

To: Members of the Cabinet

Date: 22 February 2017

Direct Dial: 01824712568

e-mail: [democratic@denbighshire.gov.uk](mailto:democratic@denbighshire.gov.uk)

Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 28 FEBRUARY 2017** 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 - 20)**

To receive the minutes of the Cabinet meeting held on 24 January 2017 (copy enclosed).

#### **5 WELSH LANGUAGE STRATEGY (Pages 21 - 70)**

To consider a report by Councillor Huw Jones, Lead Member for Community Development (copy enclosed) presenting the proposed Welsh Language Strategy for approval.

**6 PROPOSAL FOR DCC SUPPORTING PEOPLE AND CLWYD ALYN COLLABORATIVE AGREEMENT** (Pages 71 - 84)

To consider a report by Councillor Bobby Feeley, Lead Member for Social Care, Adult and Children's Services (copy enclosed) seeking approval of the proposal for a collaborative agreement to deliver the Y Dyfodol supported housing project.

**7 DCC'S WELLBEING OBJECTIVES** (Pages 85 - 100)

To consider a report by Councillor Hugh Evans, Leader and Lead Member for the Economy (copy enclosed) proposing six Wellbeing Objectives to be adopted by the Council.

**8 GROWTH VISION AND STRATEGY FOR THE ECONOMY OF NORTH WALES** (Pages 101 - 136)

To consider a report by Councillor Hugh Evans, Leader and Lead Member for the Economy (copy enclosed) setting out progress with the development of the Growth Vision Strategy and outlining the proposed regional governance model.

**9 FINANCE REPORT** (Pages 137 - 154)

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.

**10 CABINET FORWARD WORK PROGRAMME** (Pages 155 - 156)

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

**PART 2 - CONFIDENTIAL ITEMS**

**EXCLUSION OF PRESS AND PUBLIC**

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

**11 RHYL WATERFRONT DEVELOPMENT: PHASE 1B COMMERCIAL ELEMENTS** (Pages 157 - 182)

To consider a confidential report by Councillor Hugh Evans, Leader and Lead Member for the Economy (copy enclosed) on the funding model.

## **MEMBERSHIP**

### **Councillors**

Hugh Evans  
Julian Thompson-Hill  
Eryl Williams  
Bobby Feeley

Hugh Irving  
Huw Jones  
Barbara Smith  
David Smith

### **COPIES TO:**

All Councillors for information  
Press and Libraries  
Town and Community Councils

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## LOCAL GOVERNMENT ACT 2000

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### 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, 24 January 2017 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; Huw Jones, Lead Member for Community Development; 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 Joan Butterfield, Jeanette Chamberlain-Jones, Martyn Holland Huw Hilditch-Roberts and Barry Mellor

## **ALSO PRESENT**

Chief Executive (MM); Corporate Directors: Economy and Public Realm (RM) and Communities (NS); Heads of Service: Legal, HR and Democratic Services (GW), Education (KE); Business Improvement and Modernisation (AS), Community Support Services (PG), Facilities, Assets and Housing (JG); Principal Education Support Manager (GD); Programme Manager – Modernising Education (JC); Strategic Planning and Housing Manager (AL); Lead Officer – Community Housing (GD); Commercial Development Manager (DM); Senior Valuation and Property Surveyor (MJ); Chief Finance Officer (RW), and Committee Administrator (KEJ)

## **COUNCILLOR RAYMOND BARTLEY - TRIBUTE**

The Leader paid tribute to Councillor Raymond Bartley who had sadly passed away just before Christmas. Councillor Bartley had been a frequent observer at Cabinet and was always prepared to contribute if he felt the need to. He was a popular and well-respected councillor and colleague and would be sorely missed by all. Thoughts were with his family at this time. Members and officers stood in silent tribute.

### **1 APOLOGIES**

There were no apologies.

### **2 DECLARATION OF INTERESTS**

Councillor Bobby Feeley declared a personal interest in agenda item 8 because she was a member of the Committee of Canolfan Awelon.

### **3 URGENT MATTERS**

No urgent matters had been raised.

#### 4 MINUTES

The minutes of the Cabinet meeting held on 13 December 2016 were submitted.

**RESOLVED** that the minutes of the meeting held on 13 December 2016 be approved as a correct record and signed by the Leader.

#### 5 PROPOSED 3 - 16 CATHOLIC SCHOOL IN RHYL

Councillor Eryl Williams presented the report seeking approval to commence consultation proposals to close Ysgol Mair Catholic (3 – 11 Primary) and Blessed Edward Jones Catholic High School (11 – 16 Secondary) as of 31 August 2019 and open a new 3 – 16 Catholic School on the same site on 1 September 2019.

Initial commitment had been for joint faith secondary provision but extensive discussions with partners had resulted in the project proposal for a new Catholic School to replace existing provision in Rhyl. Councillor Williams was pleased to present the report, which had taken some time to reach this stage, and advised that consultation on the proposal would commence in partnership with the Catholic Diocese of Wrexham, subject to Cabinet approval. Further details regarding the consultation process, timescales, business case and financial implications for delivering the project had been included within the report.

Cabinet welcomed the proposals for investment in a new Catholic School in Rhyl to replace existing provision. Questions were raised regarding various aspects of the proposal including the consultation process and funding requirements.

The Lead Member and officers responded to questions as follows –

- an explanation of the funding requirements for the project was provided which would be progressed as part of the 21st Century Schools Programme – whilst the overall programme was funded 50/50 between Welsh Government and the Council, the actual figure would be different for individual schemes
- assurances were given that there was collective support for the proposal from the two Governing Bodies and the Catholic Diocese of Wrexham and care would be taken to ensure a robust and appropriate consultation process
- whilst the 3 – 16 model was new to Denbighshire there was strong evidence to support the model as a positive offer and there were distinct features of Catholic education which the new model would deliver and strengthen
- highlighted the current lack of capacity in secondary school places in Rhyl advising that the proposal would ensure sustainability in that regard
- with regard to investment in St. Brigid's School, which was no longer part of the proposal, the school would be considered alongside other projects for Band B funding under the 21st Century Schools Programme
- in terms of the site, including size/design of the proposed new school, officers were mindful that pupils would be educated on site whilst work commenced and were confident that this aspect would be managed effectively. It was also considered that the separate playing field should be maintained for team sports and extra-curricular activities and would be managed appropriately.



Councillor Joan Butterfield welcomed the project as another means of delivering the Rhyl regeneration priority. In response to further questions officers drew attention to the draft consultation document (attached to the report) confirming consultation would commence in partnership with the Catholic Diocese of Wrexham to run from 14 February – 27 March 2017. In terms of the initial proposal for a Joint Anglican Faith School the Lead Member explained the impasse in terms of the site location.

**RESOLVED** that Cabinet –

- (a) *approve proceeding to formal consultation on a proposal to close Ysgol Mair Catholic primary and Blessed Edward Jones Catholic High school as of the 31 August 2019 and to open a 3 – 16 Catholic school on the same site on 1 September 2019, and*
- (b) *recommend approval of the funding to commence to the concept /detailed design stage.*

## **6 AMENDMENTS TO THE GYPSY AND TRAVELLER ACCOMMODATION ASSESSMENT**

Councillor Hugh Irving was pleased to introduce two members of the Gypsy and Traveller Community who were in attendance at the meeting.

Councillor Irving presented the report seeking Cabinet approval of amendments to Denbighshire's draft Gypsy and Traveller Accommodation Assessment (attached as a confidential appendix to the report) for submission to the Welsh Government.

It was a statutory requirement under the Housing (Wales) Act 2014 to carry out an assessment of both residential and transit Gypsy and Traveller accommodation needs and to make provision for sites when need was identified. Cabinet had approved the original assessment in February 2016 but points of clarification had been requested prior to its submission for ministerial approval and amendments were also needed in light of further information relating to the circumstances of the individuals identified. The key amendments related to the potential need for a residential site in Denbighshire and the approach to transit provision.

The Strategic Planning and Housing Manager responded to questions as follows –

- elaborated upon the methodology used in carrying out the assessment highlighting the substantial and proactive consultation process which included further follow up interviews resulting in the revised assessment and conclusion that there was a need for residential provision in the form of 6 pitches (allowing for 5 existing and 1 emerging need over the next five years); in terms of transit provision much information had been gained from the number and location of unauthorised encampments together with discussions with those communities which had identified a need for a transit site (4 – 5 pitches)
- explained the legalities governing police powers to direct travellers to leave land where there was a suitable pitch elsewhere in the same local authority area and previous work undertaken with Conwy in considering a joint site located in

Conwy County which was no longer viable given those legalities – in any event the need for a site in Denbighshire had since been established

- in terms of timescales the revised assessment would need to be submitted to Welsh Government to test its robustness prior to submission for ministerial approval – following that approval a site search would formally commence and officers would also liaise with the Gypsy and Traveller Community in that regard
- clarified that the assessment had a five year lifespan and the long term need for future pitches was unknown at this stage
- preliminary costing had been carried out on unauthorised encampments and rent could be charged for residential and transit pitches; a Welsh Government grant was available to establish the sites but it did not include land acquisition.

Councillor Hugh Irving was pleased to advise that a good working relationship had been established with members of the Gypsy and Traveller Community.

**RESOLVED** that Cabinet approve amendments to Denbighshire’s draft Gypsy and Traveller Accommodation Assessment for submission to Welsh Government, including requirements for –

- a) a residential Gypsy and Traveller site in Denbighshire of 6 pitches to meet the needs of Gypsy and Traveller households in the county, and
- b) a transit site for 4 – 5 pitches to provide for Gypsies and Travellers travelling through the county.

## **7 COMMUNITY PLANS IN THE NEW COUNCIL**

Councillor Hugh Evans presented the joint report with Councillor Huw Jones describing a new model of community planning for the Council with particular emphasis on the need to move away from Town and Area Plans (TAPs) in favour of a new flexible system with a wider application.

Councillor Evans elaborated on the proposed new model which had been developed following consultation with Town Champions and Member Area Groups (MAGs) and focused on developing an enabling, community driver approach to community planning with the Council providing support and advice when required. If approved officers would develop a ‘toolkit’ to help communities develop their own plans. Advice and support would be provided by the Council subject to the project being supported by the Local Member or MAG and in cases where local leadership was lacking in order to help develop that provision, such as in deprived or isolated rural areas. The Council would not support any proposal that did not comply with relevant legislation, conflicted with Council objectives or was not an efficient use of public resources. Councillor Evans suggested that the next Council launch the new approach in order to raise awareness and also monitor progress. Councillor Huw Jones also highlighted links to the Corporate Plan and merits of local members being involved and supporting the new process for the benefit of their communities.

During consideration of the report members discussed the following –

- highlighted the importance of drawing on existing experience and successes across the county and there were suggestions for a mentoring scheme and also provision of a database/directory which could be accessed for community use in order to support and facilitate the development of new projects, including external funding streams and grant sources available for community projects
- concern was expressed that smaller rural areas would not have the necessary inclination or skills to develop ideas and assurances were sought that those communities would not become disenfranchised as a result of the new approach. Councillor Evans explained the intention to ensure that no community would lose out and it was accepted that communities needed to be encouraged. The new approach would help develop community resilience, meet new legislative requirements, and would be further developed by the new Council following cessation of the TAPs
- the need to revisit governance arrangements for the new approach was raised. The role of Town Champions was linked to TAPs and delivery of those projects but under the new inclusive approach there would be a critical role for all members. It was suggested that a broad outline of the new approach and the role of councillors in facilitating community planning be scheduled for Council Briefing as early as possible following May's elections and that specific member training in that regard be arranged on the new model.

Councillor Joan Butterfield drew attention to disadvantaged groups in Rhyl and whilst she agreed that local councillors should take the lead under the new approach, she also stressed the importance of support from the Council, particularly for groups who did not have the expertise to develop projects or access funding.

**RESOLVED** that Cabinet –

- agrees that the Town and Area Plans for each Member Area Group area in the Council are no longer required, and*
- that the new system of community planning described in the report be adopted.*

## **8 REPORT ON THE OPTIONS FOR THE FUTURE USE OF AWELON RESIDENTIAL CARE HOME**

Councillor Bobby Feeley presented the report detailing the options for the future use of Awelon Residential Care Home and sought approval to work through specific options to take forward the best configuration for the site to meet all parties' needs and provide the least disruption for existing residents/tenants.

The recommendations had been based on the work of the Task and Finish Group (established to review the Council's in-house social care provision) and Performance Scrutiny Committee. Consequently the Leader invited Councillor Barry Mellor, Chair of Performance Scrutiny Committee to report on the committee's scrutiny of the findings of the Task and Finish Group on the feasibility study commissioned for the Awelon site at Ruthin which was considered at their meeting on 6 January 2016.

Councillor Mellor reported that the committee believed the recommendations to be a viable solution to meet the demand for both care and support in the form of extra care arrangements in the Ruthin area and support community activities through the development of the new community facilities. The committee agreed that the project would benefit from being managed by the three current users of the site: the Council, Grwp Cynefin and the Committee of Canolfan Awelon – hence the recommendation that they work together to implement the best configuration for the site based on Options 2a, 2b and 3a in the report. All five options in the feasibility study had been discussed and the committee was satisfied that neither Option 1 or 3b were viable for the reasons stated within the report. Consequently the committee accepted the Task and Finish Group’s conclusion and recommendations (as detailed in the Cabinet report). The committee had added to the recommendation that discussions also include floor space requirements for Canolfan Awelon – this stipulation had not been included in the Cabinet recommendations as the discussions may conclude a better arrangement and Councillor Mellor had been satisfied with that reasoning.

Both the Leader and Councillor Bobby Feeley thanked Councillor Mellor for his comprehensive report and expressed their appreciation to the Task and Finish Group and Performance Scrutiny for the hard work involved. Councillor Feeley referred to the proposals for modernised and sustainable facilities which would maintain independence for residents and avoid social isolation. She stressed that the recommendations would ensure least disruption for existing residents who could remain on the site whilst building work took place and all involved had been kept informed of progress. The recommended options, developed with Grwp Cynefin, would increase the number of extra care apartments up to around 57 and would include respite care and a new community centre. Councillor Feeley detailed the lengthy process to date and thanked officers for their dedication and hard work. She also paid tribute to Councillor Raymond Bartley who had been a dedicated and hardworking member of the Task and Finish Group.

Cabinet acknowledged the hard work involved in reviewing the Council’s in-house social care provision leading to the latest recommendations for the Awelon site and welcomed the re-development and investment. Members agreed with the findings of the Task and Finish Group and Performance Scrutiny Committee that the recommended options represented the best way forward to progress matters and modernise services for the benefit of Ruthin and the surrounding area.

During consideration of the report the following matters were raised –

- Councillor David Smith highlighted the importance of Canolfan Awelon as a community facility which was extremely well-used. Whilst acknowledging the discussions underway to manage those arrangements he still had some concern regarding the impact on users of the centre during the construction phase and felt the Council should be more proactive in offering alternative facilities. Consequently Cabinet agreed that the identification of appropriate alternative facilities for use by those community groups be reflected within their resolution
- it was noted that the temporary negative impact on Canolfan Awelon during the construction phase had not been identified in the Wellbeing Impact Assessment and there were calls to ensure more robust assessments in the future

- Cabinet was pleased to note that Grwp Cynefin had adopted a comprehensive Welsh Language policy and were able to provide all of their services bilingually
- discussions on the best configuration could start following Cabinet approval of the options and Grwp Cynefin anticipated that firm proposals on the preferred option could be produced in approximately three months' time
- to ensure the development could be progressed in as timely and smooth manner as possible, the Head of Community Support Services recommended that no new permanent residential admissions be permitted following approval of the recommendations. Councillor Huw Hilditch-Roberts asked that the issue of admissions be discussed further between local members and the Leader suggested that the matter be discussed at Ruthin Member Area Group.

Councillor Huw Hilditch-Roberts asked for it to be recorded in the minutes that he believed residential beds should be retained in Ruthin for residential care in the future. However he understood the need for compromise and had been assured that the proposals would provide a different way of delivering care with the same quality and better facilities within the complex. In response to his question regarding the delivery of respite care in the new complex, officers advised of the approach in other extra care facilities where flats were rented and furnished accordingly for respite care.

**RESOLVED** that Cabinet –

- (a) *confirm that they have taken account of the Well-being Impact Assessment as part of their considerations;*
- (b) *agree that Options 1 and 3b of Grwp Cynefin's feasibility study are not viable options for the reasons stated in appendices 1 and 5 respectively to the report;*
- (c) *agree that discussions take place between local members, officers, Grwp Cynefin and the committee of Canolfan Awelon to work through Options 2a, 2b and 3a to take forward the best configuration for the site that meets all parties needs and provides least disruption for existing residents/tenants, and*
- (d) *requests that officers work with representatives of the community groups who currently use Canolfan Awelon to identify appropriate alternative facilities for their use during the construction process.*

*(At a suitable point, this would enable the remaining Awelon Site to be cleared and for work to begin on the extension. The task and finish group were of the view that maximising the number of Extra Care units developed (as set out in Option 2a) would deliver the optimum arrangements for providing Extra Care Housing with Community Facilities on the Awelon site. However, it was acknowledged that further discussions needed to take place with the committee for Canolfan Awelon to ensure the final scheme could deliver the community activities they already provided.*

*This met the preferred option of Cabinet following discussion in May 2016 (see paragraph 2.2 of the report) and would secure up to 35 additional Extra Care apartments on the site whilst enabling those residents who were currently receiving residential care services to remain on site through the development if that was their wish, as well as continuing to provide community facilities to promote independence and reduce social isolation.)*

## **9 HOUSING RENT SETTING & HOUSING REVENUE AND CAPITAL BUDGETS 2017/18**

Councillor Julian Thompson-Hill presented the report seeking Cabinet approval for the Denbighshire housing annual rent increase, the Housing Revenue Account Capital and Revenue Budgets.

Councillor Thompson-Hill guided members through the budget figures and income level assumptions which had been calculated taking into account the Welsh Government Policy for Social Housing Rents and mechanism for uplifting rents. The annual review of the Housing Stock Business Plan showed it remained robust and viable and there were sufficient resources to support the management and supervision of the housing service and the investment needs of the stock.

During consideration of the report the following issues were discussed –

- it was noted that ministerial approval of the business case to suspend Right to Buy (RTB) sales was still awaited, despite reminders, and both members and officers voiced their frustrations in this regard given that the delay was undermining the Council's ability to invest and resulting in the further loss of housing stock through RTB sales. Welsh Government had taken four months to test the robustness of the business case prior to its submission for ministerial approval in November which could take up to a further six months. Officers agreed to consider with the Lead Member whether political support was required
- a survey had been undertaken of council garages and consultation was taking place with Member Area Groups regarding council garage sites with land which could be developed for housing. The survey had highlighted a significant maintenance backlog which was not covered by the rent payable and would take years to undertake. The findings of the survey together with viability of other uses for council garages sites would be subject of a future report
- in terms of the Welsh Housing Quality (WHQ) Standards particular elements were contained and monitored within the Housing Stock Business Plan and officers reported upon the improved lettable standard for housing resulting in Denbighshire providing better quality housing that the WHQ Standards
- with regard to the uplifting of rents it was anticipated that all tenants would be paying the full target rent from 2021 and Denbighshire was aiming for the mid point target rent subject to any welfare reform implications.

**RESOLVED** that –

- (a) *the Housing Revenue Account Budget for 2017/18 (Appendix 1 to the report) and the Housing Stock Business Plan (Appendix 2 to the report) be adopted;*

- (b) *rents for Council dwellings be increased in accordance with the Welsh Government Policy for Social Housing Rents introduced in April 2015 to an average weekly rent of £81.77 with effect from Monday 3 April 2017, and*
- (c) *rents for Council garages be increased in line with the increase in rents for Council dwellings to £6.85 for Council Tenants and £8.22 for other Tenants per week.*

At this point (11.45 a.m.) the meeting adjourned for a refreshment break.

## **10 RECOMMENDATIONS OF THE STRATEGIC INVESTMENT GROUP**

Councillor Julian Thompson-Hill presented the report seeking Cabinet's support of projects identified for inclusion in the 2017/18 Capital Plan as recommended by the Strategic Investment Group (SIG) and detailed in Appendix 1 to the report.

Councillor Thompson-Hill guided members through the report and explained the funding available for capital investment to one-off projects and block allocations for on-going programmes of work. Reference was made to the work of the SIG in reviewing bids for allocations and a summary of their recommendations had been provided and elaborated upon further at the meeting. SIG had considered a range of projects and had applied a consistent approach with the focus on maintenance priorities. Specific bids for which SIG had recommended no or reduced funding be allocated had been detailed in Appendix 2 to the report.

The Leader and Councillor Barbara Smith were also members of the SIG and concurred that all bids had been subject to the same robust review process conducted in an open and transparent manner. All bids had merit and it had been a difficult and challenging process with demand far exceeding the funding available. Councillor Huw Jones was pleased to note that funding had been allocated for structural and other repairs including bridges and a report on the Bridge Maintenance Strategy would be scrutinised by Performance Scrutiny Committee later that week. Councillor David Smith highlighted the need for the maintenance strategy to be appropriately funded over the ten year plan.

***RESOLVED*** *that the projects detailed in Appendix 1 to the report for inclusion in the 2017/18 Capital Plan be supported and recommended to full Council.*

## **11 BUDGET 2017/18 - FINAL PROPOSALS**

Councillor Julian Thompson-Hill presented the report setting out the financial implications of the Draft Local Government Settlement 2017/18 and proposals to finalise the budget for 2017/18, including the level of Council Tax.

Councillor Thompson-Hill provided an overview of the budget process and latest budget position and elaborated upon the proposals for consideration and recommendation to full Council in order to set the budget for 2017/18. The final settlement had provided a cash increase of 0.6% but was a cut real terms because it took no account of inflation or service demand pressures. Reference was made to a number of Welsh Government announcements which could benefit the council

financially but they were not part of the financial settlement and therefore did not impact on the budget for 2017/18. With regard to Council Tax a proposed rise of 2.75% was considered prudent and sustainable.

