase of £257k. HRA balances are forecast to be £2.861m at the end of the year. The Capital budget of £11.8m is allocated between planned improvements to existing housings stock (£8m) and new build developments (£3.8m).

Treasury Management – At the end of August, the council's borrowing totalled £188.4m at an average rate of 4.97%. Investment balances were £1.9m at an average rate of 0.37%.

A summary of the council's **Capital Plan** is enclosed as **Appendix 3**. The approved general capital plan is £37.9m with expenditure to date of £11.4m. Also included within Appendix 3 is the proposed expenditure of £31m on the **Corporate Plan**. **Appendix 4** provides an update on the major projects included in the Capital Plan.

Corporate Plan cash reserves at the beginning of 2016/17, are £2.050m. This is after taking account committed funding already transferred to the capital plan to fund expenditure in 2016/17 of £7m. Allowing for projected funding and additional expenditure during the year, the Corporate Plan balance at the end of the year is estimated to be £4.7m.

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

An EqIA has been completed for all relevant proposals included in the 2016/17 Budget.

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

In addition to regular reports to the Corporate Governance Committee, the budget process has been considered by CET, SLT, Cabinet Briefing and

Council Briefing meetings. Specific proposals were reviewed by scrutiny committees. There were regular budget workshops held with elected members to examine service budgets and consider the budget proposals. The council has consulted its partners through the joint Local Service Board. All members of staff were kept informed about the budget setting process and affected staff have been or will be fully consulted, in accordance with the council's HR policies and procedures. Trade Unions have been consulted through Local Joint Consultative Committee.

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.

Specific pressures are evident in social care budgets (both Adults' and Children's) but will be contained in the current year and considered as part of the budget process for 2017/18. Forecasts indicate school balances will continue to decline and the position will be kept under close review.

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

This remains a challenging financial period 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 2016/17

Sep-16	Net Budget	Budget 2016/17			Projected Outturn							Variance
	2015/16 (Restated) £'000	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	Expenditure £'000	Income £'000	Net £'000	Net %	Previous Report £'000
Customers, Communications and Marketing	2,801	3,117	-401	2,716	3,289	-485	2,804	172	-84	88	3.24%	55
Education and Children's Service	14,302	27,880	-13,826	14,054	28,680	-14,610	14,070	800	-784	16	0.11%	16
Business Improvement and Modernisation	4,055	6,305	-1,767	4,538	5,513	-1,016	4,497	-792	751	-41	-0.90%	0
Legal, HR and Democratic Services	2,412	3,305	-908	2,397	3,414	-1,017	2,397	109	-109	0	0.00%	0
Facilities, Assets and Housing	8,535	19,646	-12,701	6,945	19,842	-12,897	6,945	196	-196	0	0.00%	0
Finance	2,530	4,933	-2,290	2,643	4,929	-2,317	2,612	-4	-27	-31	-1.17%	-20
Highways and Environmental Services	17,458	30,525	-13,434	17,091	30,836	-13,445	17,391	311	-11	300	1.76%	300
Planning and Public Protection	3,164	5,803	-2,861	2,942	6,049	-3,107	2,942	246	-246	0	0.00%	0
Community Support Services	31,755	45,855	-14,623	31,232	47,796	-16,564	31,232	1,941	-1,941	0	0.00%	0
Total Services	87,012	147,369	-62,811	84,558	150,348	-65,458	84,890	2,979	-2,647	332	0.39%	351
Corporate	16,760	47,728	-29,058	18,670	46,851	-29,058	17,793	-877	0	-877	-4.70%	0
Precepts & Levies	4,361	4,364	0	4,364	4,364	0	4,364	0	0	0	0.00%	0
Capital Financing	12,945	13,031	0	13,031	13,031	0	13,031	0	0	0	0.00%	0
Total Corporate	34,066	65,123	-29,058	36,065	64,246	-29,058	35,188	-877	0	-877	-2.43%	0
Council Services & Corporate Budget	121,078	212,492	-91,869	120,623	214,594	-94,516	120,078	2,102	-2,647	-545	-0.45%	351
Schools & Non-delegated School Budgets	63,678	72,902	-8,463	64,439	75,015	-8,357	66,658	2,113	106	2,219	3.44%	2,249
Total Council Budget	184,756	285,394	-100,332	185,062	289,609	-102,873	186,736	4,215	-2,541	1,674	0.90%	2,600
Housing Revenue Account	-168	14,009	-14,266	-257	13,916	-14,173	-257	-93	93	0		0