Cabinet discussed the budget proposals and debate focused on the following –

- Councillor Eryl Williams highlighted the considerable pressure on school budgets, particularly for funding pupils with special needs through the education system which should be reviewed to reduce problems in future years. School balances had diminished significantly over recent times and tribute was paid to the work undertaken with schools to ensure funding was being used effectively
- Councillor Bobby Feeley also raised her concerns regarding pressures on social services and queried whether the proposed rise in Council Tax was sufficient to help address those pressures. Councillor Julian Thompson-Hill advised that the continuing pressures on social care had been recognised with a pressure of £750k funded in the budget proposals with further increases planned for future years. However, it was accepted that £750k would not fully meet the current level of overspend (£2m) and it was not possible to meet the full outstanding pressures on all services: difficult choices would need to be made in future. The proposed 2.75% rise was considered a prudent and sustainable level. It would have been necessary to increase Council Tax beyond the capped level to meet all current pressures. Officers referred to additional funding for social services announced by the Welsh Government which would likely be in the form of a grant which would be managed going forward
- Councillor David Smith reported upon the limited funding being made available from the Welsh Government in order to help meet costs incurred by the Council in the restoration of transport services following the collapse of GHA coaches. No decision had been made as yet on the amount of funding for Denbighshire but it would not be sufficient to cover all additional costs incurred and would be a one off payment with no ongoing provision. Further discussion would need to take place with regard to managing the ongoing provision of services.

Cabinet agreed that the proposed budget was comprehensive and provided short term sustainability and also enabled small investment for the next Council.

**RESOLVED** that Cabinet –

- (a) notes the impact of the Local Government Settlement 2017/18, and*
- (b) supports the proposals outlined in Appendix 1 to the report which were in line with assumptions presented to members at the budget workshop held on 1 November 2016, and accordingly recommends them to the full Council in order to finalise the 2017/18 budget, and*
- (c) recommends to Council that the average Council Tax rise required to support the budget is 2.75%.*

## 12 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 underspend of £1.070m was forecast for service and corporate budgets
- 68% of savings had been achieved to date (target £5.2m) with a further 2% 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).

Cabinet was also asked to approve the transfer of £1m from the Corporate and Miscellaneous budget to the Budget Mitigation Reserve to facilitate the delivery of the Medium Term Financial Plan together with the Strategic Investment Group's recommendations with regard to the Ysgol Llanfair 21st Century Schools project.

The following matters were raised during debate –

- the Leader was pleased to note progression of the business case for Ysgol Llanfair and stressed the importance of ensuring those involved were provided with regular updates. Officers provided assurances that there was regular communication with the Governing Body and following Cabinet approval of the project recommendations a clear timescale would be developed and shared. The Governing Body had already been engaged in the early design stages for the new school building. It was agreed that Cabinet's decision with regard to the Ysgol Llanfair project be subject to a press release
- it was agreed that reference to Pentrecelyn be removed from future reports on this item and that individual report recommendations be numbered appropriately
- reference was made to the Education Secretary's views in supporting small rural schools and whether there would be an impact on the Council's school reorganisation proposals as a result of her recent announcement. Councillor Eryl Williams advised that those issues would be subject to further debate at the appropriate time as part of future areas reviews and when considering Band B proposals as part of the 21st Century Schools Programme.

**RESOLVED** that Cabinet –

- notes the budgets set for 2016/17 and progress against the agreed budget strategy;*
- approves the transfer of £1m from the Corporate and Miscellaneous budget to the Budget Mitigation Reserve in order to facilitate the delivery of the Medium Term Financial Plan which requires an additional cash contribution of £1m for 2018/19 in order to mitigate and smooth the effects of the projected funding reductions over a number of years, and*
- having considered the Strategic Investment Group's recommendations with regard to the Ysgol Llanfair 21st Century Schools project, Cabinet –*

- *supports the submission of a Business Case for Ysgol Llanfair (Appendix 5 to the report) new school building to the Welsh Government*
- *formally approves the overall budget of £5.369m as detailed in the business case*
- *supports in principle the proposed purchase of land at Llanfair to facilitate the development of the new school.*

### **13 CABINET FORWARD WORK PROGRAMME**

The Cabinet Forward Work Programme was presented for consideration and members noted the addition of an item on 'Y Dyfodol Contract Exemption – Supporting People and Clwyd Alyn Partnership Agreement Proposal' for February.

***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 12, 13 and 14 of Part 4 of Schedule 12A of the Local Government Act 1972.*

### **14 TO APPROPRIATE THE BENEFIT OF RESTRICTIVE COVENANTS AT EAST PARADE, RHYL TO FACILITATE THE DELIVERY OF THE PROPOSED HOSPITALITY PHASE OF THE WATERFRONT DEVELOPMENT**

Councillor Julian Thompson-Hill presented the confidential report recommending the appropriation of restrictive covenants as identified to facilitate the delivery of the proposed Hospitality Phase of the Waterfront Development, Rhyl.

The reasoning behind the recommendation was explained in light of the various covenants restricting the land's use and subsequent impact on the development. Officers clarified particular issues in response to members' questions thereon, particularly with regard to the legal process and potential outcomes, including timescales and financial implications.

***RESOLVED** that the Council should appropriate the restrictive covenants that run with the land edged red on the plan at Appendix A to the report.*

### **15 LAND AT TIRIONFA, MELIDEN ROAD, RHUDDLAN**

Councillor Julian Thompson-Hill presented the confidential report recommending Cabinet approve the declaration of the land identified as surplus to requirements and its subsequent disposal as detailed within the report.

The report detailed the ownership and planning history of the parcels of land referred to in this case and reasoning behind the proposals for the site following negotiations with the neighbouring land owner on the way forward. Cabinet questioned the access arrangements to the parcels of land identified together with land classifications and noted the complexities of the site. Reference was made to

the views of the Local Members but it was accepted that such a restriction on the land would not be conducive to maximising income generation from its disposal and would meet with resistance from the third party land owner.

**RESOLVED** that Cabinet approves –

- (a) *the declaration of the blue land (as detailed within Appendix A to the report) as surplus to requirements to the Council and to dispose on the open market;*
- (b) *to enter into a Land Ownership Agreement with the owner of the red land (as detailed within Appendix A to the report) and releasing the covenant on the red land owned by a third party in exchange for a right of way over the red land to benefit the blue and yellow land owned by the Council, and*
- (c) *to dispose of the red, green and blue land (as detailed within Appendix A to the report) jointly with the adjacent owner with the Council receiving 66.05% of the net proceeds of sale after the deduction of agreed costs for obtaining outline planning consent for the red and blue land only.*

## **16 BODYNYS FARM, RHEWL, RUTHIN**

Councillor Julian Thompson-Hill presented the confidential report recommending Cabinet approve the declaration of the farm and land identified as surplus to requirements and its subsequent disposal.

Cabinet considered the merits of the proposal and noted that disposal conformed with the Council's agricultural estates strategy and would generate a capital receipt, albeit that a small service pressure would be created due to the loss of rental income. Councillor Joan Butterfield raised some general queries regarding the disposal of agricultural estates and she was directed to the Agricultural Estates Working Group.

**RESOLVED** that Cabinet approves the declaration of Bodynys Farm, as shown edged red on the plans attached at Appendix A to the report, as surplus to requirements and approves the disposal of the farm.

The meeting concluded at 1.15 p.m.

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<b>Report To:</b>	Cabinet
<b>Date of Meeting:</b>	28 <sup>th</sup> February 2017
<b>Lead Member / Officer:</b>	Cllr Huw Jones – Lead Member Community Development Nicola Stubbins – Corporate Director Communities
<b>Report Author:</b>	Emlyn Jones                      Public Protection Manager
<b>Title:</b>	<b>Welsh Language Strategy</b>

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## 1. What is the report about?

1.1 The report relates to the Council's proposed Welsh Language Strategy.

## 2. What is the reason for making this report?

2.2 The reason for the report is to brief Cabinet on the proposed Welsh Language Strategy that will be presented to Cabinet on the 28<sup>th</sup> of February 2017.

## 3. What are the Recommendations?

3.3 For Cabinet Members to consider the content of the report and approve the proposed Strategy.

## 4. Report details

4.1 A Welsh Language Strategy for the Council is needed to outline the Council's vision for the Welsh Language and what we will do over the next 5 years to promote the language with the aim of increasing the number of people that can speak welsh within the County. The Welsh Language Commissioner also requires the Council to produce a Strategy that must include a target for increasing or maintaining the % of welsh speakers in the area by the end of the 5 year period.

4.2 The Strategy has developed under 5 main themes:

- Strategic Planning of the Welsh Language in Denbighshire
- Children and Young People
- Community
- Business and the Economy
- Internal Administration of the Council

Specific actions are then included under each theme.

4.3 The Council is proposing to increase the % of people able to speak Welsh within the County by 0.5% by the end of the Strategy period. The Strategy will be both ambitious and realistic.

- 4.4 In preparation for the Strategy consultation has taken place with the Corporate Director (Communities), Lead Member, Welsh Language Champions, Middle Managers through workshops and wider Members through a separate workshop. Suggested actions from Services were obtained from the consultation and included in the Strategy Action Plan. Further meetings have taken place with Middle Managers/Services to agree the final actions.
- 4.5 We have met with Partners within the Fforwm Iaith/Language Forum i.e Urdd, Menter Iaith etc to seek their views on the draft strategy.
- 4.6 The draft Strategy has been presented to the Council's Welsh Language Steering Group, which is attended by both Members and Officers and to the Council's Senior Leadership Team.
- 4.7 The actions will be monitored through Verto on a quarterly basis and reported to the Council's new Welsh Language Steering Committee. Actions included in the Strategy will also be included in Service Plans.
- 4.8 The draft Strategy can be found as Appendix 1 to this report.

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

- 5.1 The Council has prioritised the Welsh Language and embraced the Welsh Language Standards. This decision will help to ensure that the Council has the structure in place to monitor and govern the development of the Welsh Language within the Council.

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

- 6.1 Further work will be required to identify the resources required to deliver on the ambitions within the strategy in line with the priorities of the new corporate plan.

## **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 The Well-being Impact Assessment is attached to the report.

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

- 8.1 Consultation has taken place with Lead Member Community Development, Corporate Director Communities, Senior Leadership Team, Service Managers, Welsh Language Steering Group, Partners (Urdd, Menter Iaith) and Welsh Language Champions.

## **9. Chief Finance Officer Statement**

- 9.1 Further work will be required to identify the resources required to deliver on the ambitions within the strategy in line with the priorities of the new corporate plan.

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

**10.1** The risks of not implementing this change is that fails to have the necessary structure in place to secure the delivery and implementation of the Welsh Language Strategy and Welsh Language Standards.

**11. Power to make the Decision**

11.1 Welsh Language (Wales) Measure 2011 & Welsh Language Standard 145

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# Welsh Language Strategy 2017 - 2022



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## Foreword

We are delighted to produce this Welsh Language Strategy for the next five years. The Welsh Language Measure (Wales) 2011 has enabled the Government to set standards relating to the Welsh Language and the Welsh Government expects the Council to adopt a Welsh Language Strategy, as part of its response to the Standards.

This strategy outlines the proposed approach towards promoting the Welsh Language and facilitating its use within the county.

Five years on from the Strategy, the Council will publish a revised version.

February 2017

The Council is already responding positively to the Welsh Language Standards and has already implemented many of the agreed actions. It has also responded positively to the More Than Just Words framework which has been put in place to improve Welsh language provision in the health and social care sector. A comprehensive action plan is in place and Denbighshire has committed to implementing the action plan in the county, for the benefit of the county's residents.

The Council also has a Welsh in Education Strategic Partnership which looks at the strategic development of the Welsh language in the county's schools. An action plan is already in place, which has been approved by the Welsh Government.

## Looking to the future

We have drawn up our vision for the Welsh Language.

- Denbighshire is a predominantly bilingual county with a rich culture and heritage. We are proud of this and want this pride to be reflected in our day to day interaction with communities, residents and with our staff.
- We are committed to ensuring that the principles of the Welsh Language Standards underpin the way we deliver services to the public; we want people to be able to access services through the language of their choice naturally, at all stages of their lives.
- We want to enhance the bilingual culture and ethos of the organisation, providing training and social opportunities for our staff to work in Welsh and increase their confidence in using the language in the workplace.
- We want to work with partners and the wider communities to ensure that Welsh is a thriving language in Denbighshire.
- We have an ambition to be sector leaders in the development of the Welsh Language in Wales.

Our ambition is to halt the decline in the number of Welsh speakers in Denbighshire. As a result, we are proposing to increase the number of Welsh speakers in Denbighshire by 0.5 % over the next five years, with a view to considering a longer term target to increase the number of Welsh speakers over the next 15 years.

The Council will deliver the main elements of this strategy by working strategically and in collaboration with a host of community organisations to further mainstream the Welsh Language into service delivery and ensure that it becomes an essential consideration in future projects, strategies and work plans.

It is essential that the Welsh Language forms a key component of all policy making in all areas of our work, including planning, regeneration, education and social care.

To this end, the Council will work with partners to make linguistic planning a more strategically focussed outcome, with the aim of ensuring that all partners work together towards the same objective: to protect and enhance the Welsh Language in Denbighshire.



Councillor Huw Jones,  
Cabinet Lead Member for the  
Welsh language



Councillor Hugh Evans OBE  
Leader of Denbighshire County Council

# Executive Summary

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Denbighshire's Welsh Language Strategy has been developed around the vision of working to ensure that the Welsh language thrives in Denbighshire communities, as well as within our own organisation.

To deliver this vision, the Strategy has been devised under five themes, all of which are interlinked:

**Theme 1:** Strategic planning of the Welsh language in Denbighshire

**Theme 2:** Children and Young People

**Theme 3:** Community

**Theme 4:** Business and the economy

**Theme 5:** Internal administration within the Council

These five themes emerged from extensive research carried out on behalf of the authority.

**Theme 1** looks at how Denbighshire works with its key partners involved in delivering the Welsh language across the county and how they can work more strategically and planning their activities in a more co-ordinated manner.

**Theme 2** looks at increasing the number of pupils becoming fluent in the Welsh language during their school life and encouraging greater use of the language in future life. We are also looking at improving opportunities for children and young people in social settings through working with our Youth and Leisure services.

**Theme 3** looks at issues affecting communities in relation to the Welsh Language, with a key focus on the impact of policy decisions. A key focus is being placed on local planning issues and the More Than Words Framework to enhance bilingual services in health and social care.

**Theme 4** looks at how Denbighshire and its economy development partners should recognise the importance of a thriving economy to the future of the Welsh language and ensuring that strategies are in place to ensure opportunities for young people to stay in the local community.

**Theme 5** looks at how the Council can enhance the Welsh language through providing training to staff and enhancing the bilingual ethos of the authority through promotion of the Welsh language.

The Council has committed to a number of actions to achieve the outcomes within the strategy and this reflects the Council's commitment to addressing some of the key areas of work identified in developing the Welsh language.

The actions will be monitored through the Council's Welsh language Steering Committee and the process for monitoring and governance of this strategy is detailed in Section 6.

# The Welsh Language in Denbighshire

The 2011 Census show that 22,236 people in Denbighshire can speak Welsh, which equates to 24.6% of the population. The total number of Welsh speakers in 2001 was 23,760, which is 26.4% of the population. Over a ten year period there has been a drop of 1,524 in the number and 1.8% in the percentage of Welsh speakers in the county.

The data shows that the highest percentages of Welsh speakers are found in the south-west of the county, in the electoral wards of Llandrillo (59.2%), Efenechtyd (53.7%), Llanrhaeadr yng Nghinmeirch (50.0%) and Llanfair Dyffryn Clwyd (48.3%).

As can be seen from the table opposite, the electoral wards with the lowest percentages of Welsh speakers are Prestatyn North (12.6%), Rhyl West (12.7%) and Rhyl East (13.0%), which are coastal areas.





The table below shows the electoral districts with the highest and lowest percentages of Welsh speakers in Denbighshire:

Electoral District	% Welsh Speakers 2011
Llandrillo	59.2
Efenechtyd	53.7
Llanrhaeadr yng Nghinmeirch	50.0
Llanfair DC/Gwyddelwern	48.3
Corwen	47.9
Ruthin	41.7
Denbigh Lower	40.2

Rhyl South West	13.7
Prestatyn South West	13.7
Rhyl East	13.0
Rhyl West	12.7
Prestatyn North	12.6

Source: Sbectrwm

Unlike the electoral departments with high percentages – which are mainly rural – the table below shows that the majority of electoral wards with the highest numbers are to be found in the market towns such as Corwen, Ruthin and Denbigh. It therefore appears that these towns are very significant in terms of planning for the future of the language since they have relatively high numbers and percentages of Welsh speakers living in them; similarly wards such as Llanfair DC/Gwyddelwern and Efenechtyd that have fairly high percentages and numbers. Interestingly, there are 1,000 Welsh speakers living in the Rhyl South East ward although the percentage is relatively low (15.5%):-

Electoral District	Number of Welsh Speakers
Ruthin	2,195
Denbigh Lower	1,777
Rhyl South East	1,132
Llanfair DC/Gwyddelwern	1,044
Corwen	1,084
Denbigh Upper	998

Source: Sbectrwm

There were 9 electoral divisions that saw an increase in numbers since 2001. In addition to those named on page 9, the electoral divisions of Bodelwyddan (+3), Llanarmon yn Iâl/Llandegla (+20), Rhyl South East (+5) and Ruthin (+23) saw increases within the space of a decade. Prestatyn North and South West saw the biggest increase, as outlined above.

## Distribution of Welsh Speakers by Age

The ability to speak Welsh varies significantly according to age. As shown in the table below, according to the 2011 Census over 40% of 3-15 year-olds can speak Welsh in Denbighshire.

Unfortunately this figure drops to 26% for the 15-30 age group and drops even further for the 30-50 age group (21.3%). The 50-70 age group contains the lowest percentage of Welsh speakers of all age groups at 18.3%. The 70+ age group is slightly higher with 22.4% who can speak Welsh. As can be seen, the highest percentages are in the 4-15 age group. This probably reflects the influence of the education system on the linguistic skills of school-aged children.

The numbers in the 20-70 age groups are fairly constant and vary from 1,032 to 1,340. The average for all age groups is 1,174 Welsh speakers.

Age Group	% Welsh speakers 2001	% Welsh speakers 2011	Number of Welsh speakers 2001	Number of Welsh speakers 2011
All those aged over 3 years	26.4	26.4	23,760	22,236
3-4 years	19.6	27.6	417	584
5-9 years	39.4	45.3	2,273	2,248
10-14 years	46.3	47.2	2,865	2,581
15-19 years	36.6	32.5	1,990	1,950
20-24 years	24.8	23.0	1,115	1,198

Age Group	% Welsh speakers 2001	% Welsh speakers 2011	Number of Welsh speakers 2001	Number of Welsh speakers 2011
25-29 years	24.2	22.8	1,174	1,032
30-34 years	22.0	23.1	1,295	1,039
35-39 years	21.5	22.7	1,425	1,215
40-44 years	21.6	20.6	1,271	1,320
45-49 years	20.5	19.1	1,202	1,326
50-54 years	21.0	18.6	1,471	1,158
55-59 years	22.1	17.3	1,283	1,034
60-64 years	22.8	18.7	1,212	1,340
65-69 years	25.0	18.6	1,175	1,079
70-74 years	24.4	20.3	1,109	972
75-79 years	24.6	22.4	1,011	832
80+ years	26.9	24.6	1,472	1,328

Source: Sbectrwm

What is encouraging about the data is the significant increase in the percentage and numbers of Welsh speakers in the 3-4 age group, from 19.6% (417 in number) in 2001 to 27.6% (584) in 2011, an increase of 8% and 167 in number. This reflects the fact either that there are more parents or members of the extended family who speak Welsh at home with their children or that there are more children attending Tîa Fi groups or Welsh-medium nursery groups.

It is also worth noting that there is an increase in the proportion of 5-15 year-olds who can speak Welsh since 2001, from 42.8% to 46.25%. In terms of numbers there is a reduction in this group of 309, which reflects the fact that there are fewer children in those year groups compared with a decade earlier.

## National Policy and Legislation

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The Welsh Language Act 1993 established the principle that the Welsh and English languages are equal in public life in Wales. The Act placed a duty on the public sector to treat both languages equally when providing services to the public.

The Welsh Language (Wales) Measure 2011 secured official status for the Welsh Language, with the creation of the Welsh Language Commissioner's post.

The Wellbeing of Future Generations Act 2015 puts a responsibility on public bodies to consider the long term impact of their decisions on the population. It identifies 7 goals, one of which is 'A Wales of vibrant culture and thriving Welsh language'

The Commissioner has a responsibility to promote and facilitate the use of the Welsh Language, with a key principle that both the Welsh and English languages are treated equally. The Commissioner also has the powers to investigate any public sector body for non-compliance with the standards.

The Standards in Denbighshire were introduced in early March 2016 and replaced the previous Welsh Language Scheme that was in place.

## A Living Language: A Language for Living 2012-2017

The Welsh Government published a five year policy document in 2010 called A Living Language: A Language for Living 2012-2017.

The Government's aim in this document is to see the Welsh Language thriving in Wales and 'strengthen the use of the Welsh Language in everyday life. To this end, over the next five years, the Welsh Government is eager to see

- an increase in the number of people who both speak and use the language
- more opportunities for people to use Welsh
- an increase in people's confidence and fluency in the language
- an increase in people's awareness of the value of Welsh, both as part of our national heritage and as a useful skill in modern life
- the strengthening of the position of the Welsh language in our communities
- strong representation of the Welsh language throughout the digital media.

In order to achieve these aims, the Government wants to see the responsibility for promoting and facilitating the use of Welsh being shared and embedded among an increasing number of organisations across Wales.

The Welsh Government has also set a national target to increase the number of Welsh speakers to a million by 2050. The Government has stated that in Wales we need to get to a position where the Welsh language is a perfectly natural element of all aspects of everyday life. If we want to achieve that, the whole nation has to be part of the discussion – fluent Welsh speakers, Welsh speakers who are reluctant to use the language, new speakers who have learned the language, or people who do not count themselves as Welsh speakers.

# Theme One

## Strategic Planning of the Welsh Language in Denbighshire

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### Vision:

- A more co-ordinated approach to strategic linguistic planning in the county.

### Desired outcome:

- Greater focus on working together for the benefit of the Welsh language.
- Less focus on operational activities and more focus on target setting, with delegated leads on workstreams.

### Indicators:

- N/A



Denbighshire County Council works closely with its partners, as part of a county-wide forum which considers the use of Welsh in activities county - wide. The intention of the Forum is to bring together organisations involved in promoting the Welsh Language to co-ordinate efforts and create a more co-ordinated approach between the different partners.

The current members of the Denbighshire Welsh Language Forum are:-

- [Menter Iaith Sir Ddinbych](#)
- [Denbighshire County Council](#)
- [Denbighshire County Council Education Department](#)
- [Yr Urdd](#)
- [Mudiad Meithrin](#)
- [TWF](#)
- [Merched y Wawr](#)
- [Young Farmers' Clubs](#)
- [Popeth Cymraeg](#)
- [North Wales Welsh for Adults Centre](#)
- [Cynllun Gweithredu Iaith Rhuthun](#)
- [Cynllun Gweithredu Iaith Bro Edeyrnion](#)
- [Coleg Cambria](#)
- [Welsh Government](#)

Whilst the group is successful in terms of sharing details of activities arranged through the Welsh language, it needs to be more strategic in its activities and be clearer about its aims and objectives. This is confirmed in the recent review of the Mentrau Iaith and Cynlluniau Gweithredu Iaith, conducted by Cardiff University and Sbectrwm.

The Language Forum has a potential to coordinate the efforts of all relevant organisations and the local authorities in order for them to operate more strategically. Menter Iaith Sir Ddinbych is considering revisiting the Forum's membership and remit and relaunching it in order for it to operate as a more strategic and cohesive body in terms of revitalising the Welsh language in Denbighshire.

Action	Responsibility	By When?
Denbighshire County Council, the Welsh Government and other partners will reconsider the remit and membership of the County Welsh Language Forum in order to ensure more of a strategic focus and better collaboration between partners.	All partners on the County Language Forum	April 2017
Denbighshire County Council, the Welsh Government and other partners will put a clear methodology in place to monitor linguistic progress and measure linguistic outcomes in relation to local and county action plans.	All partners on the County Language Forum	April 2017
Public bodies should respond positively to the Welsh Language Standards and will afford the language high status and economic value by increasing the use of Welsh within the workplace.	All partners on the County Language Forum	April 2017 then on-going
Denbighshire County Council, the Welsh Government and other partners will work with the Welsh Language Forum to reach agreement on which organisation should take the lead on developing strategic plans in each specific action area.	All partners on the County Language Forum	June 2017



## Theme Two

### Children and Young People

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#### Vision:

- Increased use of the Welsh language amongst children and young people through accessing Welsh medium education, community activities and promotion of opportunities for social interaction.

#### Desired outcome:

- Improved attainment in Welsh and other subjects through the medium of Welsh at every key stage in every school.
- More learners aged 14 -16 studying for qualifications through the medium of Welsh
- More leisure and youth activities carried out through the medium of Welsh.

#### Indicators:

- More seven year olds receiving their education through the medium of Welsh
- More pupils continually improve their Welsh skills in the transition from primary to secondary school
- More 14 -16 year olds study for qualifications through the medium of Welsh
- More 14 -19 year old students studying through the medium of Welsh in schools, colleges and work-based learning.
- More students with higher level skills in Welsh
- Increase in the number of bilingual youth work sessions
- Increase the number of youth service staff and volunteers who are Welsh speakers / Learning Welsh.

## Welsh in Education Strategic Plan

The Council has set ambitious targets to improve attainment in Welsh across all key stages, to increase the amount of Welsh learnt, increase the percentage of learners that reach A\*-C grade in Welsh first language and to develop the skills of our workforce

We aim to ensure, through our 21st Century Schools programme that there is plenty of capacity to ensure that Welsh medium education is accessible through the county.

We will also support a seamless transition from home locations or childcare to foundation phase education, continuation from school to school and challenging under-performance of learners.

The Council's Welsh in Education Strategic Plan aims to set strong foundations through improving communication and oral understanding by beginning at pre-school places, targeting improving the language in primary schools and improving continuation through every key stage.

### Youth Service

Denbighshire Youth Service runs various projects and activities for young people aged between 11 and 25 years. This work is carried out in youth centres and in schools and community halls throughout the county. The service holds activities that enable young people

to develop and improve their skills and knowledge and increase their confidence and self-esteem. The activities, which are free of charge, include sport, arts and crafts, games, trips and visits. The service also provides educational programmes relating to health, independent living skills and money management.

In order for the Welsh language to be seen as a living community language, it is important to show young people in particular that it is possible to use the Welsh language outside the formal structures of education and that it is a language that enriches their daily life. To that end, it is important that the County Council's Youth Service provides opportunities for young people to enjoy educational activities or programmes through the medium of Welsh. At present, the service does not have the internal capacity to achieve this since not one of the youth workers responsible for leading the work across the county can speak Welsh.

The Youth Service has a Service Level Agreement with the Urdd to employ a youth officer. The officer, who is employed jointly by the Urdd and the County Council, is responsible for developing 'uwch-adrannau' and 'aelwydydd' in each of the six local areas within the county as well as holding extra-curricular activities in conjunction with the Welsh-medium and bilingual secondary schools. The agreement recognises the Urdd organisation's capability and experience in providing a varied programme of activities for young people through

the medium of Welsh. The service also contributes funding to Menter Iaith Sir Ddinbych to employ a part-time youth worker.

The challenge for the service, however, is to build on the partnership with the Urdd and Menter Iaith Sir Ddinbych whilst at the same time building capacity within the service itself to provide educational activities and programmes through the medium of Welsh. There is also scope to develop a collaborative relationship with the Young Farmers movement that is extremely active within the county.

## Leisure

The County Council's Leisure Service is responsible for managing a broad range of indoor and outdoor leisure facilities.

The service aims to create healthier and more prosperous communities and a service that enriches people's lives. The service's philosophy is to ensure that all children and young people, adults and key groups within the community get the opportunity, regardless of their ability or circumstances, to participate in sustainable and quality sporting and leisure activities.

The service does provide bilingual swimming and fitness sessions and work is progressing to enhance our current offer. Although some informal use is made of the Welsh language in some swimming

lessons and fitness sessions, the Welsh-medium provision is limited on the whole.

As noted above in the context of the Youth Service, it is crucial that leisure and sporting activities are available through the medium of Welsh for children and young people so that they realise that the language can be used on a community level outside the classroom and the school.

The Department has committed to ensuring that a bilingual front-line manager is available in all of the county's leisure centres to respond to enquiries from the public. The Department is also working with the Urdd to provide some 'Sportszone' sessions through the medium of Welsh.

In a recent public consultation, having swimming lessons and other leisure activities through the medium of Welsh came out on top in the list of parental wishes.

Action	Responsibility	By When?
Denbighshire County Council will work closely with Mudiad Meithrin and private childcare providers to ensure that Welsh-medium pre-school education is readily available in all parts of the county and that there is strong progression to Welsh-medium primary education	Childrens and Education Services/ Family Information Service.	April 2020
The County Council and Mudiad Meithrin will work closely with schemes such as Flying Start, which supports parents in disadvantaged communities, to ensure that the Welsh language is given an appropriate place in the activities provided by them across the county	Childrens and Education Services / Family Information Service.	April 2020
The County Council will work with the staff and governing bodies of the English-medium primary schools with significant use of Welsh to ensure that the Foundation Phase curriculum is delivered mainly through the medium of Welsh and plan for the availability of appropriate linguistic progression in these schools in Key Stage 2	Childrens and Education Services	April 2020
The County Council will initiate the process of identifying English-medium primary schools that are ready to deliver a higher percentage of the Foundation Phase curriculum through the medium of Welsh with the ultimate aim of expanding the provision and ensuring appropriate linguistic progression in Key Stage 2	Childrens and Education Services	April 2020
The County Council's Education Department will further develop the Language Charter scheme, in order to promote Welsh-medium activities in the school and raise awareness of the language among Welsh speakers and learners	Childrens and Education Services	April 2020

Action	Responsibility	By When?
<p>The County Council, in conjunction with Menter Iaith Sir Ddinbych and Rhieni Dros Addysg Gymraeg, will run a continuous marketing campaign to promote Welsh-medium education and the benefits of bilingualism to parents and pupils.</p>	<p>Childrens and Education Services</p>	<p>April 2020</p>
<p>The County Council will provide training for primary and secondary governors on the benefits of Welsh-medium education and the educational, economic and community reasons why the provision should be expanded across the county.</p>	<p>Childrens and Education Services</p>	<p>April 2020</p>
<p>The County Council will conduct an audit of the language skills of staff within the Leisure Department in order to plan for increasing the number of staff who can provide leisure services through the medium of Welsh</p>	<p>Leisure Services (Facilities, Assets and Housing)</p>	<p>April 2018</p>
<p>The County Council will explore the demand for lessons (swimming lessons/fitness classes) through the medium of Welsh and put plans in place to provide those lessons where the demand exists. The Council will also work closely with the Urdd organisation to achieve this</p>	<p>Leisure Services (Facilities, Assets and Housing)</p>	<p>April 2018</p>
<p>The County Council's Leisure Department will train more bilingual coaches in a variety of sports to be able to hold activities through the medium of Welsh</p>	<p>Leisure Services</p>	<p>April 2018</p>

Action	Responsibility	By When?
The County Council will adopt a 'Language Champion' in each Leisure Centre to be responsible for promoting the use of the Welsh language and develop a Welsh ethos	Leisure Services	December 2017
The County Council will support administrative and front-line staff within the leisure service who can speak Welsh or who are learning Welsh to further develop their skills in order to aim to provide a complete bilingual service	Leisure Services	December 2017
The County Council will increase the Welsh-medium provision within its youth service by recruiting more bilingual staff and volunteers in future and supporting staff within the service to develop their skills to work through the medium of Welsh	Youth Service	March 2021
The County Council will continue to develop the partnership with the Urdd and other Welsh language youth work providers in order to ensure in the short term that Welsh-medium activities are available to the young people of Denbighshire	Youth Service	April 2017 and on going
The County Council will establish and facilitate a Youth Work Welsh Language strategic group from among the major providers to develop and co-ordinate bilingual activities for children and young people	Youth Service	April 2017 and on going

## Theme Three

### Community

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#### Vision:

- Greater use of the Welsh language in Denbighshire communities.

#### Desired outcome:

- Increased promotion of council services offered through the medium of Welsh
- More opportunities to use the Welsh language in social activities
- Greater understanding of the effects of Council's policies and decisions on the Welsh language in communities and the benefits of bilingualism.

#### Indicators:

- The number of people moving into Denbighshire that have access to information about bilingualism
- The number of council policy decisions where the impact on the Welsh language was taken into consideration.

## Promotion of the Welsh language in communities

The Welsh Language needs to be a living language, where it is commonplace for people to have a choice about which language they use; they have opportunities to access services and activities naturally through the medium of Welsh and that Welsh is seen as a living language through our contact with our residents.

To this end, the Council will ensure that all of its communication to residents is bilingual; is correct in its meaning and services provided through the medium of Welsh will be actively promoted through the residents newsletter, website and social media accounts.

We will work with adult learner providers to promote opportunities to learn and enhance Welsh language skills through effective joint working.

We will also strengthen our working links with other organisations involved in developing the Welsh language in Denbighshire, ensuring that people have a firm understanding of the benefits of bilingualism; the need to enhance the bilingual culture of the county and provide opportunities for the Welsh language to thrive organically.

## Policy and decision making

There are a number of other elements of the Council's work that have a potential impact on the Welsh Language.

One of the key elements of the Welsh language Standards is the effect that any policy or decision has on the Welsh language, be it a positive, neutral or negative effect. We will ensure that all services take this into consideration when making decisions, carrying out Welsh impact assessments where appropriate and identifying opportunities to mitigate the negative effect of any decision. This is enabled through the use of the Council's Wellbeing Impact Assessment Tool.

The Council will consider the use of the Welsh language in areas of key policy decision making, with Planning being one of the main areas of our work.

## Planning

Denbighshire's Local Development Plan provides a vision in terms of how new developments and land use can deal with the challenges faced by the county over the next decade. As stated by the County Council in its Local Development Plan - 'By providing a coordinated framework to determine where, when and how much new development can take place up to 2021, Denbighshire's LDP, through sustainable principles, aims to make the county greener, fairer and more prosperous with recognition that the Welsh language and culture should be maintained and protected.'

Planning Policy Wales (2010) sets the Welsh Assembly Government's land use policies. The document, along with supplementary guidance in Technical Advice Note (TAN) 20 on the Welsh language (2000) states that the land use planning



system should take account of the needs and interests of the Welsh language and in so doing can contribute to its well-being.

Denbighshire County Council has agreed in principle that mitigation measures should be implemented that would seek to minimise the negative impact of the development on the Welsh language.

## More than Words Framework

The Mwy Na Geiriau / More Than Words framework has been put in place to enhance and increase opportunities for people to access health and social care services through the medium of Welsh.

In Denbighshire, our proactive approach continues with our active offer promoted to residents.

The Framework requires Denbighshire to consider steps to ensuring that the Welsh language is a key consideration in commissioning services and that the active offer is evident at first point of contact. The workforce development team continues to offer opportunities for staff to learn Welsh and gain an awareness of the Welsh language and culture.

Action	Responsibility	By When?
Consideration of the impact of policy making/ decisions on the Welsh Language and communities	All DCC Services	On-going
The Local Development Plan requires Community and Linguistic Statements to accompany planning applications for smaller developments within villages, hamlets and open countryside (i.e. developments of 5 or more dwellings; commercial, industrial or leisure/tourism development of 1,000m2 or more floor area; development likely to lead to the loss of community facilities or employment opportunities; infrastructure projects with long-term community impacts). Welsh language impact assessments to be carried out on any proposed major planning development	Planning and Public Protection	On-going
The Local Development Plan requires Community and Linguistic Impact Assessments to accompany planning applications for larger developments in all settlements (i.e. developments of 20 or more dwellings; commercial, industrial or leisure/tourism development of 3,000m2 or more floor area; large scale infrastructure projects with long-term community impacts).	Planning and Public Protection	On-going
As part of the review of the Local Development Plan, the Sustainability Appraisal and associated site assessment processes will assess the impacts of the plan's spatial strategy, policies and allocations on the Welsh language. Where evidence indicates a detrimental impact, amendments to the strategy or mitigation measures will be identified.	Planning and Public Protection	June 2021

Action	Responsibility	By When?
Greater marketing of availability of Welsh courses in the community	Customers Communications and Marketing Service and course providers	December 2020
Launch of a community buddying scheme	County Welsh Language Forum	December 2017
Information packs for residents new to the county on the importance of bilingualism (in conjunction with estate agents and letting agents)	County Welsh Language Forum / Estate Agents and Letting Agents	December 2017
Attendance at key county events to promote the Welsh language	County Welsh Language Forum	December 2017 then on-going
Cross-promotion of Welsh language events on partners' websites and social media	County Welsh Language Forum	June 2017
Facilitate and support events of national significance that promote the Welsh language and culture	Communications Team	December 2020
Joint marketing campaign to promote the Welsh language	County Welsh Language Forum	April 2017
Implementation of the More Than Words Framework	Childrens and Education Service/Community Support Services	April 2017

## Theme Four

### Business and the economy

#### **Vision:**

To recognise the importance of a thriving economy to the future of the Welsh Language.

#### **Desired outcome:**

- The County Council and other economic development partners should recognise the importance of the future of the Welsh language to a thriving community and strategies should be produced to ensure that young people in particular are given an opportunity to live and work in their local communities and contribute to their prosperity

#### **Indicators:**

- The number of businesses in Denbighshire being trained on the benefits of bilingualism through a targeted campaign.
- The number of businesses displaying Welsh language signage/ promotional materials within their businesses through a targeted campaign
- The number of opportunities for young people to access employment locally.

## Economic and Social Background

According to the 2011 Census there were 93,734 people living in Denbighshire, of which 58.1% were born in Wales.

The Denbighshire economy is very diverse. In the north, towns such as Rhyl and Prestatyn are key centres for the retail, leisure and tourism sectors. The north is also home to St Asaph Business Park, which houses a number of important technological companies. In the south, the rural area is a network of traditional small villages that are important tourist resorts. The natural beauty of the landscape, which has been designated as an Area of Outstanding Natural Beauty, attracts visitors and residents alike.

The majority of the workforce are employed in Health and Social Work (19.1%), Wholesale and Retail (14%), Education (10%) and Construction (9%). The public sector, which includes health and social care, education and administration, is the largest employer in the county, with a higher proportion of the population working in this sector than in any other local authority area in the UK.

Jobs in the business sector tend to be in sectors such as retail, leisure and tourism, and these are generally low-paid and seasonal jobs.

Action	Responsibility	By When?
To test business benefit provide a pilot training programme to Denbighshire businesses on bilingualism	Planning and Public Protection - Economic and Business Development	Welsh In Business Pilot completed with 36 businesses by March 2017
If business benefit is identified, deliver further training for businesses	Planning and Public Protection - Economic and Business Development	Training to 30 businesses per year for period of strategy delivery
Arrange sessions for businesses on how to increase their use of Welsh on social media	Planning and Public Protection - Economic and Business Development	1 session carried out as part of Welsh In Business project to be completed by March 2017 2 sessions per year
Provide a briefing document to businesses on the benefits of bilingualism	Planning and Public Protection - Economic and Business Development	April 2017 Distributed to 1,000 businesses
Share examples of best practice with regard to Welsh Language service provision in business	Planning and Public Protection - Economic and Business Development	Starting April 2017 following Welsh In Business project

Action	Responsibility	By When?
Provide Siarad Cymraeg badges to businesses.	Customers Communications and Marketing Service with support from Planning and Public Protection Economic and Business Development	Ongoing from April 2017
Raise awareness of Adult Welsh learners courses in the community	Customers Communications and Marketing Service / Adult Welsh Learning providers	June 2017
Newsletters for the business community on what kind of business support is available to promote the Welsh Language	Customers Communications and Marketing Service / Planning and Public Protection - Economic and Business Development	Ongoing in various newsletters
Identify business champions in each main town to act as ambassador for the Welsh Language	Planning and Public Protection - Economic and Business Development	From April 2017
Encourage businesses in Denbighshire to identify Welsh Language as an additional skill when recruiting new staff where relevant to the position	Planning and Public Protection - Economic and Business Development	2017 onwards, in general communications and EBD Team specific communications During March for Business each year
Ensuring that all Council-issued contracts are adhered to in terms of the requirements of the Welsh Language Standards	Facilities, Assets and Housing - Procurement Team	March 2017

## Theme Five

### Internal administration within the Council

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#### Vision:

- Greater opportunities for the use of the Welsh language in the workplace, with more emphasis on including specific Welsh language requirements for new posts.

#### Desired outcome:

- Greater number of staff using their Welsh language skills in their day to day work.
- Greater promotion of training opportunities (formal training and mentoring).
- More positive bilingual culture within the organisation.
- More opportunities for staff to use Welsh socially in the workplace.

#### Indicators:

- Increase in the number of staff learning Welsh in the workplace.
- Increase in the number of staff being mentored/ buddying in the workplace.





The Denbighshire economy is heavily reliant on the public sector. The county has a higher proportion of people working in the public sector than any other part of the UK, particularly in health and social care. The County Council is among the most important public bodies in terms of providing employment, with approx 5,000 people employed by the Council.

The Council therefore has a central role in providing leadership and setting an example in a number of very diverse areas. Central to all of this the Council can offer strong leadership in terms of developing the Welsh language and promoting the unique culture and identity of the area. In this context, it is important to consider the Council's role as a provider of services for a bilingual community but also as a significant employer. This is recognised in the Council's Economic and Community Ambition Strategy, which states that - 'The Strategy is intended to build on the economic strengths provided by Denbighshire's strong Welsh identity and culture, and to actively promote use of the Welsh language by businesses, residents and visitors.'

In order to respond to the reduction in the number of Welsh speakers over recent decades, the County Council needs to be more proactive by setting higher expectations for itself as a body that can lead the way in raising the status and increasing the use of the Welsh language in the county. Over a period of time, this approach could lead to developing a workplace ethos and culture that would reflect the bilingual nature of the communities that the Council serves. In

time, this would enable the Council to evolve with confidence to start conducting its administration naturally bilingually in the future.

In a recent audit of staff language skills, approx 28% of them identified themselves as Welsh speakers. In order to build on this foundation it is important that the County Council recognises the Welsh language as a workplace skill and build staff confidence to use the Welsh language. This can be achieved by supporting them to further develop their skills in order to be able to work naturally bilingually and to encourage and support staff without Welsh language skills to learn the language over a period of time.

As well as supporting the Council's existing staff, detailed consideration should be given to the Council's recruitment and workforce policies in order to support the aim of developing as a bilingual body. As a result of the introduction of the new Welsh Language Standards, the Council will need to formulate a Language Skills Strategy that will outline how it aims to plan for the development of a bilingual workforce, increase staff language skills and adopt a recruitment policy that will enable the Council to normalise the use of the Welsh language in its daily administration and the services it provides. As a priority, it will focus on the departments that offer a front-line service to customers.

Action	Responsibility	By When?
Introduce linguistic requirements for all new staff – where all staff will be required to achieve Level 1 basic skills in Welsh before commencing employment	HR/ All Managers	September 2017
Review the Council's Welsh Language staffing resource, with a view to increasing capacity within the organisation	Corporate Director - Communities	March 2017
Relaunch of the Council's mentoring and buddying scheme	Customers, Communications and Marketing - Team Leader - Communications	January 2017
Continue to develop the role of the service Welsh Language Champions	Welsh Language Champions	December 2017
Promotion and marketing of the Welsh Language courses	Customers, Communications and Marketing Team Leader - Communications	January 2017
Assess linguistic skills levels of staff annually and feed this information into the annual service planning process	Customers, Communications and Marketing Team Leader – Communications and HR Officer	March 2017

Action	Responsibility	By When?
Ensure all new Welsh speaking staff have access to Cysgair/ Cysill/ Microsoft Word packages available in Welsh	Customers, Communications and Marketing Team Leader – Communications and BIM - ICT	January 2017
Ensure all staff complete the e-learning module on the Welsh Language	All staff	December 2017
Gloywi Iaith sessions to be arranged for staff to increase their confidence in working in Welsh	HR	April 2017
Produce all intranet pages in Welsh	Customers, Communications and Marketing Team Leader - Communications	September 2017
Arrange annual days of Welsh language celebration of national importance – e.g Diwrnod Sumai Shwmae	Welsh Language Champions	March 2017

## Monitoring and Governance

The Welsh Language Strategy is a corporate strategy and the associated Action Plan is the amalgamation of all of the identified actions concerned with promoting the use of the Welsh Language in Denbighshire.