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Appendix 2 Agreed Savings 2016/17

Agreed Savings by Service Area	F&F Phase	STATUS	2016/17 £'000
Business Improvement and Modernisation			
ICT restructure	4	In Progress	224
Corporate Improvement Team (corporate review)	1	Achieved	100
Deletion of vacant programme manager post	4	Achieved	61
Phased Retirement - Internal Audit	4	Achieved	14
Community Support Services			
Provider Service - Outsourcing	2	Deferred	700
Workforce Development	1	Achieved	75
Admin Review	4	Achieved	34
Changes to Process for Review of Care Packages	4	Achieved	27
POVA - Vacant Post	4	Replacement	10
Corporate			
Capital Financing and PFI	5 - DEC	Achieved	500
PFI Additional Savings	5 - DEC	Achieved	275
Capital Financing	1	Achieved	100
Management restructures (SLT)	5 - DEC	Achieved	80
Removal of contingency budgets	1	Achieved	75
Customers, Communication and Marketing			
Library Service - modernisation programme	4	In Progress	142
Library Service - community hub model development	4	Replacement	80
Channel Shift - digital choice	5 - DEC	Not Achieved	70
Library Service (Arts)	2	Achieved	30
Education and Children's Service			
Foster Home Adaptation Project	1	In Progress	100
SLT Restructure	4	Achieved	80
Legal/Professional Fees - reduced demand	5 - DEC	Not Achieved	70
School Library Service	2	Achieved	33
Early Intervention/Family Support - reconfiguration	5 - DEC	Achieved	23
S17 Carers' Grant - reduce to match demand (14%)	5 - DEC	Achieved	10
Facilities, Assets and Housing			
Rhyl Pavilion Operating model	2	Deferred	350
Accommodation Strategy	4	Deferred	258
Rhyl Pavilion - restructure and introduction of transaction fees	1	Achieved	35
Restructure of Strategic Leisure	1	Achieved	31
Alternative Funding (Town Council) - Ruthin Craft Centre	5 - DEC	Achieved	30
Review the funding of Lifeguard Cover	2	Achieved	28
Llangollen Pavilion - explore most efficient operating model	1	In Progress	25
Leisure Centres - further increase income and efficiency	1	Achieved	22
Ruthin Craft Centre - reduce subsidy	2	In Progress	20
Youth Services - changes to open access programme	1	Achieved	12
Finance			
Revenues & Benefits - Civica Project	2	Achieved	140
Finance - modernisation and efficiency	1	Achieved	60
Highways and Environmental Services			
Waste Management Efficiencies - shift patterns and working practices	4	Achieved	170
Channel Shift - digital choice	5 - DEC	Not Achieved	140
Highways general maintenance review	2	Achieved	125
Grounds maintenance	2	Achieved	94
Better take-up of Green Waste scheme	5 - DEC	Achieved	75
Legal, HR and Democratic Services			
HR Direct - facilitate more self-service for managers.	2	Achieved	35
HR Management - review school SLA, consider move to cluster model	2	Achieved	30
Occupational Health Review	4	Achieved	20
Member Support Officer	4	Achieved	20
Planning and Public Protection			
Public Protection - stop or reduce funding of CCTV Service	2	Achieved	200
EBD Restructure	4	Achieved	150
Built Service - review of conservation service	1	Achieved	50
Scientific Services - revert to statutory water testing only	1	Achieved	50
Planning Policy - prioritise activity and cease doing lowest priority work	1	Achieved	40
Building Control - revise fee structure (includes a further £35k in 17/18)	1	Achieved	35
Development Management - increase income revenue for pre application advice	1	Achieved	30
Pollution Control - review to consider minimum level of provision	1	Achieved	20
Development Management - reduce training provision to members, T&CCs, etc	1	Achieved	10
Total Agreed Savings 2016/17			5,218

Summary:	£'000	%
Savings Achieved	3,119	60
Savings In Progress	511	10
Savings Being Reviewed	0	0
Savings Deferred	1,308	25
Savings Not Achieved	280	5
Total	5,218	