As a result, the implementation of the Action Plan will be undertaken by several council services, as well as some partner organisations.

Each action in the action plan will be included in the relevant Service Business Plan and will be monitored by the relevant Head of Service and Lead Member.

The overall lead on the Welsh Language Strategy is the Lead Member with responsibility for the Welsh Language.

The Council's Scrutiny Committees will have a key role in monitoring the Strategy, as will the Strategic Welsh Language Group within Denbighshire.

# Welsh Language Strategy

## 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:	167
Brief description:	The Council's 5 year welsh language strategy
Date Completed:	31/01/2017 13:05:40 Version: 2
Completed By:	Emlyn Jones
Responsible Service:	Planning & Public Protection
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 you do more to make your approach more sustainable?

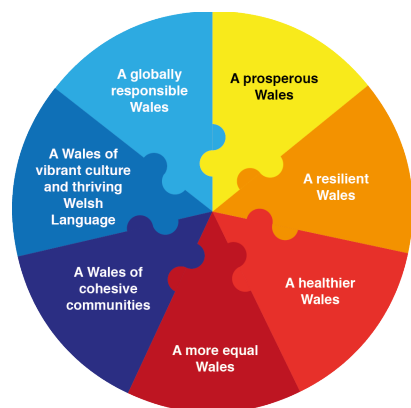
(2 out of 4 stars)



Actual score: 13/ 24.

## Summary of impact

Wellbeing Goals



A prosperous Denbighshire	Positive
A resilient Denbighshire	Neutral
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

The strategy is overwhelmingly positive. It involves the council being a facilitator or enabler in some circumstances hence the rating of 2 stars.

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	The impact could be positive due to the opportunities it might bring for businesses using welsh as a means of increasing profit. The use of welsh will also provide quality skills for residents within the county.

### **Positive consequences identified:**

Actions within the strategy relating to developing the use of welsh within businesses leading to developing the local economy

Welsh language skills would be quality skills for the long term

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A resilient Denbighshire

Overall Impact:	Neutral
Justification for Impact:	The strategy does not include any actions that would affect the environment.

**Positive consequences identified:**

**Unintended negative consequences identified:**

**Mitigating actions:**



## A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	This could be positive due to exploring the demand for leisure classes etc being delivered through the medium of welsh. This might increase the participation in leisure classes and improve mental and physical wellbeing.

### **Positive consequences identified:**

Work to consider the demand for welsh language run leisure classes for example swimming could lead to increased participation by a sector of the population

Increasing the welsh language service provision would be beneficial to people's wellbeing

### **Unintended negative consequences identified:**

none identified

### **Mitigating actions:**

## A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	Health inequalities might be addressed through greater participation in welsh medium leisure classes, particularly for the young and elderly.

### **Positive consequences identified:**

Exploring greater opportunities for welsh medium leisure classes would help to address health inequalities.

### **Unintended negative consequences identified:**

no negative aspects identified

no negative aspects identified

### **Mitigating actions:**

## A Denbighshire of cohesive communities

Overall Impact:	Positive
Justification for Impact:	This could lead to people feeling valued and respected leading to greater participation and engagement in the community.

### **Positive consequences identified:**

Increasing the active welsh offer from the council could lead to greater participation and engagement by all parts of the community. Help for people to feel valued and respected

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Positive
Justification for Impact:	The strategy will help to achieve greater use of Welsh within our communities, service delivery etc, with the aim of increasing the number of people that can speak Welsh in the county.

### **Positive consequences identified:**

All actions in the strategy have the aim of increasing the use of Welsh in the county

All actions aim to promote the use of Welsh

The strategy also aims to increase the awareness of Welsh culture and heritage by council staff

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A globally responsible Denbighshire

Overall Impact:	Positive
Justification for Impact:	This will be positive due to greater access to council services in welsh and residents being able to access services in their chosen language.

### **Positive consequences identified:**

Greater awareness by council suppliers of welsh language requirements

Access to services in their chosen welsh language

Many DCC services have actions within the proposed strategy which they have committed to, leading to wider welsh language service provision in the county

### **Unintended negative consequences identified:**

### **Mitigating actions:**

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# Agenda Item 6

Report To:	Cabinet
Date of Meeting:	February 28 <sup>th</sup> 2017
Lead Member / Officer:	Councillor Bobby Feeley, Lead Member for Social Care & Children's Services / Katie Newe, Supporting People Team Manager
Report Author:	Liana Duffy, Commissioning & Tendering Officer
Title:	Proposal for DCC Supporting People and Clwyd Alyn Collaborative Agreement

- 1. What is the report about?**  
Proposal for a DCC Supporting People (SP) and Clwyd Alyn Housing Association (CAHA) Collaborative Agreement, to deliver the Y Dyfodol supported housing project.
- 2. What is the reason for making this report?**  
A decision is required on SP entering into a partnership with CAHA via a Collaborative Agreement, in order to deliver the Y Dyfodol supported housing project from October 2018.
- 3. What are the Recommendations?**  
To approve the proposal for this SP and CAHA collaborative agreement.
- 4. Report details**
  - 4.1.** The CAHA Y Dyfodol project provides 35 units of supported housing for young people aged 16-25, who are homeless or at risk of homelessness in Denbighshire. The current contract is due to end 30<sup>th</sup> September 2018.
  - 4.2.** A Service Review of Y Dyfodol was completed on 11th August 2015, which made a recommendation to remodel. In the meantime, Welsh Government commissioned consultant Anna Whalen to look at ways to improve housing and support options for young people. Anna visited DCC in April last year, and identified the need for SP to be more strategically aligned with Children's Social Services' commissioning.
  - 4.3.** As a result, since June 2016, Supporting People have been meeting with key stakeholders (including Children's Services, Housing Solutions, Youth Justice, and representatives from Health, Community Safety, and Education) to develop Denbighshire's 'Positive Pathway' for young people. This includes an over-arching Positive Pathway Group, as well as the Y Dyfodol Remodel Sub-Group. These plans have also been set out as a priority in the 2017-18 Denbighshire SP Local Commissioning Plan.
  - 4.4.** It is SP's proposal that we enter into a collaborative agreement with CAHA to deliver the remodelled service, come the end of the existing Y Dyfodol contract (October 2018), instead of running a competitive tender process.

**4.5.** Approval was sought and granted at Cabinet on the 15<sup>th</sup> November to investigate further the opportunity to enter into this collaborative agreement. Since this time, SP have had several meetings with Clwyd Alyn, and sought the advice of DCC Legal.

**4.5.** The following reasons have informed the decision to make this proposal:

**4.5.1** As this is a new and developing approach to delivering wrap around integrated services for young people, it is felt that a collaborative agreement would allow for more flexibility and a different relationship with the provider than is afforded within a traditional contracting agreement.

**4.5.2.** Clwyd Alyn currently deliver the Dyfodol project, and have demonstrated a commitment to explore remodel proposals.

**4.5.3.** Subject to agreement, remodel changes affecting staff and accommodation could be implemented throughout the remaining 18 months of the existing contract.

**4.5.4.** Remodel proposals are agreed under the direction of the Dyfodol Remodel Sub-Group; members include Children Services, Housing, and Youth Justice.

**4.5.5.** This project will support statutory services in meeting several duties, including under the Housing Act 2014, Social Services and Wellbeing Act 2014, and Offender Rehabilitation Act 2014.

**4.5.6.** Y Dyfodol currently delivers 35 units of supported accommodation, therefore the potential disruption of support, should the project go out to tender, would be significant.

**4.5.7.** Tender could result in the loss of accommodation, which could also result in a large unused building situated within the West Rhyl regeneration area.

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

The proposal will contribute to supporting Denbighshire's Corporate Plan 2012-17 in the following areas:

- Developing the local economy
- People with support needs are protected and are able to live as independently as possible
- Ensuring access to good quality housing
- Modernising the Council to deliver efficiencies and improve services for our customers

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

The value for 3 years will be £1,179,618. The annual cost of £393,206 has already been budgeted for in the Denbighshire SP Grant from 2017-18 onwards.

**7. What are the main conclusions of the Wellbeing Impact Assessment?**

7.1. WIA was completed between 30/01/2017 and 13/02/2017. The proposal scored very well in the sustainability assessment (4 out of 4 stars), and identified positive impacts in all areas, except 1 neutral ('A Denbighshire of vibrant culture and thriving



Welsh language' – while all SP projects are required to have a Welsh Language policy, as this is an existing provider, it is not anticipated that this proposal would bring about any change in this regard).

7.2. Service reviews/contract management throughout the year additionally ensure that any negative impacts can be identified and addressed.

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

8.1. During the development of the young people's pathway (and the Denbighshire SP Local Commissioning Plan (LCP), in which this remodelling development is captured), the SP Planning Group has been kept updated and involved in plans. Regular multi-agency meetings have also been held to develop action plans, proposals etc. with a structure including an over-arching young people's pathway group, and an Y Dyfodol remodel sub-group.

8.2. SP have liaised with DCC Legal in developing this proposal, and (should this proposal be approved) Legal will lead on the development of the Collaborative Agreement.

8.3. SP have also commissioned consultation work with young people (to be undertaken by TAPE Community Music and Film), to ensure that young people's views are thoroughly represented in the development of the Positive Pathway, including the remodelled provision from October 2018 onwards.

8.4. The remodel of Y Dyfodol and the overall development of the positive pathway have also been fed back on as part of an extensive consultation on the LCP at the end of last year.

**9. Chief Finance Officer Statement**

The cost of the project is a pre-existing commitment within the Supporting People grant.

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

10.1. Should there be any risk to the provision of this accommodation, it would be incredibly challenging to secure up to 35 units of accommodation.

10.2. There is also a risk that the current provider may not wish to deliver this service past September 2018. A decision on future commissioning arrangements will need to be made as soon as possible, in order to give maximum time to make alternative arrangements.

**11. Power to make the Decision**

Public Contracts Regulations 2015, paragraph 12(7)

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# Proposal for DCC Supporting People and Clwyd Alyn Collaborative Agreement

## 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:	180
Brief description:	Denbighshire Supporting People (SP) propose that from October 2018, the remodelled Y Dyfodol project is delivered under the terms of a partnership agreement between SP and Clwyd Alyn Housing Association. SP currently contract Clwyd Alyn to deliver this service.
Date Completed:	Version: 0
Completed By:	
Responsible Service:	
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

Your Approach Is Excellent

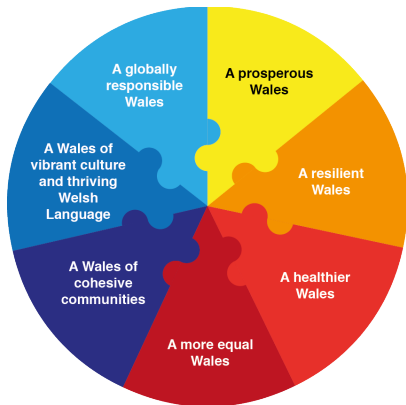
(4 out of 4 stars)



Actual score: 24/ 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	Neutral
A globally responsible Denbighshire	Positive

## Main conclusions

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	This will ultimately involve a more creative and collaborative way of delivering a project with numerous clear benefits in terms of Denbighshire's prosperity - including that the project will support statutory services in meeting several duties, including under the Housing Act 2014, Social Services and Wellbeing Act 2015, and Offender Rehabilitation Act 2014; additionally tender could result in the loss of accommodation, which could also result in a large unused building situated within the West Rhyl regeneration area.

### **Positive consequences identified:**

All SP projects support economic development, by supporting independence, and alleviating the pressure on statutory services.

SP are looking to enter into a partnership agreement with Clwyd Alyn to deliver the remodelled Y Dyfodol project for several reasons, including:

The project will support statutory services in meeting several duties, including under the Housing Act 2014, Social Services and Wellbeing Act 2015, and Offender Rehabilitation Act 2014; additionally tender could result in the loss of accommodation, which could also result in a large unused building situated within the West Rhyl regeneration area.

CAHA will also be offering several community benefits relating to employment skills.

This proposed collaborative approach, and the wider YP pathway, seeks to establish a sustainable project moving forwards.

This proposed collaborative approach, and the wider YP pathway, seeks to establish a sustainable project, and one where staff are aware and trained in the principles of the YP pathway. CAHA will also be offering several community benefits relating to employment skills.

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A resilient Denbighshire

Overall Impact:	Positive
Justification for Impact:	This will ensure that a large building in West Rhyl is not left unoccupied, and will negate the need for further development.

### **Positive consequences identified:**

This will ensure that a large building in West Rhyl is not left unoccupied, and will negate the need for further development.

This will ensure that a large building in West Rhyl is not left unoccupied, and will negate the need for further development.

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	All SP projects support individuals in several respects around their health and wellbeing, which they are required to report on as part of the SP outcomes framework. The YP pathway specifically will also involve close joint working with health agencies, including CAMHS.

### **Positive consequences identified:**

All SP projects, by supporting individuals and communities, support a social and physical environment that encourages and support health and well-being. These are areas specifically captured within the SP outcomes framework, which all projects are required to report on.

All SP projects support individuals to access good quality, healthy food (e.g. by supporting with budgeting, drawing up healthy meal plans etc.). These are areas specifically captured within the SP outcomes framework, which all projects are required to report on.

All SP projects support individuals to participate in leisure activities, both from the point of view of physical health, and community involvement. These are areas specifically captured within the SP outcomes framework, which all projects are required to report on.

All SP projects individuals around their emotional and mental wellbeing. The YP Pathway specifically with involve close joint working with CAMHS.

All SP projects support individuals to access healthcare, including things like registering with a dentist and GP. This area is specifically captured within the SP outcomes framework, which all projects are required to report on.

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	Reducing inequalities, particularly in relation to poverty (in the context that SP projects support a diverse and sometimes complex client group) is a fundamental tenet of SP support.

### **Positive consequences identified:**

All SP projects have clear policies around equality and diversity. The YP Pathway will also specifically seek to mitigate certain issues relating to age, e.g. working around affordable accommodation options for young people. As previous, all SP projects support around health - doing so in the context of a diverse and sometimes complex client group, where health inequalities may be common. This is a fundamental aim of all SP projects (SP being one of the 4 Tackling Poverty Streams), as it is for the YP Pathway, which seeks to support better and more sustainable outcomes for young people with support needs, many of whom experience of are at risk of poverty.

### **Unintended negative consequences identified:**

### **Mitigating actions:**



## A Denbighshire of cohesive communities

Overall Impact:	Positive
Justification for Impact:	This project will have positive impacts in this area due both to the nature of the support to be delivered (around community participation, safety etc.), and the fact that it will contribute to the West Rhyl Regeneration agenda.

### Positive consequences identified:

All SP projects support the safety of individuals and others (this is a specific area captured in the SP outcomes framework). The YP Pathway, with remodelled Y Dyfodol, will support the safety of communities and individuals by close joint working with YJS, Police, and other community safety bodies.

All SP projects support around community participation (this is a specific area captured in the SP outcomes framework). The YP Pathway additionally is taking a longer term and sustainable approach to supporting the young people of Denbighshire, with a keen focus on prevention. Y Dyfodol will additionally be offering several community benefits which will support young people to participate (in the context of employment, volunteering etc.)

This proposal would ensure that a large building in West Rhyl will not be left empty - contributing to the West Rhyl Regeneration agenda.

### Unintended negative consequences identified:

### Mitigating actions:

## A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Neutral
Justification for Impact:	All SP projects are required to have a Welsh Language policy; however, as this is an existing provider, it is not anticipated that this proposal would bring about any change in this regard.

### **Positive consequences identified:**

All SP projects are required to have a Welsh language policy.

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A globally responsible Denbighshire

Overall Impact:	Positive
Justification for Impact:	CAHA as an organisation can bring several community benefits to this arrangement, including utilization of an existing social enterprise. More broadly speaking, all SP projects serve to take the pressure of statutory (and other) services.

### **Positive consequences identified:**

The project will provide local community benefits, mostly around employment. CAHA additionally have a social enterprise cafe in a neighbouring local authority, which links would be made with in this context. This project will be funded in line with SP's benchmark, which has been calculated to align with the 'living wage'. All SP projects in particular serve to take the pressure of statutory (and other) services. The YP Pathway in particular will involve close joint working, to overall achieve better outcomes, with several statutory services (e.g. Children's Services, YJS).

### **Unintended negative consequences identified:**

### **Mitigating actions:**

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<b>Report To:</b>	Cabinet
<b>Date of Meeting:</b>	28 <sup>th</sup> Feb 2017
<b>Lead Member / Officer:</b>	Hugh Evans – Leader Alan Smith – Head of Business Improvement & Modernisation
<b>Report Author:</b>	Alan Smith
<b>Title:</b>	<b>DCCs Well-Being Objectives</b>

**1. What is the report about?**

The report proposes six Well-Being objectives to be adopted by the Council and sets out the process for incorporating them into the next Corporate Plan.

**2. What is the reason for making this report?**

The Well Being of Future Generations Act requires all public sector organisations to identify and publish a set of Well Being Objectives by 31<sup>st</sup> March 2017.

**3. What are the Recommendations?**

That the Well Being objectives contained in the report are adopted by the Council.

**4. Report details**

The Well Being of Future Generations Act (2015) requires all public sector organisations, including the Council, to agree and publish their Well Being Objectives. The intention is that these will set out what actions the Council intends to take to contribute to the Seven Aims embodied in the Act.

There are some process issues to be considered. Whilst the setting of our Well Being objectives will inevitably overlap with the Public Service Board's duty to publish a Well Being Plan, they are not formally linked. Neither is this process formally linked to the Council's obligation to publish improvement objectives as a requirement of earlier, but still active, legislation (The Local Government Measure 2009), which DCC has always published in the form of our Corporate Plan. We are thus in the position of needing to identify and publish two sets of objectives for the Council, plus agree our contribution to a third set as partners in the PSB.

This is potentially confusing for our citizens, so in an attempt to make things simpler, we have so far followed a path of aligning and amalgamating the process of identifying these objectives. So, because of the way we have structured the County Conversation and our needs analysis (the Well Being Assessment), both can be used as source data for all three sets of objectives: the Corporate Plan/Improvement Objectives; DCC's Wellbeing Objectives and the PSB's Well Being Plan.

Six potential priority areas emerged from this process in the period up to the end of November 2016 and they have been referred back to the public during a second phase of the County Conversation, which has run up to the end of Jan 2017. More than 1500 citizens responded during this period, supporting all the core priorities

identified in phase 1 and giving them a relative ranking (see below). We now have a fairly clear idea of what our community thinks should be the core of our priorities for the next planning period, based on extensive public engagement, data analysis and a thorough assessment of need.

The six priorities are (listed by rank order):

1. Denbighshire is a place where younger people will want to live and work and they have the skills to do so
2. Communities are connected and have access to goods and services locally, online or through good transport links
3. There is an attractive and protected environment that supports communities' wellbeing and economic prosperity.
4. People can live independent and fulfilled lives in strong, caring, safe and resilient communities
5. The Council and communities work together to overcome challenges; devising and delivering joint solutions
6. There are events that bring people together, creating active communities and helping business to prosper

Apart from the rank order, the wider data and comments we have gathered in this second phase will be available to Members to help them decide what to prioritise in the new Council.

To return to the issue of reducing complexity, we should use these priority areas to underpin **all** our corporate objectives, so that we have one consistent position for our communities, our partners and our staff. Because we are in an election year, it is critical that the new administration is able to take the final decision on these objectives; they may want to modify or change any of them. So although in order to meet the requirements of the legislation we need to publish our Well Being objectives before the end of March, we should regard them as effectively 'draft' until they can be reviewed by the new Council later in the year.

These objectives can then go forward to the new administration who can use them to decide what will be the Council's Corporate Plan, its Well Being Objectives and its Improvement objectives. From this process we should arrive at a single set of corporate objectives that will be, in effect, the Council's new Corporate Plan, and which will meet all our legislative requirements.

The process we should follow should be:

- New Council formed - May 2017
- Council Workshop decides new set of priorities, based on draft objectives – July 2017.
- These are tested with the public through consultation – Aug & Sept 2017
- Full Council agrees and publishes the Corporate Plan and Well Being objectives – Oct 2017

These six objectives will also have another role. The assessment of need and the data analysis on which they are based will also be used by the PSB to develop its Well Being Plan. Therefore, it's likely that one or all of the PSB's priorities will complement the Council's draft priorities, albeit as part of its wider public sector brief. As a key partner on the PSB, the Council will need to agree the PSB's Well Being plan as well as its own Corporate Plan, so the PSB priorities (which will be draft at this stage) will also go to full Council in October 2017. At that point, we should then have a clear picture of what the Council wants to achieve over the 5 year life of the Corporate Plan, as well as what we hope to deliver in partnership with our public sector partners during the same period.

Finally, in order to explain our approach to our citizens and to comply with the legislation, we have developed a 'Well Being Statement', which will be published on our website alongside our Well Being objectives. For information, it is appended to this report.

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

The Council has a long term goal to engage effectively with its communities; the proposed model will support this. In addition, the proposal will allow the Council to meet the requirements of new legislation and potentially influence the way that legislation is implemented.

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

There are no immediate costs identified for any Service. Any proposed actions agreed as part of the new corporate plan will be included in the MTFP.

**7. What are the main conclusions of the Well-Being Impact Assessment (WIA) undertaken on the decision? The completed WIA template should be attached as an appendix to the report.**

The new proposed priorities are focussed on community resilience and how we can shape a new role for the council as a facilitator. We are confident that new proposed priorities will prompt alternative approaches to prevent problems from occurring. We are considering the role of LDP and how the LDP and the new corporate plan can be more closely integrated.

Overall the impact on the 7 well-being goals is largely positive. We need more information to determine the impact on a more equal Wales. There are potentially negative consequences on some protected characteristics and these could be addressed and managed to avoid them occurring. We have found there to be a neutral impact on Welsh language and culture; there is scope to maximise the impact though through the events draft priority.

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

These objectives have been derived from a wide ranging consultation and engagement process, which has included citizens, including young people, older people and hard to reach groups; Members, public sector partners and staff.

**9. Chief Finance Officer Statement**

The funding implications of any proposals or actions arising from the new Corporate Plan will have to be considered as part of the council's Medium Term Financial Plan and budgeting processes.

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

There is a reputational and regulatory risk for the Council if we fail to meet the requirements of the Well-being of Future Generations Act and the Local Government Measure.

**11. Power to make the Decision**

Section 9 of the Well-being of Future Generations (Wales) Act 2015



## Denbighshire County Council Well-being Statement

- a. Denbighshire County Council's well-being objectives will contribute to the achievement of national well-being goals because they have been developed and prioritised by examining local information in relation to each national well-being goal, and seeking local views on priorities for achieving community well-being in line with the national goals. This gives us confidence that we are focusing our resources on delivering outcomes that will be of the greatest benefit to our communities.
- b. The sustainable development principles were central to the work done to identify our priorities, and will be central to the planning phase as we agree what actions will be taken in support of each priority.
- In developing our priorities we focused on the long-term by looking at past, current and (predicted) future data trends, and also by discussing consultees long-term aspirations for each goals. Looking at future trends - and considering associated risks and opportunities – enabled us to cover the principle of prevention. Involvement was a key driving principle. In addition to an online consultation, we invested a lot of time in holding discussions with focus groups in all key community areas of the county. We endeavoured to make these focus groups representative of each community area (reflecting age, gender, social status, occupations, etc.), and also jointly (collaboratively) commissioned regional consultation work with hard-to-reach groups. Focus groups were held with the councils of all senior schools in the county too.
- c. These principles will also be central to the process for planning our actions in support of our well-being objectives. Delivery of the objectives would not be isolated to one service alone and will therefore require collaboration (within and outside of the organisation). We will form a collaborative working group for each priority (nominating one senior officer as a lead for each priority). These working groups will consist of key stakeholders, who are mostly likely to be professionals but will also consist of service-user representation. Although public bodies aren't required to undertake response analysis, Denbighshire will go through this exercise as we believe it will lead to the production of good quality plans. This will take the form of:
- Consideration of what's already being done in support of each objective
  - Consideration of good practise
  - Consideration of 'gaps' in service to be addressed
  - Consideration of overlaps with other organisational objectives, and opportunities to integrate
  - Consideration of opportunities to innovate (via new technologies or otherwise)
  - Prioritisation of options for action according to cost/benefit analysis.

Steps will be reviewed via senior management, Cabinet, and Scrutiny review in accordance with a process of monitoring and evaluation. This evaluation will ask: are the actions being delivered? Are the actions delivering their predicted benefits?

What (if any) corrective steps are required? These governance arrangements will be delivered with existing resources.

- d. It's not yet possible to be specific about when these objectives will be delivered, but detailed planning will take place during spring and summer 2017. Therefore details of what specific actions will take place will be available by October 2017, along with anticipated start and end dates. It should be noted though that these objectives are not considered to be short-term in nature, so delivery is likely to take place over the medium-long term.

# Development of new corporate plan and the PSB's Wellbeing Plan (WIA v3)

## 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:	78
Brief description:	The Strategic Planning team is responsible for the development of the council's new corporate plan and the PSB's Well-being Plan. The expected publication date is October 2017. The development of the plans requires a collaborative approach with partners, and in particularly Conwy County Borough Council. The project also contains the following work streams: engagement and consultation, needs assessment, joint priority setting.
Date Completed:	19/01/2017 12:05:23 Version: 3
Completed By:	Nicola Kneale
Responsible Service:	Business Improvement & Modernisation
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?

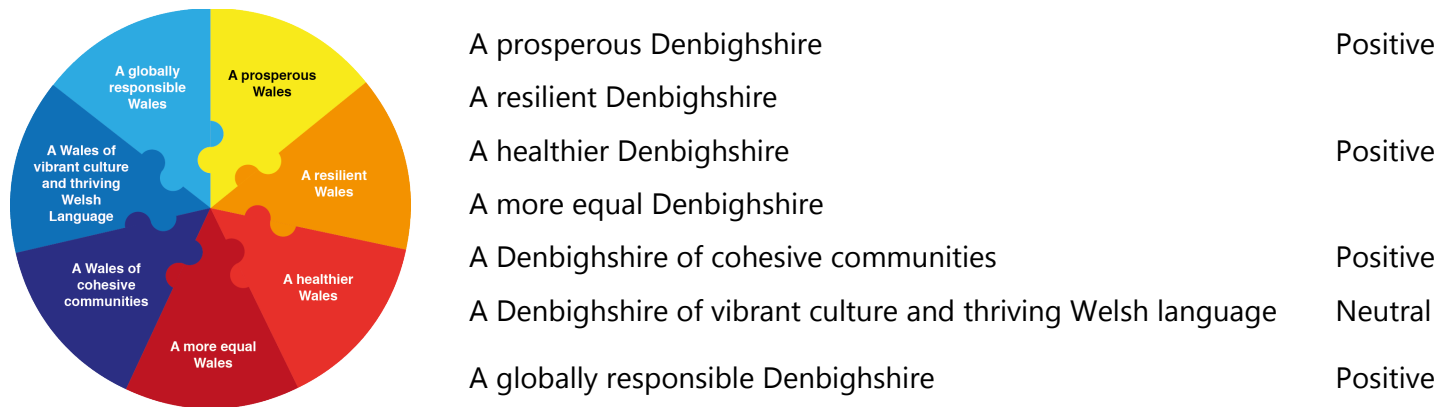
(3 out of 4 stars)



Actual score: 20/ 24.

## Summary of impact

Wellbeing Goals



## Main conclusions

This impact assessment considers the impact of our approach and proposal to developing the next corporate plan. We are currently consulting on six brand new priorities that have been shaped by the County Conversation (phase 1).

Where no overall impacts are listed for each goal, this means the overall impact is 'not yet known'. (A new 'not yet known' category will be rolled out in the second release of the well-being impact assessment website.)

The new proposed priorities are focussed on community resilience and how we can shape a new role for the council as a facilitator. We are confident that new proposed priorities will prompt alternative approaches to prevent problems from occurring. We are considering the role of LDP and how the LDP and the new corporate plan can be more closely integrated.

The next PSB workshop in January 2017 will be looking at its priorities and this will shape our approach (and vice versa).

Overall the impact on the 7 well-being goals is largely positive. We need more information to determine the impact on a more equal Wales. There are potentially negative consequences on some protected characteristics and these could be addressed and managed to avoid them occurring. We have found there to be a neutral impact on Welsh language and culture ; there is scope to maximise the impact though through the events draft priority. We will revisit this impact assessment in February 2017, once the current county conversation consultation ends.

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	There is plenty of scope to have significant positive impact on the prosperity of Denbighshire.

### **Positive consequences identified:**

We've not got detail at the moment but our proposed set of priorities highlights green technology in support of carbon reduction. This was very important to the community (county conversation).

The proposed priorities around connectivity (transport/digital), events, skills and environment (green technology, natural environment) will support our vision for thriving to be a thriving county. Links to leisure, tourism, vibrant high streets and so on.

A priority to ensure that people in Denbighshire have skills to work and access jobs either in Denbighshire or surrounding areas in the region/NW England. A focus on the environment could result in green job opportunities. The new priority around skills focuses on developing people's skills to support people to be ready to work (particularly young people). A stronger focus on community engagement could increase people's participation skills.

The new priority around connectivity will be critical in ensuring the long term sustainability/resilience of communities (socially and economically).

### **Unintended negative consequences identified:**

We would need to work with communities to understand their aspirations for our environment. Some solutions can be divisive.

A focus on broader skills could result in a loss of focus on attainment. Also, there could be a focus on young people at the expense of other age groups.

This priority could raise expectations about what is possible. Some infrastructure developments may be outside of the council's control.

We are not clear how the proposed priorities will impact on childcare. If working patterns in Denbighshire change, our childcare provision locally may not meet the needs of parents and carers.

### **Mitigating actions:**

Consider how we can retain a focus on attainment, how we can manage expectations about and influence digital infrastructure, and consider implications on childcare.

Overall Impact:	
Justification for Impact:	The overall impact is not yet known. It's not clear if the priorities could result in a loss of habitat. It's not clear if the priorities could result in positive or detrimental impacts. Flooding is a risk area that could be linked to a number of the proposed priorities. For this reason we have selected a neutral impact overall, but we will continually re-evaluate this.

### **Positive consequences identified:**

The current priorities reflect the strength of public feeling about our environment and the links to well-being. Green technology for carbon reduction is highlighted in the current set of proposed priorities. Having a potential corporate priority around environmental issues could contribute to greater awareness and personal ownership of biodiversity and renewable technology.

### **Unintended negative consequences identified:**

No negative consequences identified at the moment but we will revisit this in February 2017.

### **Mitigating actions:**

Once we gain feedback from the second phase of county conversation we will have a clearer picture of the proposed environment priority and how this could be achieved.

## A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	The proposed priorities are focussed on personal and community well-being and resilience and this will contribute to improved health and well-being (physical and mental). There is the potential to maximise opportunities to tackle health inequality (see "a more equal Denbighshire").

### **Positive consequences identified:**

The draft environment priority aims to link tourism and leisure to our environment more strongly. Connectivity is about creating the right environment for people to participate, socialise and lead fulfilled lives.

A focus on community facilities is positive because they can support personal and community well-being.

The draft environment priority is likely to encourage greater participation in leisure. The events priority would mean creating a supportive environment for communities to develop events and participate in events.

The priority around independent and fulfilled lives focuses on mental as well as physical well-being. Skills could involve support around learning life skills, eg managing money, which could reduce stress.

### **Unintended negative consequences identified:**

Increased use of our environment poses challenges in terms of safeguarding species. Connectivity relies on imaginative transport solutions, and this is a challenge.

Need to ensure a joined-up approach to assets.

### **Mitigating actions:**

Could be scope for greater community involvement in assets. There is no explicit reference to healthy diets and healthcare and this may need consideration. See also "a more equal Denbighshire".

## A more equal Denbighshire

Overall Impact:	
Justification for Impact:	The overall impact is not yet known. We need to know more before when can agree an overall impact or positive, negative or neutral. Wrexham CBC is undertaking engagement with 'hard to reach people'/people from people within protected characteristics. Digital inclusion/exclusion is complex and will need proper consideration, and to consider how that could affect people's financial well-being.

### Positive consequences identified:

Improved connectivity could enable people to be able participate and lead thriving lives (access to information, services, transport).

A better range of stable jobs could result in better incomes and could lead to healthier lifestyles, and a reduction in ill-health (physical and mental).

A better range of stable jobs could result in better incomes. Supporting younger people to be "work ready" could help

### Unintended negative consequences identified:

A focus on young people's skills could be to the detriment of other age groups (for example, older people).

Connectivity need to ensure it can be accessible to all by making use of different approaches and technologies.

There is a risk that transport/digital initiatives do not take into account people's needs.

If alternative service delivery models are developed, they would need to ensure there is understanding and inclusion of people with protected characteristics.

We don't know if there could be a disproportion negative impact on people with protected characteristics, other than age/disability.

There are serious health inequalities in Denbighshire and across North Wales. It is not clear how the priorities being consulted on will contribute to tackling health inequality.

We need to understand and maximise where possible, opportunities to tackle poverty.

### Mitigating actions:

We will use the questions in the tooltips above to consider the work produced by Wrexham CBC.

Find out if there could be disproportionate negative impact on people with protected characteristics.

Please note there is no explicit priority around tackling poverty even though it is an organisational priority. We need to consider how this can be reconciled.



## A Denbighshire of cohesive communities

Overall Impact:	Positive
Justification for Impact:	People being active in their communities and participating emerged as big themes for our communities. The attractiveness of the environment was important to some people as well. Safe communities for children to play and safe facilities/safe places to live emerged to a limited extent, and was more important to some areas than others. We cannot foresee any negative impacts but this needs to be revisited as the process develops.

### **Positive consequences identified:**

There is a draft priority to achieve cohesive communities, that are strong, caring, safe and resilient. This could be a preventative approach to addressing health issues.

County Conversation is enabling a continual conversation with communities and we have a draft priority around this.

The county conversation initially led to the creation of a draft priority to value and maximise our environmental assets.

### **Unintended negative consequences identified:**

None identified at the moment but we will revisit this in February 2017.

### **Mitigating actions:**

It can be difficult to gain participation from certain communities of interest or place. We will evaluate the engagement/consultation work with 'hard to reach' groups, led by Wrexham CB Council to establish how we might engage and encourage participation from people regardless of their situation or background.

## A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Neutral
Justification for Impact:	Some older people were concerned about not being able to access services/support through the medium of Welsh. Many people said they valued Welsh language and culture as an asset. However, it is not clear how the current set of priorities will promote and protect the Welsh language hence the overall impact is neutral.

### **Positive consequences identified:**

Events have the potential to contribute.

### **Unintended negative consequences identified:**

None identified.

### **Mitigating actions:**

We have a Welsh Language Strategy and we need to consider, as this process develops, whether this strategy will lead on the protection and promotion of Welsh language in Denbighshire (and will therefore not be a specific priority in its own right for the new corporate plan).

Any increases in affordable housing has the potential to risk or protect the Welsh language.

## A globally responsible Denbighshire

Overall Impact:	Positive
Justification for Impact:	Some people were interested in hub/satellite services and using assets so that they are multi-functional (eg a building could be a health clinic on a Monday, a court on a Tuesday), and using assets, like buses, when they are out of use during holidays.

### **Positive consequences identified:**

We need to find out if there could be positive impacts for local/national/international supply chains. There could be potential as the draft priorities are worked up.

Potential positive impacts around employment practices and employer's responsibilities but these discussions are in their early stages.

A greater focus on well-being could impact on health services, housing, education, welfare, and environmental groups.

### **Unintended negative consequences identified:**

None identified at the moment but we will revisit this in February 2017.

### **Mitigating actions:**

We need to explore the issues and opportunities highlighted above as the process develops.

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<b>Report To:</b>	Cabinet
<b>Date of Meeting:</b>	28 <sup>th</sup> February 2017
<b>Lead Member / Officer:</b>	Cllr Hugh Evans, Leader/Lead Member for Economic Development
<b>Report Author:</b>	Rebecca Maxwell, Corporate Director – Economy & Public Realm
<b>Title:</b>	<b>Growth Vision and Strategy for the Economy of North Wales</b>

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## 1. What is the report about?

This report sets out progress with development of the Growth Vision for the Economy of North Wales endorsed by Cabinet in September 2016 and outlines the proposed regional governance model

## 2. What is the reason for making this report?

Following endorsement of the Growth Vision for the Economy of North Wales by all 6 North Wales councils in autumn 2016, North Wales has been formally invited to develop the strategy into a 'Growth Bid' for national investment and the conferment of powers to the region by the UK and Welsh Governments.

Work is ongoing to prioritise the content of the strategy for inclusion in a formal bid. The six councils have reached an outline agreement on a governance model for the regional economic strategy. The preferred regional governance model of a statutory joint committee is set out in the report.

## 3. What are the Recommendations?

Cabinet is invited to:

- 3.1 To endorse the preferred regional governance model of a statutory joint committee for further development.
- 3.2 Instruct officers to work with colleagues in partner councils to develop a detailed constitution and inter-authority agreement for the proposed Joint Committee and to bring it back for consideration of the Council entering into a statutory joint committee model with the five partner councils, within the first three months of the new Council term.
- 3.3 That Cabinet confirms that it has read, understood and taken account of the Well-being Impact Assessment (Appendix 3) as part of its consideration.

#### 4. Report details

##### **DEVELOPING A GROWTH BID**

The Growth Vision for the Economy of North Wales was endorsed by all 6 North Wales Council in autumn 2016. A copy is re-attached for reference (Appendix 1). The vision sets out a clear ambition for North Wales for infrastructure development, skills and employment, and business growth. The strategy aspires to increasing the value of the regional economy from £12.8 billion to £20 billion by 2035 with the creation of 120,000 new employment opportunities.

Selected regions of England, and the Cardiff Capital City Region and the Swansea Bay City Region, have been invited by the UK Government to develop a 'Growth Bid' for approval. North Wales was invited to develop a bid by the UK Government in mid-2016. This Governmental commitment to support a regional bid was restated in the Chancellor's autumn statement in November 2016.

A Growth Bid is a formal proposal for Government investment and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. Regions are expected to be prepared to invest in their own strategies, alongside Government(s), in capital allocations, sharing in capital borrowing, the use of land and assets, and in resourcing professional and project capacity. Each bid will have negotiated objectives and targets. For North Wales, the Cardiff Capital City Region and the Swansea Bay Region the bidding process involves both the UK and Welsh Governments.

For North Wales there is a Governmental expectation that there is close joint strategic planning with the immediate North West of England and with the wider Northern Powerhouse network. Our vision and strategy builds on the strong alliances and joint planning both within the region, through the work of the North Wales Economic Ambition Board, and cross-border through the Mersey Dee Alliance and joint work with the Cheshire and Warrington Local Enterprise Partnership. The North Wales and the Cheshire and Warrington growth bids are being developed together and there is a co-dependency for their success. North Wales is also making contributions to the wider strategy of the Northern Powerhouse network, for example the nomination of prime strategic sites for business growth and inward investment. Road and rail infrastructure and connectivity, and wider transport planning including bus routes, are central to the strategy. The Growth Track 360 plan which makes the case for cross-border rail investment is progressing through the Governmental case-making and decision-making stages.

North Wales is a united region with a strong sense of identity. The strategy is supported by the leaders and Chief Executives of all six unitary authorities within the region, the North Wales Business Council, Bangor University, Wrexham Glyndŵr University, Coleg Cambria and Coleg Grwp Llandrillo – Menai. The strategy is also supported by the North Wales Economic Ambition Board, which has a broad membership representing the public, private, education and third sectors. The Economic Ambition Board will remain an important stakeholder network.

Local government is expected to lead the planning and implementation of the strategy and the pivotal role of local government in Wales in regional planning has been reinforced by statements made by the Cabinet Secretary for Local Government and Finance, and latterly in the white paper for local government reform.

Alongside the Economic Ambition Board a legal, resilient accountable governance model is required for the critical stages of (1) developing a formal Growth Bid from the strategy (2) agreeing an investment plan and (3) setting and overseeing an implementation plan.

## **THE PREFERRED GOVERNANCE MODEL**

There are few governance models available to the partner six councils. Whilst a combined authority model, which has growing popularity in England may be possible in the future, there is currently no legislative capacity for this model in Wales. The preferred governance model recommended by the leaders and chief executives of the partner councils, and supported informally by civil servants from Welsh Government, the Wales Office and UK Government departments, is a statutory joint committee.

The statutory joint committee model is a known and dependable model. It is a model with limitations, however. To support the joint committee a host authority will need to be nominated to provide legal, secretarial and administrative support, and one or more host authorities will need to be nominated to host the professional officers who will manage the programmes and projects within strategy implementation. Having several host authorities might be a more workable model as there will be several functions to oversee - specifically economic development, transport, and skills. Joint committees are a familiar model in the region with recent examples being the GWE School Improvement Consortium and the North Wales Residual Waste Treatment Project. A relevant past example is Taith as the former transport consortium and joint committee.

An outline of the suggested terms of reference is set out in Appendix 2. The joint committee will require a constitution, which will include the terms of reference for its functions, and will be underpinned by an Inter Authority Agreement (IAA). An IAA is a joint agreement which sets out how the joint committee will be governed, the limitations of decision-making and the matters which are reserved for individual council approvals, the roles of host authorities, how financial contributions to the joint committee and the host authorities are to be apportioned, and how risks and benefits will be shared.

The recommended membership of the joint committee is the leaders of each of the six councils. Each leader would have a nominated deputy. The committee would be advised by lead professionals and the chief executives. There is the option to co-opt representative from key partner organisations including the North Wales Business Council, higher education and further education. Close working relationships with the Cheshire and Warrington Local Enterprise Partnership will be important and a form of cross-border joint co-ordinating group, without decision-making powers, is proposed.

A detailed constitution and Inter Authority Agreement will be developed in readiness for the new council term. This work will involve Chief Executives and the respective professional leads for economic development, the Monitoring Officers and the Finance Managers/Section 151 Officers.

## NEXT STAGES OF DEVELOPMENT

In the interim period prior to the local elections work will be completed on a draft constitution and Inter Authority Agreement.

Work continues in preparing for a formal Growth Bid with civil servants with the expectation that formal negotiations over a bid will begin by July once the joint committee is in being.

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

Developing the Local Economy is a priority within the Council's current Corporate Plan. While much work can be undertaken on this at a local level, there is no doubt that strengthening the regional economy is also essential. The work to implement the agreed shared Vision for Economic Growth for North Wales is a core component and it is anticipated that developing a formal Growth Deal Bid may be one route to achieving the regional growth vision.

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

There are no immediate additional costs as a result of this report. The Council currently contributes £30K to the projects being undertaken by the North Wales Economic Ambition Board. This funding is topped up by contributions from Welsh Government and North Wales Business Council. As the negotiations on a potential Growth Deal Bid develop, the need for additional funding may emerge but are unknown as yet. The terms of any Growth Deal Bid itself will determine any further contributions the Council may be asked to make. These will be subject to further debate and formal decision by the appropriate governance structures of the Council before any firm commitments are made.

**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**

On balance, the Growth Bid for North Wales is assessed as having a positive impact on North Wales generally and Denbighshire specifically. Its main benefits come from the increased employment opportunities, economic activity, personal and business wealth and wellbeing its activities will create, leading to more vibrant and sustainable communities with reduced deprivation and worklessness, and a reduction in the inequalities arising from deprivation.