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General Capital Plan

		2016/17	2017/18	2018/19	2019/20
		£000s	£000s	£000s	£000s
Capital Expenditure					
	Total Estimated Payments - General	21,054	372	171	171
	Total Estimated Payments - Corporate Plan	16,184	5,327	250	0
	Contingency	684	500	500	500
	Total	37,922	6,199	921	671
Capital Financing					
1	External Funding	14,136	7,304	5,056	4,869
2	Receipts and Reserves	11,247	977		
3	Prudential Borrowing	12,539	2,287	234	171
5	Unallocated Funding	0	(4,369)	(4,369)	(4,369)
	Total Capital Financing	37,922	6,199	921	671

Corporate Plan

Revised February 2016

		£000s	£000s	£000s	£000s
Approved Capital Expenditure					
	Cefndy Healthcare Investment	103			
	Extra Care	6			
included in above plan					
	Highways Maintenance and bridges	2,742			
	Feasibility Study - New Ruthin School	485			
	Feasibility Study - Carreg Emlyn	273			
	Llanfair/Pentrecelyn Area School	436			
	Rhyl High School	2,889	332		
	Ysgol Bro Dyfrdwy - Dee Valley West Review	33			
	Bodnant Community School	935	61		
	Ysgol Glan Clwyd	8,269	4,934	250	
	Faith Based Secondary	13			
	Estimated Capital Expenditure	14,748	24,745	23,165	8,024
	Total Estimated Payments	30,932	30,072	23,415	8,024
Approved Capital Funding					
	External Funding	33	2,435	187	
	Receipts and Reserves	6,107	977		
	Prudential Borrowing	10,044	1,915	63	
	Estimated Capital Funding	7,290	9,682	17,166	357
	External Funding	7,290	9,682	17,166	357
	Receipts and Reserves	1,361	2,966	600	
	Prudential Borrowing	6,097	12,097	5,399	7,667
	Total Estimated Funding	30,932	30,072	23,415	8,024

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Appendix 4 - Major Capital Projects Update - September 2016

Rhyl Harbour Development	
Total Budget	£10.654m
Expenditure to date	£10.565m
Estimated remaining spend in 2016/17	£ 0.089m
Future Years estimated spend	£ 0.000m
Funding	WG £2.545m; WEFO £5.899m; Sustrans £0.700m: RWE £155k; WREN/NRW £83k and DCC £1.272m
Narrative:	
As the project is being brought to a close, the remaining defects are being dealt with and the maintenance schedule for the bridge is being reviewed; this is to ensure that the current maintenance schedule is appropriate for the longer term.	
Forecast In Year Expenditure 16/17	£0.089m

21st Century Schools Programme – Bodnant Community School Extension and Refurbishment	
Total Budget	£3.581m
Expenditure to date	£3.349m
Estimated remaining spend in 16/17	£0.171m
Future Years estimated spend	£0.061m
Funding	WG £1.687m, DCC £1.894m
Narrative:	
This scheme is one of five projects within the Band A proposals for 21st Century Schools Programme. The project will build 7 classrooms, a new school hall and supporting facilities on the current Juniors site.	
The former infants site is now surplus to the requirements of Bodnant Community School and a report will be presented to Asset Management Group regarding its future in November 2016.	
Forecast In Year Expenditure 16/17	£0.935m

21st Century Schools Programme – Ysgol Glan Clwyd

Total Budget	£15.951m
Expenditure to date	£ 6.541m
Estimated remaining spend in 16/17	£ 4.226m
Future Years estimated spend	£ 5.184m
Funding	DCC £8.461m; WG £7.490m
<p>Narrative:</p> <p>This scheme is one of five projects within the Band A proposals for 21st Century Schools Programme. The project will deliver an extended and refurbished Ysgol Glan Clwyd to accommodate a long term capacity of up to 1,250 pupils via a new three storey extension, partial demolition of existing buildings and refurbishment of the retained buildings.</p> <p>The project will also see extensive landscaping, with creation of new outdoor hard & soft landscaped areas including a new sports field, extended and rationalised car park and coach parking area.</p> <p>In association with Phase 1 - construction of a new three storey extension, work is progressing well on plastering and M&E installation. Flooring and ceilings are starting to go in from the second floor down and fixed furniture install will commence shortly. In addition a sample room has been completed for review and sign off. Work on refitting and recladding the existing Plant room is now complete and fit out of the new boilers and associated plant is nearing completion. The new rear sports pitch is now formed and land drainage installed and seeding underway.</p> <p>The new build three storey extension is due for completion in December 2016 with Phase 2 – the demolition and refurbishment of the retained buildings, being delivered in a number of stages from January 2017. Final completion is anticipated by the end of September 2017.</p> <p>There is ongoing consultation with all key stakeholders including all users of the site. In addition, regular updates via newsletters are distributed locally.</p> <p>The project team are working with the school and wider community to engage with them to develop and deliver a number of community benefits. Most recently this includes donation of materials to Ysgol Esgob Morgan, work experience given on site and liaison with the Job Centre in Rhyl on opportunities.</p>	
Forecast In Year Expenditure 16/17	£8.269m

21st Century Schools Programme – Ruthin Primary Schools

Total Budget	£1.585m (Feasibility/Design only)
Expenditure to date	£0.606m
Estimated remaining spend in 16/17	£0.979m
Future Years estimated spend	£0.000m (Feasibility/Design only)
Funding	DCC £1.585m

Denbighshire received permission to extend the scope of the 21st Century Schools Programme to include the three Ruthin primary school projects in September 2015. In January 2016, the Strategic Outline Case for the three projects was approved by the Welsh Government. On-going work has enabled firm project costs, including contingency funding, to be established for the new Rhos Street / Penbarras schools.

Rhos Street School and Ysgol Penbarras

This is a £10.5m project which will deliver a new shared school building site for Rhos Street School and Ysgol Penbarras at Glasdir, Ruthin.

Following the completion of the detailed design an application for planning was submitted. Planning approval was subsequently given on 14th September 2016.

Work will now be undertaken in partnership with Wynne Construction to firm up a construction programme, with site mobilisation to begin during October. A detailed cost plan is anticipated shortly.

Following the approval of the combined Full and Outline Business Case by the Welsh Government Cabinet Secretary for Education, the funding agreement letter has now been received.

Ysgol Carreg Emlyn

This project will deliver a new school building comprising 4 classrooms, a new school hall and supporting facilities. This will allow pupils to move from the two existing sites onto a single site. Both existing sites will then become surplus to requirements.

Planning approval remains outstanding. Currently a drainage solution is being developed as part of the response to objections and concerns raised during the consultation period. This requires input from Welsh Water, and the Council have arranged to meet with their representatives.

The initial target completion date for the new building of September 2017 will now not be met and will be revised when the drainage solution is known.

Llanfair and Pentrecelyn

The negative Judicial Review verdict for the Council has meant that the decision to amalgamate the two schools into an area school has been quashed. The way forward has yet to be agreed by elected members.

Forecast In Year Expenditure 16/17	£1.195m
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21st Century Schools Programme - Rhyl New School	
Total Budget	£24.586m
Expenditure to date	£22.967m
Estimated remaining spend in 16/17	£ 1.285m
Future Years estimated spend	£ 0.334m
Funding	DCC £12.293m; WG £12.293m
Narrative:	
<p>The project will provide a new school building for Rhyl High School to serve up to 1,200 pupils in mainstream education whilst also housing approximately 45 pupils from Ysgol Tir Morfa, the community special school in Rhyl. The works also includes some extensive refurbishment to the exterior of the Leisure Centre.</p> <p>The remaining works to the drama room and over cladding of the external walls of the Leisure Centre are now taking place and the grass pitches have now all been seeded.</p> <p>The final handover is scheduled for 18th October 2016. Activities after this date will include some remedial works to the reception area to overcome a design defect which is causing this area to be draughty, completion of the snagging works and planting; the latter having being delayed as the ground is currently too dry.</p> <p>An official opening event is being arranged for 21st October 2016.</p>	
Forecast In Year Expenditure 16/17	£2.889m