There are risks, however - both in terms of how inclusive the growth will be and the impact that growth could have on the region generally and Denbighshire specifically. Managing these risks will require deliberate actions by the North Wales Councils and their partners. Some mitigation measures are already in progress, others need to be developed.

More details are contained in the Well Being Impact Assessment attached at Appendix 3



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

As noted in the report, extensive consultation has been carried out at regional level. Locally, Councillors were provided with a briefing on the original Growth Vision.

**9. Chief Finance Officer Statement**

There are no funding decisions required as a result of this report. The terms of a future growth bid may require financial commitment from the council but this would be subject to existing internal approval and governance arrangements before commitments are made. It is important that the governance model to support a joint committee is properly considered and consulted upon before implementation.

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

The endorsement of further work to develop a statutory Joint committee does not present any particular risks to the Council at this stage. Development of the detailed terms of reference and Inter Authority Agreement will address issues of risk and these will be reported to Council after the election when the invitation to join is brought back for consideration.

The Growth Vision does not present any particular risks in itself. As it develops into an implementation plan, including negotiations for any formal Growth Deal Bid, financial, operational and reputational risks will emerge. These will be considered as part of the regional work to deliver against the Vision Document and will be reported to Council in due course when any formal commitment from Denbighshire County Council is required.

As with any economic development activity, there is an inherent risk that the market does not respond and economic growth does not materialise. As mitigation, the Growth Vision is based on detailed discussions and a professional assessment of the North Wales economy, and its strengths, weaknesses and potential to grow.

**11. Power to make the Decision**

*S101(5) Local Government Act 1972*

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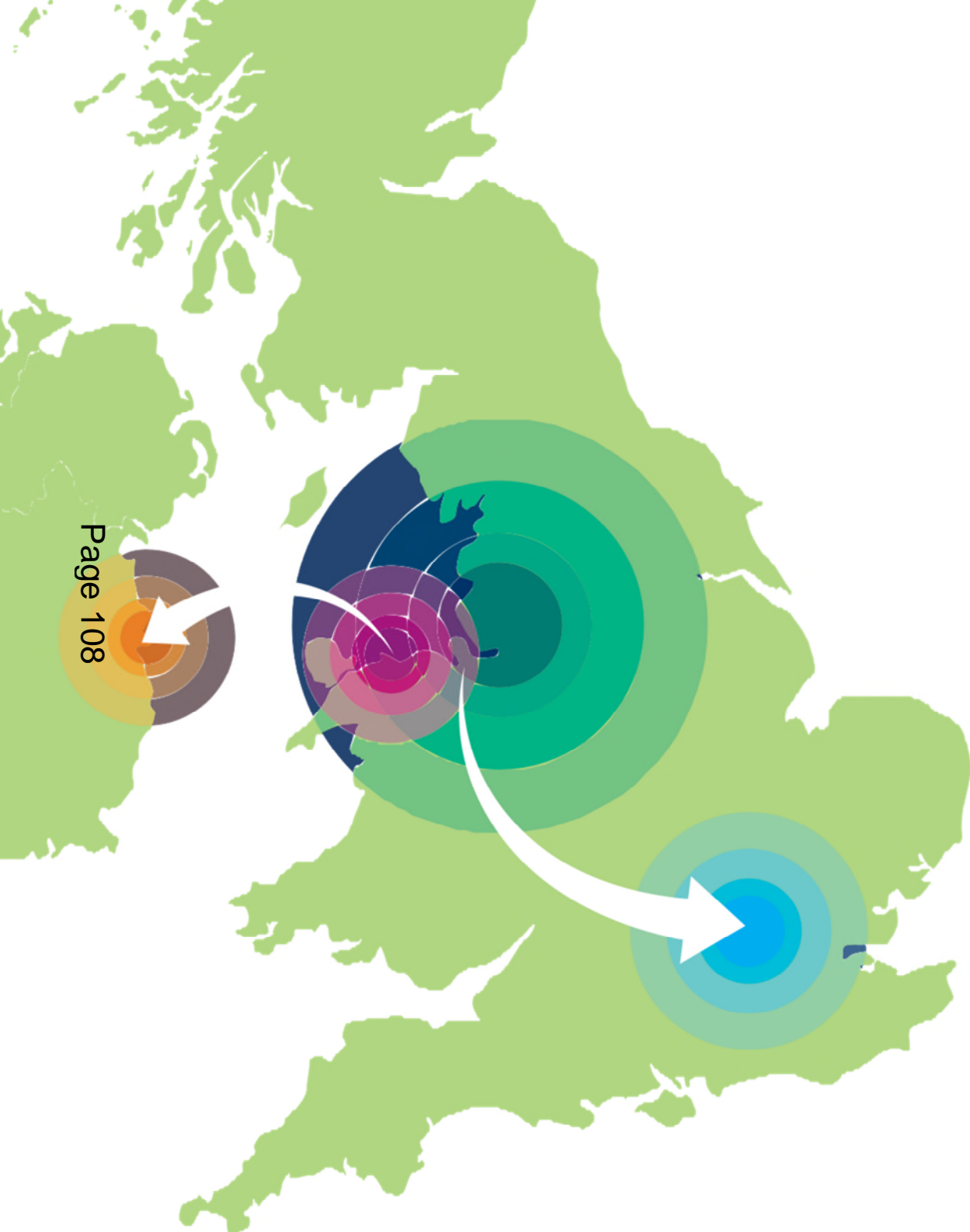
# A Growth Vision for the Economy of North Wales

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north wales economic ambition board  
bwrdd uchelgais economaidd gogledd cymru

July 2016



“A confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland.”

# GROWTH VISION FOR NORTH WALES

This is a single, joined-up vision for economic and employment growth for North Wales. It will be achieved through collaboration and partnership working, with a strong private sector involvement and a *“Team North Wales”* approach, building close economic relationships with neighbouring areas.

It will also create the conditions to support the delivery of the UK Governments’ National Infrastructure priorities in North Wales, particularly Wylfa Newydd – which is one of the largest private sector investments into the UK – and the rail modernisation project from Crewe to Holyhead, which will include electrification.

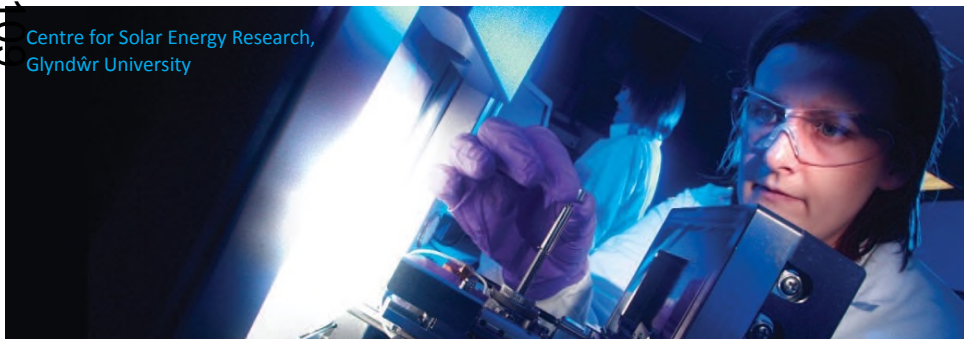
Our ambition for North Wales in 2035 is put forward in section 2 of the paper, with sections 3 and 4 setting out our Strategy and Action Plan of projects to deliver growth and enable the private sector to invest and boost productivity.

The purpose of this paper is to identify our vision for growth for North Wales, and to set out our Strategy and package of projects to realise that vision.

Various funding programmes will be explored to support the implementation of the Strategy and Action Plan of Projects, particularly a Growth Deal proposal with the UK and Welsh Governments.

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Centre for Solar Energy Research,  
Glyndŵr University



The aims behind the vision are:

- To improve the economic, social, environmental, and cultural well-being of North Wales;
- To support and retain young people in the region’s communities;
- To address worklessness and inactivity across the region;
- To support and enable private sector investment in the region to boost economic productivity and to improve the economic and employment performance of North Wales.

# NORTH WALES IN 2035.....

Delivery of the vision will be powered by high value economic clusters throughout North Wales.

The **energy cluster** will have expertise around energy generation, low carbon technologies and processes, with businesses well-equipped to exploit opportunities as a result of investment in Wylfa Newydd, Trawsfynydd Small Modular Reactors and off-shore wind, biomass and tidal energy projects. Businesses within the cluster will have strong linkages with leading energy research centres, especially in the Northern Powerhouse area, so as to facilitate effective knowledge exchange, innovation, high quality research and development, and technology commercialisation.

Importantly, synergies with energy sector cluster development activity in neighbouring regions will be fully exploited, especially supply chain opportunities. North Wales, together with the cross-border area and North West England, will be positioned as one of the leading UK locations for energy generation and energy related supply chain investment, with expertise in business and academia to seize opportunities for the global demand for low or zero carbon energy.



in this cluster, building on a strong network of anchor companies with international profile and a competitive edge in aerospace, materials and processes, marine and environmental engineering, automotive, electronics and food.

Anchor companies in this cluster will be supplied by SME's within the region with a reputation for high quality. The cluster will benefit from a portfolio of well serviced development sites as well as the availability of applied



knowledge assets and facilities, especially in higher education. Growth in this cluster will be driven in particular by Enterprise Zones (such as Deeside Enterprise Zone), as well as new investment in the Northern Gateway, Deeside; Wrexham Industrial Park; St. Asaph Business Park; Parc Bryn Cegin, Bangor and Parc Cybi, Holyhead.

The **digital cluster** will become an integral part of the region and the rapid growth of many digital businesses will confirm North Wales' position as a UK hub of technology excellence.

The diverse digital sector, including high performance computing, data analytics, media, cognitive computation etc., will be pivotal to the region, forging new innovative sectors and creating new ways to doing business.

The digital cluster will be the engine room for growth in North Wales, building on the competitive advantages in terms of academia, quality of life and outstanding natural beauty, and a quality infrastructure.

Creative industries, software development, health technology and financial science will all be part of such a cluster, building their own momentum for growth. Our strength in digital technology will be powered by strong applied research from the region's Universities and Further Education Colleges with electrical and software engineers driving the specialism in hardware and wireless communication. Some strategic sites will provide a focus for activities in the digital sector, in particular Menai Science Park, Wrexham Technology Park and St. Asaph Business Park.

The region will have a high concentration of digital companies – a significant technology cluster, creating a real and genuine “buzz” that will succeed in inspiring young people and creating an image of a modern, well-connected and outward looking region.

North Wales is economically connected to the **Northern Powerhouse**. Administrative boundaries will not be a barrier, with the economy of North Wales inextricably linked and closely aligned to North West of England.

Cross border collaboration will take place on the delivery of strategic projects, such as transport, and the development of key high value clusters which will boost economic performance and productivity.

Some of the key transformational projects in the region, such as Wylfa Newydd and Trawsfynydd Small Modular Reactors, offer huge potential synergy with the energy cluster in the Northern Powerhouse, and will directly benefit from the advanced manufacturing expertise within organisations such as the Nuclear Advanced Manufacturing Research

Centre based in Sheffield and the University of Manchester's Dalton Institute.

The region will also benefit from developing trade, commercial and business links with Ireland. The economic advantages of being positioned between major economic centres such as Manchester and Dublin will be maximised – further increasing our appeal as a major business destination.

The improvement of the regional transport and economic infrastructure will both support sustainable housing growth and improve



access to the region to promote its visitor offer. Delivery of the Vision will be integrated into plans for sustainable community planning and development which respect the unique cultural and linguistic characteristics of the region.

Achieving this ambition will ensure that North Wales will have a strong regional offer to the UK and Welsh Governments. This offer will be a concentration of innovative businesses in high value economic clusters embedded in the region, capitalising on the high level skills base, quality infrastructure and excellent connections to the Northern Powerhouse. Such a concentration will establish North Wales as a “Locality of Excellence” for the location of businesses in high value clusters and as a consequence, boosting UK productivity levels and re-balancing the economy.

# STRATEGY TO DELIVER THE VISION

At the heart of our vision is the desire to improve **productivity**, **competitiveness** and **growth** across North Wales.

It has been developed and agreed by a wide partnership of people, organisations and the private sector who share a pride in, and ambition for, an area with unique assets, challenges and opportunities.

The focus will be on creating the appropriate conditions for high value economic clusters such as energy, advanced manufacturing and digital sector to flourish and boost their contribution to the performance of the economy.

This will be achieved by building on the strengths of the existing business base and overcoming barriers and challenges by delivering a package of strategic projects which are needed for positive change to transform the economy.

Increasing productivity is a key goal. However, to achieve this successfully, and to deliver a more successful and balanced economy, long term investment will be required to tackle long term challenges, especially around transport, skills and employment, business support and housing

needs.

The Strategy will deliver the vision of increased productivity, growth and jobs by focusing on the following:



**Improving the infrastructure across the region**, especially transport and digital, to facilitate and enable economic investment and to unlock the economic potential of North Wales. Digital technology needs to be significantly upgraded to act as a key enabler for productivity and driver of innovation and international trade. There is also a need to focus on improving access to employment sites, and to address traffic congestion problems on certain road routes, especially in the cross-border area. Investment also needs to take place in the North Wales railway network – the electrification of the railway line is a priority as well as improving the frequency, speed and the quality of rail services and the rolling stock. The region also needs to ensure that there is a portfolio of market-responsive, well-served, readily available development sites that meet the needs of current and future economic sectors and clusters, especially along the A55 corridor. This is crucial if we are to become the



favoured location of businesses and attract investment. The housing offer across North Wales - a key component of enabling growth - will have to respond to demographic shifts and cater for housing need across the region. There will be a need to encourage schemes that provide quality homes across a range of tenures, to suit a range of income levels and aspirations close to major employment centres.

**Improving and upgrading the region's skills base and providing employment growth**, focusing in particular on improving the supply of advanced skills in the high value economic clusters and tackling worklessness. Employers in the region need to be supported to drive skills provision that responds to their needs, retaining flexibility to respond to evolving requirements. We also need to ensure that young people and adults in the region are equipped with the skills that employers need, and ensure that the area provides an attractive employment proposition to attract and retain workers, particularly those with high level skills. The

Advanced Manufacturing Centre at Deeside, the Aerospace Technology Centre at Broughton and the new Skills Centre for Energy and Environment at Llangefni are examples of key projects that need to be delivered to support the skills agenda. The education system across the region will have to become more demand-led, reflecting the priorities of employers and growth sectors in the education curriculum. We also need to ensure that those seeking work have the skills to access sustainable employment, whilst those in work need to be supported to develop



their potential. Worklessness will be tackled through the delivery of integrated and co-ordinated programmes that will focus specifically on the individual's needs and circumstances – providing them with the confidence and the support to access the labour market.

**Promoting and supporting business growth and innovation**, especially in key sectors, and strengthening supply chains within the region. We need to create a highly supportive and competitive environment for our businesses, so that they remain resilient and embedded locally. It is crucial that this support is effectively co-ordinated, especially through a Team North Wales approach. Businesses in the region will also have the opportunity to capitalise on major private sector investment schemes, such as Wylfa Newydd, Deeside Enterprise Zone, Orthios Holyhead, and it is crucial that they are supported and equipped to access the relevant supply chains and retain expenditure regionally. We also need to boost growth in our enterprise pipeline across exports, innovation and business start-ups, especially through interventions that have the full engagement and commitment of the private sector. We also need to ensure that the appropriate services and facilities are available in the region to support the business sector to access research and development resources, in particular from higher education and further education. Pro-active marketing initiatives are also required in order to attract new investment, building on the strengths of various localities across the region, and establishing North Wales as a key destination. Put simply, we need to be “better known” as a high quality and excellent location for new investment, particularly in the high value economic clusters.

The balance of benefits will be shared to support the sustainable growth of the different sub-regions of North Wales.

Consideration is being given now to a form of governance model which will be both inclusive and be capable of decisive and co-operative joint planning with Regional Partnerships such as Cheshire and Warrington.

# STRATEGIC PROJECTS TO DELIVER THE STRATEGY

A portfolio of strategic projects have been identified to support the delivery of the strategy. These projects – which have all been identified as priorities by a partnership including Local Authorities, Welsh Government, the private sector and Higher and Further Education Colleges - are included below under the relevant headings.

It should be noted that the key priorities of all six Local Authorities for Infrastructure, Skills and Business Growth have been incorporated within this portfolio.



## *Infrastructure Plan to enable Growth:*

### Road

- A55 / A494 Route Improvement Project (£210m), improving the main access from North Wales to the Northern Powerhouse\*:
  - Aston Hill improvement
  - Flintshire Bridge alternative route
- A55 Capacity and Resilience Improvements (£35m):
  - Congestion issues at key pinch points e.g. Halkyn and Abergele
  - Resilience improvements
- A483 /A5 Route Improvement Project (£300m), improving the main access from North Wales to the Midlands and South\*:
  - A483 / A55 junction at Chester Business Park
  - Wrexham Town Centre junctions
  - A483 / A5 junctions at Halton through to Oswestry
- A55 Menai Crossing (£135m)

	<ul style="list-style-type: none"> <li>• A487 Caernarfon Bontnewydd bypass (£85m)</li> <li>• Holyhead Port Access (£10-15m)</li> <li>• Localised access to employment opportunities</li> </ul>
Rail	<ul style="list-style-type: none"> <li>• The delivery of a detailed prospectus (Growth Track 360) that outlines our ambition for rail service improvements and connectivity with HS2 at Crewe hub – including proposals to improve: <ul style="list-style-type: none"> <li>• Service frequency and speed improvements (£20m – £25m)*</li> <li>• Network capacity improvements (£35m)*</li> <li>• Rolling stock improvements</li> <li>• Electrification of the network (£750m)*</li> <li>• Improved stations at Deeside</li> </ul> </li> </ul>
Integrated Transport	<ul style="list-style-type: none"> <li>• The delivery of a regional passenger transport network that fully integrates transport modes.</li> </ul>
Strategic Sites and Premises	<ul style="list-style-type: none"> <li>• Deliver a managed programme that provides strategic employment sites with associated infrastructure including access: <ul style="list-style-type: none"> <li>• Northern Gateway, Deeside (£10m)*</li> <li>• Warren Hall, Broughton (£20m)*</li> <li>• Wrexham Technology Park expansion (£10m)*</li> <li>• Wrexham Industrial Estate extension (£15m)*</li> <li>• Wrexham Business Quarter re-development (£8m)*</li> <li>• St Asaph Business Park expansion (£10m)</li> <li>• Abergele South East (£7m)</li> <li>• Parc Bryn Cegin, Bangor (£3m)</li> <li>• Parc Cefni expansion, Llangefni (£5m)</li> <li>• Parc Cybi, Holyhead (£2m)</li> <li>• Holyhead Port re-development (£5m)</li> <li>• Ferodo Site, Caernarfon (£5m)</li> <li>• Centre for Energy Generation at Trawsfynydd (£5m)</li> <li>• Snowdonia Aerospace Centre, Llanbedr (£6m)</li> <li>• Menai Science Park (£21m)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>Establish a regional Delivery Body to bring forward site and premises development and identify innovative funding opportunities.</li> </ul>
Digital	<ul style="list-style-type: none"> <li>Promote and deliver projects that increases ultra-fast broadband and mobile coverage that enable our businesses to access new markets.</li> <li>Accelerate the roll-out of the connectivity infrastructure programme in the region.</li> <li>Support continued investment in the digital network and infrastructure, especially mobile connectivity, and promote activities to exploit the availability of superfast broadband. Monitor usage and promote the capacity provided.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Address key barriers to housing delivery, especially in Wrexham and Flintshire, and ensure that a supply of adequate land for residential development is available to meet projected demand and need, especially reuse of brown field sites.</li> <li>Support to assist with costs associated with site remediation, the delivery of enabling infrastructure and the lack of funding caused by restricted access to banks and institutional funding will be available</li> </ul>

(\* also included within the Cheshire & Warrington Growth Deal Bid)



## Skills and Employment Plan to enable Growth:

	<ul style="list-style-type: none"> <li>Delivery of a strategy that increases the uptake of STEM subjects to support energy, advanced manufacturing and digital sector in North Wales.</li> <li>Identify skills demands and work with providers in Higher/Further Education and the third sector to support developing and up skilling the regional workforce.</li> <li>Develop initiatives and projects to promote a skills pipeline across education and training providers in support of regional economic priorities.</li> <li>Deliver specific projects and programmes intended to support the key sectors:</li> </ul>
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- Grŵp Llandrillo Menai / Horizon ABWR Centre of Excellence and Nuclear Campus at Llangefni
- Centre of Excellence in Sustainable Energy at Bangor University and Menai Science Park
- Advanced Manufacturing Centre at Deeside and Business Productivity & Engineering Lab at Wrexham Glyndwr University
- Aerospace technology Centre at Broughton
- New Science & Technology Quarter at Bangor University
- To resource and fund a cross-border careers advice service to support the skills provision pipeline.



## Supporting Business Growth Plan:

- Develop sector specific projects that support continued growth of the Advanced Manufacturing sector, especially in the Aerospace, Automotive, Packaging, Nuclear, Advanced Materials, Food & Drink sectors and Medical Sciences.
- Deliver the planned lower carbon energy generating and renewable energy projects, as well as promoting and supporting opportunities to develop further projects in the region, e.g. Morlais Marine Demonstration Zone, Sustainable Energy Catapult Centre.
- Promote the continued development of the high value / knowledge intensive Finance, Business, Creative & Digital service sectors growing in North Wales, e.g. Wrexham Financial Services.
- Boost growth in our Enterprise Pipeline on a cross-border basis across Exports / Innovation / Productivity and Business Start-Ups, through a package of funds and resources covering Research and Development Business & Higher/Further Education Research / Graduate Recruitment / Export Management / a regional 'Pop Up' Incubator Fleet.
- Leverage and pool existing resource supporting economic development through establishment of the North Wales Growth Acceleration & Investment Hub (North Wales Growth Hub), co-locating key Welsh Government and North Wales Economic Ambition Board resources in one location. All the key levers and support in one place - 'Team

North Wales’.