West Rhyl Coastal Development Phase 3	
Total Budget	£5.732m
Expenditure to date	£5.589m
Estimated remaining spend in 16/17	£0.143m
Future Years estimated spend	£0.000m
Funding	DCC £0.634m;WG/WEFO £4.648m; WG £0.198m; Town Plans/Town Council £0.217m; Other £0.035
Narrative:	
<p>This coastal defence scheme is the final phase of works designed to protect 2,700 properties from coastal flooding.</p> <p>The coastal defence works are now operationally complete and the final account has been agreed with the main contractor. The end of maintenance period has expired and a final inspection will be undertaken.</p> <p>Anti-skid surfacing is complete.</p> <p>Seeding/landscaping snagging works are complete.</p> <p>Installation of benches along the upper promenade is complete.</p> <p>The three coastal protection shelters are currently being constructed of which two are substantially complete.</p> <p>The project has been shortlisted for a British Construction Industry Award in the Civil Engineering Project of the Year (Up to £10m) category with the winners announced in October.</p>	
Forecast In Year Expenditure 16/17	£0.201m

Rhyl Waterfront Development	
Total Budget	£4.448m
Expenditure to date	£0.350m
Estimated remaining spend in 16/17	£4.098m
Future Years estimated spend	£TBC
Funding	WG £3.500m; DCC£0.948m
Narrative:	
<p>The Master Development Agreement between the Council and development partner – Neptune Developments Ltd has formally been signed and the Phase Agreement for the Hospitality Zone has been approved by Cabinet on 27th September 2016. This will be officially signed off in mid-October.</p> <p>£3.5m funding has been secured from the Welsh Government to accelerate aspects of the project, on the proviso that this is spent during 2016-17. This will be utilised on part or all of the following:</p> <ul style="list-style-type: none"> • Demolition of Unit D on the Children’s Village • Demolition of the Sun Centre and internal improvements to the Pavilion Theatre • External re-cladding of the Pavilion Theatre • Refurbishment of the east parade car park • Improvement to the Children’s Village car park • Sky Tower enhancement • Aquatic Centre design fees and planning • Sun Centre Hoardings <p>Demolition of the Sun Centre is well underway and will be off site prior to the pantomime season.</p>	
Forecast In Year Expenditure 16/17	£4.448m

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Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
15 Nov	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Update on options appraisals for In-house Care Services	To consider and, if appropriate, make a decision on the potential options for future provision of the services identified in the report	Tbc	Cllr Bobby Feeley / Phil Gilroy
	3	Rhyl Waterfront Development: Phase 1b commercial elements	For Cabinet to approve the funding model for the commercial elements of the Hospitality Phase	Yes	Councillor Hugh Evans / Rebecca Maxwell
	4	Update on options regarding Ysgol LLanfair and Ysgol Pentrecelyn	To consider options for Ysgol Llanfair and Ysgol Pentrecelyn	Yes	Councillor Eryl Williams / Karen Evans
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
13 Dec	1	Finance Report	To update Cabinet on the	Tbc	Councillor Julian

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			current financial position of the Council		Thompson-Hill / Richard Weigh
	2	Corporate Plan Performance Report 2016/17 Q2	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Alan Smith
	3	Update on options appraisals for In-house Care Services	To consider and, if appropriate, make a decision on the potential options for future provision of the services identified in the report	Tbc	Cllr Bobby Feeley / Phil Gilroy
	4	Denbighshire Supporting People Local Commissioning Plan 2017-18	To approve the final Local Commissioning Plan for the Supporting People Programme in Denbighshire 2017-18 prior to submission to the Supporting People Regional Collaborative Committee in January 2017.	Yes	Cllr Bobby Feeley / Liana Duffy
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
24 January	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	2	Final Budget Proposals 2017/18	To consider the final budget proposals including the level of Council Tax before submission to Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Update on options appraisals for In-house Care Services	To consider and, if appropriate, make a decision on the potential options for future provision of the services identified in the report	Tbc	Cllr Bobby Feeley / Phil Gilroy
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
28 February	1	Finance Report	To update Cabinet on the current financial position of the Council	Yes	Councillor Julian Thompson-Hill / Richard Weigh
	2	New Asset Management Strategy	Adoption of a new asset management strategy	Yes	Cllr Julian Thompson-Hill / Tom Booty
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

Cabinet Forward Work Plan

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>November</i>	<i>1 November</i>	<i>December</i>	<i>29 November</i>	<i>January</i>	<i>10 January</i>

Updated 11/10/16 - KEJ

Cabinet Forward Work Programme.doc