- Support businesses in the region to access opportunities stemming from major private and public sector investment schemes, especially through the supply chain. Some of these major projects include Wylfa Newydd, Menai Science Park, Enterprise Zones, Orthios Holyhead, and major road network improvements.
- Develop new initiatives to support the sustainability and resilience of the construction sector within North Wales.
- Provide support and incentives for major anchor companies based in North Wales to grow and develop further, such as Airbus / JCB / Siemens / Redrow / Moneypenny / Moneysupermarket / Toyota / Kingspan.
- Establish a Knowledge Transfer Programme - Connecting live business needs with research facilities and expertise across North Wales, Mersey Dee and wider Northern Powerhouse region.
- Develop projects to fast track the commercialisation of new technologies and market leading products, boosting innovation and productivity growth.
- Investment in the “Innovation Corridor” across North Wales to enhance and improve facilities and learning environments, and help position Bangor University, Glyndwr University, Coleg Cambria and Grwp Llandrillo-Menai in particular as hubs for innovation, research and development.
- Capitalise on the regions reputation as a place with great quality of life, as a world-renowned adventure tourism destination and as the pivotal location linking the Irish Market and our wider region of the Northern Powerhouse, by establishing a new Regional Marketing Fund to market North Wales.

# IMPACT ON THE REGION'S ECONOMIC PERFORMANCE

The forecasted growth rate for the regional economy – based on current trends – is 1.9% between 2016-2035. However, we can achieve a higher growth rate with the delivery of the Growth Vision and Strategy, and increase the value of the North Wales economy from £12.8 billion to £20 billion by 2035 – representing a growth rate of 2.8%.

The value of the economy would increase by 56% in less than 20 years. It is estimated that such growth levels will generate at least an additional 120,000 new employment opportunities. This is based on considerations contained in an independent report commissioned by the North Wales Economic Ambition Board which modelled different scenarios of future movements in GVA within North Wales.

Such improvements in GVA and employment growth will significantly reduce the output gap with the rest of the UK

The projected provision for housing allocations currently in adopted or proposed Local Development Plans across the region (which end at different times) ranges from 37,500 homes to 44,100, which is 2,500-3,000 new homes annually. To date, 13,100 dwellings have been completed between April 2007 and April 2015 – the majority in the Flintshire and Wrexham area. This shows that the region has to be more ambitious in planning sustainable housing growth.

Given the growth projected in the region, measures need to be in place to ensure the removal of constraints and barriers to release designated sites for housing development – especially in areas of high employment growth. (This action is included in the Infrastructure Plan in the Strategy). There will also be a need for further allocation of land for housing as the Local Development Plans are renewed from 2021 onwards. This gives us the opportunity to ensure that the land use planning process is closely integrated and aligned with our economic growth strategy.

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# NEW RESPONSIBILITIES FOR THE REGION TO DELIVER

The region is prepared and ready to accept new responsibilities and powers on key decisions that affect the region. This will support the delivery of the Growth Vision and Strategy, as well as promoting new ways of working and improving the co-ordination of services to businesses and people through a “Team North Wales” approach.

For example, there is potential to explore with the UK and Welsh Governments the following:

- Integration of employment and skills programmes at the regional level – in particular DWP programmes and WG skills initiatives targeted at the “hard to reach” groups and those who are economically inactive. An opportunity exists through such an approach to tackle worklessness in a much more meaningful and effective way, and tailor the new Work and Health Programme to meet the needs of North Wales.
- Asset Backed Investment Fund - This can be achieved if LA / WG / public body assets were pooled. Importantly if the approach was to be fully effective some of the powers currently held by WG from WDA / Land Authority days would give the new entity some key responsibilities and power.
- Strategic land use planning – in particular to achieve improved alignment between planning policies with economic development priorities. The process of identifying the supply

of land required for housing growth and economic growth could be done more regionally and strategically, as well as identifying strategic sites. An opportunity here to achieve better strategic integration between transport planning, economic planning and land use planning through a new and bold approach.

- A regional transport authority with the opportunity to prioritise schemes for funding across the region – with the aim of “enabling” economic growth.
- A business support and trade team – working across the region with a “team north wales” approach. This team would focus in particular on our growth sectors and overcoming barriers to growth and innovation. It could also include tourism and marketing.
- New fiscal powers at the regional level, in particular a programme of Tax Increment Finance projects funded by additional NNDR tax revenue gains from economic development activities, as well as a Regional Investment Fund to provide funding and finance for regeneration activities across the region.

North Wales is well placed to receive a range of new responsibilities, and is confident that the powers that will be devolved to the region – following negotiations and agreement with the UK and Welsh Governments – will have a positive impact on the delivery of the Growth Vision and Strategy, boosting productivity levels and improving the employment prospects of our residents.



Key partners unite behind Growth Track 360 rail prospectus



# The Growth Vision is supported by:

Councillor Dilwyn Roberts, Leader



Councillor Hugh Evans OBE, Leader



Councillor Aaron Shotton, Leader



Councillor Dyfed Edwards, Leader



also

Chair, the North Wales Economic Ambition Board

north wales economic ambition board  
bwrdd uchelgais economaidd gogledd cymru

Councillor Mark Pritchard, Leader



Councillor Ieuan Williams, Leader



Ashley Rogers, Chair



David Jones OBE, Chief Executive



Professor Maria Hinfelaar,  
Vice Chancellor



Professor John Hughes,  
Vice Chancellor



Glyn Jones OBE, Chief Executive





[www.northwaleseab.co.uk](http://www.northwaleseab.co.uk)

Contact: Iwan Trefor Jones on behalf of the North Wales Economic Ambition Board  
t. 01286 679162 e. [IwanJ@gwynedd.llyw.cymru](mailto:IwanJ@gwynedd.llyw.cymru)

## Outline Terms of Reference – Proposed Statutory Joint Committee

1. Functions
2. Strategy
3. Prioritisation
4. Representation
5. Performance
6. Accountability

### Terms of Reference 1: Functions

- Economic growth strategy and planning
- Infrastructure prioritisation and planning
- Strategic land use planning and allocation
- Transport planning and commissioning
- Skills planning and commissioning strategy
- Others to be added as powers are devolved

### Terms of Reference 2: Strategy

- Setting of directional regional strategy
- On-going assessment of evidential regional need and opportunity to underpin the strategy
- Setting of priorities and investment plans to deliver the strategy

### Terms of Reference 3: Prioritisation

- Prioritisation of contributory schemes
- Business case development and case-making for prioritised schemes
- Investment profiling and prioritisation
- Securing investment agreements

### Terms of Reference 4: Representation

- Engagement and relationship management with regional partners
- Engagement and relationship management with cross-border partners
- Advocacy and lobbying with Welsh Government and UK Government, Ministers and political groupings
- Public and media relations and profile

### Terms of Reference 5: Performance

- Programme management of implementation of the strategy
- Oversight of performance against key progress milestones and outcome measures
- Securing strategic, programme management, and project development and management resources to implement contributory schemes

### Terms of Reference 6: Accountability

- Reporting to the six local authorities
- Reporting to regional partners on performance, investment performance and risk management
- Reporting to Welsh Government on performance and the effective use of their investment
- Reporting to UK Government on performance and the effective use of their investment

### **Limitations of Decision-Making and Reserved Matters**

Examples of decisions which will be reserved for individual council approvals are:-

- Agreement of functions to be given to the Joint Committee
- Agreement of annual budget contributions for the Joint Committee and host authorities
- Investment and borrowing commitments and risk exposure levels
- Allocation of land and other asset for pooling

# North Wales Economic Growth Bid

## 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:	184
Brief description:	The 6 North Wales Councils have developed and endorsed a vision for economic growth across the region. This proposal looks at the governance arrangements to support development of the strategy to deliver that economic growth. A further assessment will be carried out when the details of the Growth Strategy and bid are known.
Date Completed:	13/02/2017 10:27:29 Version: 1
Completed By:	Rebecca Maxwell
Responsible Service:	Planning & Public Protection
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?

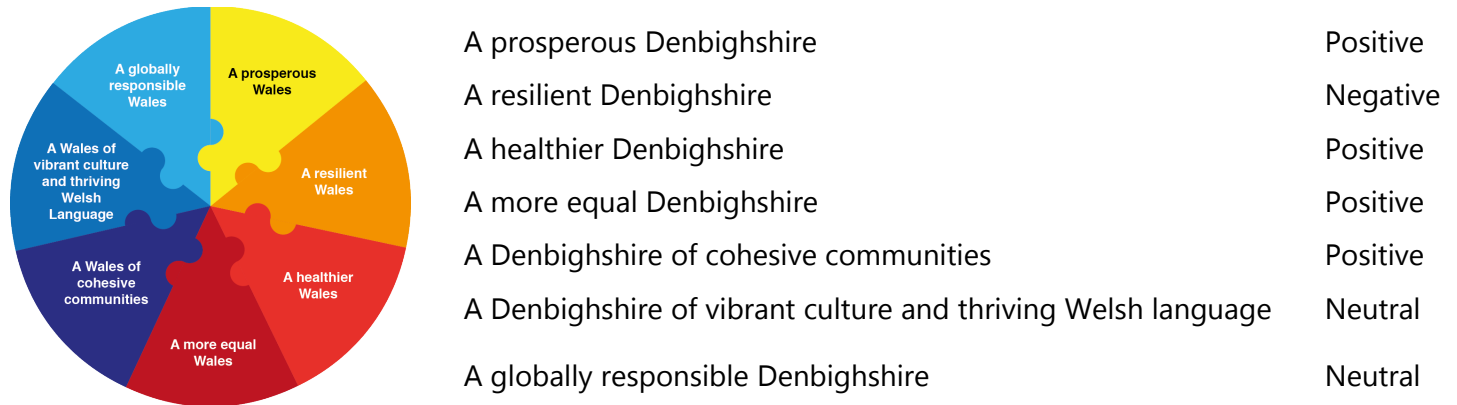
(3 out of 4 stars)



Actual score: 19/ 24.

## Summary of impact

Wellbeing Goals



## Main conclusions

On balance, the Growth Bid for North Wales is assessed as having a positive impact on North Wales generally and Denbighshire specifically. Its main benefits come from the increased employment opportunities, economic activity, personal and business wealth and wellbeing its activities will create, leading to more vibrant and sustainable communities with reduced deprivation and worklessness, and a reduction in the inequalities arising from deprivation.

There are risks, however - both in terms of how inclusive the growth will be and the impact that growth could have on the region generally and Denbighshire specifically.

Attention is already being paid to measures needed to ensure inclusive growth. Skills and Employment are a key feature of the Growth Bid proposal, with a specific focus on both skills for young people and also employability improvement for working age adults currently furthest from the workplace. Initiatives are also planned to ensure local supply chain and local businesses benefit from inward investment propositions and transformational projects, such as is already happening for HMP Berwyn and Wylfa Newydd.

Less well understood are the potential adverse impacts on natural environment, sustainability and Welsh Language and culture. Further work is needed on these to ensure potential adverse impacts are minimised and positive opportunities are captured.

what makes the region a good place to live currently.

There will also need to be careful and close working among all public services to ensure that any increase in population arising from the anticipated economic growth is managed and that services are planned and adequately resourced to deal with any increased demand.

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	<p>The Growth Bid is specifically designed to grow the economy of North Wales, whilst at the same time safeguarding social, environmental and cultural well being. The Bid aims to support and retain young people in the region by creating new employment opportunities, increasing affordable housing options and creating a more vibrant lifestyle. The Bid is also intended to address worklessness and economic inactivity.</p> <p>Denbighshire is well positioned to benefit from an improved economy in North Wales as a whole. As well as having specific employment sites identified on which business growth can happen, the county's workforce will be able to travel easily to jobs outside the county, particularly to the East in the already strong economies of Flintshire, Wrexham and Chester where demand for workforce is already starting to outstrip supply.</p>

### Positive consequences identified:

The Growth Bid features Energy, particularly renewable energy, as one of its sectors for growth. An increase in locally accessible high quality jobs will reduce the need for commuting, reducing carbon impact. Improved public transport connectivity is a key feature of the Growth Bid. This has the potential to reduce reliance on private car travel and reduce carbon consumption.

The Growth Bid is intended to grow the economy of North Wales as a region significantly. It is also intended that this growth is spread across the region and not just clustered in one area.

Denbighshire is well positioned to benefit from economic growth, particularly in North East Wales and the immediate cross border area.

The Growth Bid envisages a growth of 120,000 new jobs over the next 20 years. By focusing on specific sectors of growth - energy and advanced manufacturing in particular - the expectation is that these will be high quality, high value employment opportunities. Denbighshire is well placed to benefit as it is located closest to the already strong economies of Flintshire, Wrexham and Chester and with improved employment opportunities and transport connectivity, it will be easier for Denbighshire residents to access the new jobs.

There are also 2 key strategic employment locations within the county - at St Asaph and Bodelwyddan. Growth in the region as a whole will make these attractive locations for businesses given their relative proximity to the North England economy and location on the strategic transport corridors of road and rail on the North Wales coast.

A core part of the Growth Bid is a Skills and Employment plan. Specific initiatives have been identified to ensure skills are developed among the regional workforce to complement the jobs being created.

The Growth Bid also highlights investment in communication and transport infrastructure as a key component in the economic growth envisaged. Broadband, mobile telecommunications and road/rail infrastructure are all specifically identified.

The need to invest in Housing delivery is also highlighted.

### Unintended negative consequences identified:

There is a risk that improved connectivity encourages more commuting, particularly if new jobs are not spread across the region.

Increased business activity, particularly manufacturing, may increase carbon consumption through energy use, transport implications and use of raw materials.

There is a risk that growth is not spread and benefits are only felt by one part of the region.



There is a risk that growth is not spread and benefits are only felt by one part of the region. Local businesses may struggle to compete with new employers offering higher quality jobs. There is a risk that new jobs created will not benefit Denbighshire residents. Additional work will be required to ensure residents are well skilled, aware of the new employment opportunities and easily able to access them through improved transport infrastructure. Local businesses may struggle to compete with new employers offering higher quality jobs. If schools and colleges are not sufficiently engaged, skill development will not happen for the local resident workforce and new job opportunities will be filled by inward commuters. Without careful planning, there is a risk that housing growth may be more than local services are able to sustain. As noted above, increased economic growth may also lead to increased travel - both to and for work, and may increase road freight if investment in rail is insufficient. The Growth Bid does not specifically consider impact on childcare provision.

### **Mitigating actions:**

The main potential for negative consequences arise from the risk that economic growth happens around Denbighshire and does not benefit the county. Officers are already working to minimise this risk through the Council's existing Economic & Community Ambition Strategy that seeks to support our indigenous business base to grow and develop, as well as creating an attractive environment for new businesses to set up and grow. Within the Growth Bid work, programmes have been identified to ensure region wide skills development for the benefit of existing residents, including retaining young people who have traditionally left the region for employment.

There is also a programme focusing on connecting existing local North Wales businesses into supply chain opportunities that may arise from wider economic growth. This is already underway for North Wales Prison and Wylfa Newydd. Locally, DCC officers have been working hard to make it easy for local businesses to enter the council's supply chain and to connect local businesses with wider regional opportunities.

The risk of increased travel for and to work will in part be addressed by a focus on improving public transport infrastructure and services. In particular, the North Wales Rail Modernisation programme (Growth Track 360) and the forthcoming work on the North Wales Metro concept, will seek to address current deficiencies.

Creation of local jobs close to/well connected to major centres of population in the region will also help to mitigate commuting risks. There is currently a substantial outward migration of workers to jobs outside North Wales and outside individual counties within North Wales.

Overall Impact:	Negative
Justification for Impact:	Increased energy consumption and most likely increased fuel consumption are inevitable consequences of increased economic activity. The Growth Bid has not considered explicitly environmental considerations at this stage. Implementation at individual project level will enable a closer analysis of issues, but is unlikely to remove entirely the potential for unintended negative consequences in this area.

**Positive consequences identified:**

A growth sector identified in the North Wales Growth Bid is renewable energy and clean technologies. This has the potential to impact positively.

Growth in advanced manufacturing and materials may increase the potential for reuse and recycling of materials, but nothing specific is planned.

Some potential for reduced fuel use if outward commuting can be reduced by creation of more jobs locally, or within closer distance.

**Unintended negative consequences identified:**

Development of employment sites may at times impact on issues of biodiversity or environment. It is expected that these will be managed through the Planning process.

An increase in both business activity and population risks having a negative impact on waste generated. North Wales councils have good levels of performance in recycling and waste avoidance. There is no reason to believe this will change.

Increased business activity will increase energy consumption in the county and across the region. Businesses themselves will be incentivised to keep this as low as possible (minimised costs) and will be likely to be seeking renewable sources.

Fuel consumption may increase if jobs are not evenly spread across the region (although there is significant outward migration already from the region for employment).

Travel for business (employees and goods/freight) may also increase leading to increased fuel use.

**Mitigating actions:**

Businesses will be encouraged to consider renewable energy sources

Employees (and businesses) will be encouraged to consider lower carbon modes of transport. Larger businesses will be expected - by the planning process - to demonstrate how they are encouraging Green travel among their workforce

Investment in public transport infrastructure will increase the likelihood of it being used in preference to private car.

All individual developments will be controlled for environmental and biodiversity impact through the planning process. The same will apply to flood risk management.

Growth in the renewable energy and clean technology sector as a result of the Growth Bid activity will increase Wales and the UK's ability to reduce consumption and reduce negative impacts on the environment.

## A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	Increased employment, economic activity and household income are all associated with higher levels of well being - or at least their lack is commonly associated with lower levels. By improving employment opportunities, Denbighshire and North Wales residents will be at less risk from the many various impacts of multiple deprivation.

### Positive consequences identified:

Employment and economic activity has been shown to have a positive impact on health and wellbeing, and for deprivation to have a negative impact. The Growth Bid plans to increase employment opportunities, reduce worklessness and improve economic activity rates across the region.

In Denbighshire, the highest levels of unemployment, economic inactivity and low household income are in Rhyl. With its location on the main public transport network, and its proximity to major employment locations at St Asaph, Bodelwyddan and slightly further afield at Deeside, Rhyl is well positioned to offer its residents easy access to new job opportunities being created.

Employment and economic activity, together with higher household incomes, are associated with higher levels of emotional and mental well being.

### Unintended negative consequences identified:

There is a risk that if population grows faster than the ability of health services to respond, access to healthcare may become harder.

### Mitigating actions:

Careful planning will need to take place with BCUHB and other public services, including Councils' own services, to ensure that any population growth arising from the increased economic growth is planned for and that services can respond.

## A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	The main aim of the Growth Bid is to increase employment, reduce economic activity and bring higher levels of income to the region. This will address the economic inequality and deprivation that exists in many parts of the region. Rhyl is particularly well placed to benefit and has the highest levels of deprivation in the region.

### Positive consequences identified:

Improved economic 'wealth' across the region has the potential to benefit all groups. Businesses will be required to consider their individual approaches to people with protected characteristics in their own employment policies. The Growth Bid specifically identifies a goal of improving the employment and retention of young people in the region.

Improved economic activity and reduced deprivation will have an impact on reducing health inequalities. The Growth Bid is specifically intended to improve levels of employment and address economic inactivity and worklessness. More people in employment and more higher value employment opportunities will increase household income across the region. There will be reduced reliance on benefits.

### Unintended negative consequences identified:

There are no specific considerations given at Growth Bid level to the impact of economic growth on the well being of people with protected characteristics.

There is a risk that without additional focus on people already furthest from the workplace, the new employment opportunities will not benefit them.

There is a risk that without additional focus on people already furthest from the workplace, the new employment opportunities will not benefit them.

### Mitigating actions:

The Growth Bid already envisages specific work with groups furthest from the work place - both young people and working age adults - through the Skills and Employment Plan to minimise the risk of excluding from economic growth. Work has already started in a number of locations, including Rhyl, with Dept for Work & Pensions to improve employment opportunities for local disadvantaged residents. Skills development work will also seek to minimise risk of exclusion.

As noted previously, Rhyl is particularly well located for its residents to have access to increased employment opportunities. This location, alongside the skills development work and investment in public transport infrastructure, will all help to minimise risks of exclusion/maximise potential for benefit.

## A Denbighshire of cohesive communities

Overall Impact:	Positive
Justification for Impact:	It is anticipated that more economically active communities will be more resilient and feel safer. The Growth Bid is intended to deliver more economically active communities. On balance, it is expected that this growth will have a positive impact on cohesiveness of communities.

### Positive consequences identified:

Increased employment/income and reduced deprivation may have a positive impact on community safety/may help to address issues of anti social behaviour (including drug and alcohol misuse) experienced in parts of the region at the moment.

More economically active communities may be more willing to participate and invest in their own resilience (fewer other things to worry about) - however, the evidence is not strong that this happens naturally.

Vibrant towns and communities are strongly associated with good levels of employment and household income. A more vibrant community is more likely also to be a more attractive place.

### Unintended negative consequences identified:

There is a risk that communities become less rather than more connected.

There are some concerns that increased population resulting from inward migration, rather than retention of existing working age residents, may reduce community participation and identity.

There is a risk that increased economic activity leads to over development and/or urbanisation of the region and Denbighshire's natural environment, making it less attractive.

### Mitigating actions:

Community development work will need to take place alongside the economic growth strategy to ensure that communities remain connected whilst growth is happening. Communities with a strong sense of identity will be better placed to absorb population growth without it impacting adversely.

The Planning system will be required to manage the potential for adverse impacts of new developments and to minimise these as far as possible through their planning decisions and conditions. Council's Local Development Plans will need to be clear about where employment and housing growth will and will not be allowed.

## A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Neutral
Justification for Impact:	Economic growth in North Wales has great potential to offer employment opportunities to working age residents from the area, many of whom leave the region for work - either on a daily basis or permanently. In Denbighshire at least there is strong evidence that this section of the population is missing and increased employment may be a way of reversing this trend. Retention of existing residents is likely to have a positive impact on Welsh Language, culture and heritage through retaining language skills and personal history/affinity with local culture, traditions and heritage. There is a risk, however, that jobs will be filled by residents new to North Wales and that new businesses will not see the importance of Welsh Language and culture. This has the potential to reduce prominence of the Welsh Language and have an adverse impact on culture and heritage. On balance, the impact is likely to be neutral - with some jobs being successful in retaining existing residents who would otherwise have moved elsewhere for work and others being filled by new residents with less affinity for Welsh language, culture and heritage.

### Positive consequences identified:

Research has suggested that increasing employment opportunities for young people in North Wales will help to retain that section of the population that is currently lost to the region. Given the quality of Welsh Language education within the school system, retention of more locally educated young people will have a positive impact on promotion and use of the Welsh language.

All Councils adhere to the Welsh Language Standards, which include a responsibility to promote use of the Welsh Language.

A higher profile for North Wales as a region has the potential to highlight the rich culture and heritage of the area. Tourism is acknowledged to be an important economic sector across the region and is likely to grow further as a result of more general economic growth.

### Unintended negative consequences identified:

There are concerns that if new jobs are filled by people moving in to the region, there will be an adverse impact on use of the Welsh Language as the proportion of Welsh speakers is reduced.

Non Welsh companies moving to locate in North Wales may not have the same commitment to promotion and use of Welsh as indigenous businesses. This may dilute Councils' work to promote the language.

As noted above, if new jobs are filled by inward migration rather than existing residents retained, there is a risk that knowledge of local culture and heritage will be reduced without specific efforts to educate, inform and promote.

### Mitigating actions:

All Councils need to be alert to the risk of adverse impact on Welsh language, culture and heritage. Welsh Language promotion and education will need to continue and perhaps be strengthened. Availability of Welsh language classes for new residents to the region could help to increase awareness and language skills.

Ensuring young people in particular are aware of the increased employment opportunities to encourage retention within the region will be important.

Availability of affordable housing for young families will also be important, close to new employment opportunities and providing good access to education, including in Welsh language.

The tourism sector should be encouraged to maximise the potential from local culture and heritage and to make sure it is prominent in their visitor offers. This can help to create a unique and attractive visitor brand as well as safeguarding and promoting the region's culture and heritage and the Welsh Language.

## A globally responsible Denbighshire

Overall Impact:	Neutral
Justification for Impact:	It is difficult at this stage to assess the impact of the Growth Bid on global responsibility. The growth sectors identified (particularly energy and clean technologies, and advanced manufacturing) have the potential to increase global resilience but at strategic level it is impossible to assess this at present.

### Positive consequences identified:

There is a specific strand of work within the Growth Bid proposals to ensure local supply chains are maximised in major inward investment propositions. Individual councils are likely to have social benefit clauses that incentivise use of local labour and supply chains. DCC has been successful in recent developments for ensuring local benefit for residents and businesses in this way.

Increased local/Welsh/UK business, particularly manufacturing and energy, may reduce reliance on imported goods and services.

The proposals are at too high a level to consider the impact on particular raw materials or supply chains.

Increased economic activity and wealth should have a positive impact on funding for local services, although increased population in itself may increase demand.

### Unintended negative consequences identified:

There is a risk that if development is not carefully planned alongside service provision, that capacity to respond will be adversely affected

### Mitigating actions:

As mentioned previously, growth needs to be carefully planned alongside other service providers to ensure that any growth in population does not cause an adverse impact on the ability of services to respond to population needs. It is generally expected that increased economic wealth will improve funding available for public services in the region but this is not guaranteed and will need to be carefully managed.



<b>Report To:</b>	Cabinet
<b>Date of Meeting:</b>	28 <sup>th</sup> February 2017
<b>Lead Member / Officer:</b>	Councillor Julian Thompson-Hill / Richard Weigh, Head of Finance
<b>Report Author:</b>	Steve Gadd, Chief Accountant
<b>Title:</b>	<b>Finance Report</b>

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**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?**

It is recommended that Members:

- i) Note the budgets set for 2016/17 and progress against the agreed budget strategy.
- ii) Approve the transfer of £0.150m from the Facilities Assets and Housing underspend to a Rhyl Waterfront Development Reserve which will be held centrally and used to help cash-flow a number of projects, some of which have already been approved in principle.
- iii) Note proposed use of service underspends where indicated, although formal approval will be requested when exact figures are known as part of the Final Outturn Report.

**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 £0.241m (underspend of £1.070m reported for December). Narrative around the current risks and assumptions underlying this assessment are outlined in Section 6, however the change largely relates to the transfer of £1m to the Budget Mitigation Reserve which was approved as part of last month's report.

Savings of £5.2m were agreed as part of the budget and a summary of the savings is shown as **Appendix 2**. The assessment shows that 68% (68% last month) of savings have already been achieved, with a further 2% (2% last month) 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 continue to be monitored closely 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 £129k (£129k last month). The overspend relates to the following areas:

- Redundancy costs relating to planned restructure.
- Higher than anticipated relief costs.
- Agreed 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.

Although the service continues to work hard to identify in year expenditure reductions to mitigate the impact of the overspend, it is unlikely that the projected overspend will reduce significantly this financial year.

**Education and Children's Service** is now reporting a net overspend of £22k (break-even position last month). 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. The overspend within Children's Service is currently projected to be £612K which is an increase of £36K from last month. This is mainly due to an increase in placements costs of £74k (5 new placements) offset by an increased underspend on staffing due to continued vacant posts. The overspend will be offset in part by the use of the £591K placement reserve but this will leave a net overspend of £22K.

**Business Improvement and Modernisation** is now projected to underspend by £58k (£67k underspend last month) which relates to staff vacancies. The service hopes to carry forward the underspend to fund the following:

- Improvements to the Archives Service £15k
- £10k transitional support for corporate information relating to new Data Protection regulations
- £25k to employ a temporary information assistant to support the development of the new corporate plan
- £8k to match fund a temporary Hiraethog Co-operation Project Officer role (Economic and Community Regeneration) with Cadwyn Clwyd.

The underspend is after the agreed transfer of £404k to the 'IT Networks Development – Reserve' in order to help fund the Corporate ICT Strategy as agreed at December's cabinet meeting. The service has produced a two-year plan to help

give Members assurance that the projects will actually be delivered, along with cost estimates. Progress against this plan can be reported to cabinet periodically.

**Facilities, Assets and Housing** is now projected to underspend by £165k (projected to break-even last month). The majority of the underspend relates to Property Services as a number of projects have been delayed until the next financial year. It is recommended that £150k of the underspend is placed in a central reserve to help fund the Rhyl Waterfront developments in 2017/18.

**Finance** is now projected to break-even (£11k underspend last month). There are staff vacancies which are currently being reviewed in order to help deliver the required savings for 2017/18 however the service has had to manage an overspend within the Revenues and Benefits Service due to the withdrawal of Conwy CBC from the Bailiff Service shared service arrangement.

**Highways and Environment Services** – The service is now projected to overspend by £163k (£164k last month). 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. It is currently assumed that promised funds will be forthcoming from the Welsh Government in order to help mitigate the in-year financial impact of this pressure.
- 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 has successfully identified areas of underspend within the service to mitigate some of these risks over the last few months. The service will continue to manage budgets carefully to try and bring the service into a break-even position. The budget process for 17/18 is taking into account some of the ongoing pressure around transport.

**Planning and Public Protection** – is now projected to underspend by £40k (break-even last month) largely due to an increase in projected fee income. The service hopes to be able to carry forward this underspend to invest in parking equipment replacement.

**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 still currently projected that the service will need to use approximately £2.0m of reserves in 2016/17. These

pressures are being considered as part of the 2017/18 budget process and Medium Term Financial Plan.

**Corporate** – Corporate budgets are currently projected to underspend by £0.292m (£1.185m underspend last month). The movement relates to the transfer of £1m to the Budget Mitigation Reserve in order to help deliver the Medium Term Financial Plan, as approved at last month's meeting. Previous years have also seen the Council collect more of the Council Tax that it is owed, thus resulting in a higher yield. These figure are not known until year end but may result in further cash resources being made available. It is hoped that the remaining underspend within Corporate Budgets, as well as any increase in availability of cash due to the efficiency of Council Tax collection, can be used to reimburse, in part, the reserves that are currently projected as being required to fund the substantial pressures in Community Services and Children's Services.

**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 in previous reports 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 January is a net deficit balance of £0.651m, which is a reduction of £2.213m on the balances brought forward from 2015/16 (£1.562m). Schools continue to work 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. Currently there are 24 schools with projected deficit balances, of which 22 have agreed recovery plans, while the remaining 2 schools have only just started projecting a deficit and are working closely with finance colleagues to develop and agreed action plan.

The **Housing Revenue Account (HRA)**. Following in depth analysis carried out in conjunction with the rent setting process for 2017/18, projected balances at year end are expected to be £2,315k. Although this is £546k less than budgeted for in for 2016/17, it is in line with the Housing Stock Business Plan which assumes a balance of £2m is maintained over the medium term to mitigate any future risks. 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 January, the council's borrowing totalled £193.4m at an average rate of 4.85%. Investment balances were £9.1m at an average rate of 0.14%.

A summary of the council's **Capital Plan** is enclosed as **Appendix 3**. The approved general capital plan is £39.2m with expenditure to date of £22.2m. Also included within Appendix 3 is the proposed expenditure of £31.4m 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 of 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 £2.2m.

**7. What are the main conclusions of the Well-being Impact Assessment?**

A full Impact Assessment was completed for all relevant budget proposals which formed part of the 2016/17 Budget. The new Well-being Impact Assessment will be completed individually for all budget saving proposals which form part of future budgets, although it is envisaged that individual assessments will not be required for genuine efficiency savings.

**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**

Jan-17	Net Budget	Budget 2016/17			Projected Outturn							Variance
	2015/16 (Restated)	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	Previous Report
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Customers, Communications and Marketing	2,801	3,097	-401	2,696	3,268	-443	2,825	171	-42	129	4.78%	129
Education and Children's Service	14,302	27,952	-13,826	14,126	29,596	-15,448	14,148	1,644	-1,622	22	0.16%	0
Business Improvement and Modernisation	4,055	6,337	-1,765	4,572	5,586	-1,072	4,514	-751	693	-58	-1.27%	-67
Legal, HR and Democratic Services	2,412	3,304	-908	2,396	3,473	-1,077	2,396	169	-169	0	0.00%	0
Facilities, Assets and Housing	8,535	19,609	-12,642	6,967	23,048	-16,246	6,802	3,439	-3,604	-165	-2.37%	0
Finance	2,530	4,953	-2,290	2,663	4,864	-2,201	2,663	-89	89	0	0.00%	-11
Highways and Environmental Services	17,458	30,051	-12,991	17,060	30,800	-13,577	17,223	749	-586	163	0.96%	164
Planning and Public Protection	3,164	5,821	-2,880	2,941	6,567	-3,666	2,901	746	-786	-40	-1.36%	0
Community Support Services	31,755	45,743	-14,525	31,218	48,026	-16,808	31,218	2,283	-2,283	0	0.00%	0
<b>Total Services</b>	<b>87,012</b>	<b>146,867</b>	<b>-62,228</b>	<b>84,639</b>	<b>155,228</b>	<b>-70,538</b>	<b>84,690</b>	<b>8,361</b>	<b>-8,310</b>	<b>51</b>	<b>0.06%</b>	<b>215</b>
Corporate	16,760	54,729	-36,323	18,406	54,437	-36,323	18,114	-292	0	-292	-1.59%	-1,285
Precepts & Levies	4,361	4,364	0	4,364	4,364	0	4,364	0	0	0	0.00%	0
Capital Financing	12,945	13,214	0	13,214	13,214	0	13,214	0	0	0	0.00%	0
<b>Total Corporate</b>	<b>34,066</b>	<b>72,307</b>	<b>-36,323</b>	<b>35,984</b>	<b>72,015</b>	<b>-36,323</b>	<b>35,692</b>	<b>-292</b>	<b>0</b>	<b>-292</b>	<b>-0.81%</b>	<b>-1,285</b>
<b>Council Services &amp; Corporate Budget</b>	<b>121,078</b>	<b>219,174</b>	<b>-98,551</b>	<b>120,623</b>	<b>227,243</b>	<b>-106,861</b>	<b>120,382</b>	<b>8,069</b>	<b>-8,310</b>	<b>-241</b>	<b>-0.20%</b>	<b>-1,070</b>
<b>Schools &amp; Non-delegated School Budgets</b>	<b>63,678</b>	<b>72,902</b>	<b>-8,463</b>	<b>64,439</b>	<b>75,070</b>	<b>-8,418</b>	<b>66,652</b>	<b>2,168</b>	<b>45</b>	<b>2,213</b>	<b>3.43%</b>	<b>2,265</b>
<b>Total Council Budget</b>	<b>184,756</b>	<b>292,076</b>	<b>-107,014</b>	<b>185,062</b>	<b>302,313</b>	<b>-115,279</b>	<b>187,034</b>	<b>10,237</b>	<b>-8,265</b>	<b>1,972</b>	<b>1.07%</b>	<b>1,195</b>
<b>Housing Revenue Account</b>	<b>-168</b>	<b>14,009</b>	<b>-14,266</b>	<b>-257</b>	<b>14,418</b>	<b>-14,129</b>	<b>289</b>	<b>409</b>	<b>137</b>	<b>546</b>		<b>546</b>

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**Appendix 2 Agreed Savings 2016/17**

Agreed Savings by Service Area	F&F Phase	STATUS	2016/17 £'000
<b>Business Improvement and Modernisation</b>			
ICT restructure	4	Achieved	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
<b>Community Support Services</b>			
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
<b>Corporate</b>			
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
<b>Customers, Communication and Marketing</b>			
Library Service - modernisation programme	4	Achieved	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
<b>Education and Children's Service</b>			
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
<b>Facilities, Assets and Housing</b>			
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	Achieved	25
Leisure Centres - further increase income and efficiency	1	Achieved	22
Ruthin Craft Centre - reduce subsidy	2	Achieved	20
Youth Services - changes to open access programme	1	Achieved	12
<b>Finance</b>			
Revenues & Benefits - Civica Project	2	Achieved	140
Finance - modernisation and efficiency	1	Achieved	60
<b>Highways and Environmental Services</b>			
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
<b>Legal, HR and Democratic Services</b>			
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
<b>Planning and Public Protection</b>			
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
<b>Total Agreed Savings 2016/17</b>			<b>5,218</b>

Summary:	£'000	%
Savings Achieved	3,530	68
Savings In Progress	100	2
Savings Being Reviewed	0	0
Savings Deferred	1,308	25
Savings Not Achieved	280	5
<b>Total</b>	<b>5,218</b>	

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**General Capital Plan**

		2016/17	2017/18	2018/19
		£000s	£000s	£000s
<b>Capital Expenditure</b>				
	Total Estimated Payments - General	19,142	9,925	242
	Total Estimated Payments - Corporate Plan	19,917	15,572	937
	Contingency	184	500	500
	<b>Total</b>	<b>39,243</b>	<b>25,997</b>	<b>1,679</b>
<b>Capital Financing</b>				
1	External Funding	15,961	15,197	5,286
2	Receipts and Reserves	13,687	2,607	138
3	Prudential Borrowing	9,595	8,193	624
5	Unallocated Funding	0	0	(4,369)
	<b>Total Capital Financing</b>	<b>39,243</b>	<b>25,997</b>	<b>1,679</b>

**Corporate Plan**

Revised February 2017

		£000s	£000s	£000s
<b>Approved Capital Expenditure</b>				
	Cefndy Healthcare Investment	0	103	
	Extra Care	20	80	
<b>included in above plan</b>				
	Highways Maintenance and bridges	2,742	2,550	
	New Ruthin School	3,898	6,891	368
	Feasibility Study - Carreg Emlyn	273		
	Llanfair New School	29	407	
	Rhyl High School	2,585	340	
	Ysgol Bro Dyfrdwy - Dee Valley West Review	33		
	Bodnant Community School	928	43	
	Ysgol Glan Clwyd	9,328	3,806	569
	Faith Based Secondary	81	1,352	
<b>Estimated Capital Expenditure</b>		<b>0</b>	<b>6,968</b>	<b>25,009</b>
<b>Total Estimated Payments</b>		<b>19,917</b>	<b>22,540</b>	<b>25,946</b>
<b>Approved Capital Funding</b>				
<b>included in above plan</b>				
	External Funding	4,653	6,330	417
	Receipts and Reserves	8,180	1,552	138
	Prudential Borrowing	7,084	7,690	382
<b>Estimated Capital Funding</b>		<b>0</b>	<b>2,170</b>	<b>12,898</b>
	External Funding	0	2,170	12,898
	Receipts and Reserves	0	1,449	3,317
	Prudential Borrowing	0	3,349	8,794
<b>Total Estimated Funding</b>		<b>19,917</b>	<b>22,540</b>	<b>25,946</b>

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## Appendix 4 - Major Capital Projects Update - February 2017

<b>Rhyl Harbour Development</b>	
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
<b>Narrative:</b>	
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

<b>21<sup>st</sup> Century Schools Programme - Rhyl New School</b>	
Total Budget	£24.290m
Expenditure to date	£23.286m
Estimated remaining spend in 16/17	£ 0.664m
Future Years estimated spend	£ 0.340m
Funding	DCC £11.001m; WG £13.289m
<b>Narrative:</b>	
<p>The project has provided a new school building for Rhyl High School to accommodate 1,200 pupils in mainstream education and approximately 45 pupils from Ysgol Tir Morfa, the community special school in Rhyl. The works have also included some extensive refurbishment to the exterior of the Leisure Centre.</p> <p>Contractual works to be undertaken include the remedial works to the reception area to overcome a design defect which is causing the area to be draughty, completion of the snagging works and management of any defects.</p> <p>Other minor finishing works are being undertaken outside the main contract to complete the project; these should be completed this financial year.</p>	
Forecast In Year Expenditure 16/17	£2.585m

## 21<sup>st</sup> Century Schools Programme – Ysgol Glan Clwyd

Total Budget	£16.321m
Expenditure to date	£11.040m
Estimated remaining spend in 16/17	£ 1.475m
Future Years estimated spend	£ 3.806m
Funding	DCC £7.431m; WG £8.890m
<p><b>Narrative:</b></p> <p>This scheme is 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 &amp; soft landscaped areas including a new sports field, extended and rationalised car park and coach parking area.</p> <p>Phase 1, a new three storey extension has now been completed and the school are in occupation. Following handover of the old buildings that make up Phase 2 to the contractor on 5<sup>th</sup> January 2017 the soft strip, asbestos removal, demolition of the old kitchen and single storey technology block has been completed. Work has now commenced on installation of the Phase 2 first fix works. Phase 2 will be handed over in sections as work areas are completed and are ready for occupation by the school.</p> <p>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.</p>	
Forecast In Year Expenditure 16/17	£9.328m

## 21<sup>st</sup> Century Schools Programme – Ruthin Primary Schools

Total Budget	£12.258m
Expenditure to date	£1.774m
Estimated remaining spend in 16/17	£2.817m
Future Years estimated spend	£7.667m
Funding	DCC £3.588m WG £8.670m
<p>Denbighshire received permission to extend the scope of the 21<sup>st</sup> 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.</p> <p><b>Rhos Street School and Ysgol Penbarras</b>  This project will deliver a new shared school building site for Rhos Street School and Ysgol Penbarras at Glasdir, Ruthin.  Construction commenced on 9<sup>th</sup> January 2017 with works to the perimeter fencing, site office and temporary sites access on Denbigh road.  The groundworks is continuing with fill material being brought onto the site to raise the ground level in accordance with the design requirements.  Over the coming weeks more fill material will be brought onto site to complete the plateau for the new buildings. On completion of this stage, piles will be installed as part of the work to create the foundation for the buildings.</p> <p><b>Ysgol Carreg Emlyn</b>  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.  Representatives from the Council are currently liaising with Natural Resources Wales officials on aspects of the drainage solution.  The initial target completion date for the new building of September 2017 will not now be met and will be revised when the drainage solution is known.</p> <p><b>Llanfair New School</b>  This proposed scheme would see the development of a new build school to accommodate 126 FT pupils and 18 part time pupils.  A meeting took place in December 2016 with the Head teacher, Governing Body and the Diocese of St Asaph to discuss the design brief for the new school. Following on from this meeting, an indicative design layout has been created by the Design and Construction service.  The scheme has been reviewed by the Strategic Investment Group, and Cabinet on 24<sup>th</sup> January 2017 approved the business case for a replacement school for submission to the Welsh Government.</p>	
Forecast In Year Expenditure 16/17	£4.200m

<b>21<sup>st</sup> Century Schools Programme – Rhyl 3-16 Faith School</b>	
Total Budget	£1.5m (Feasibility and Design)
Expenditure to date	£0.067m
Estimated remaining spend in 16/17	£0.081m
Future Years estimated spend	£1.352m
Funding	DCC £1.5.m
<b>Narrative:</b>	
<p>Cabinet gave approval in January 2017 for a £1.5m allocation to allow the design stages for a new 3 -16 Catholic School to commence following the recommendation of the initial Business Case by the Strategic Investment Group.</p> <p>The school organisation proposal is now out to formal consultation and this will end on 30<sup>th</sup> March 2017.</p> <p>The procurement process has started and a consultant will be appointed shortly to assist the project in moving forward. It is hoped to appoint a contractor by the end of April 2017 to commence the design works.</p>	
Forecast In Year Expenditure 16/17	£0.081m

<b>Rhyl Waterfront Development</b>	
Total Budget	£4.677m
Expenditure to date	£1.020m
Estimated remaining spend in 16/17	£2.480m
Future Years estimated spend	£1.177m
Funding	WG £3.500m; DCC£1.177m
<b>Narrative:</b>	
<p>Work has now commenced on the Pavilion Theatre car park and the recladding of the Theatre, and work will start in early February on enhancements to the Sky Tower. Demolition of the Sun Centre is now complete and the work on the new western elevation and internal improvements to the Theatre (ground and first floor) are still being carried out. This should be complete around May/June 2017.</p> <p>The design for improvements to the Children’s Village underground car park has not been agreed with costs higher than anticipated, so work on this element will be postponed until 2017/18. This facility is integral to the success of the Waterpark and Leisure Attraction so is still very much high on the agenda.</p>	
Forecast In Year Expenditure 16/17	£3.500m



<b>West Rhyl Coastal Development Phase 3</b>	
Total Budget	£5.732m
Expenditure to date	£5.685m
Estimated remaining spend in 16/17	£0.047m
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
<b>Narrative:</b>	
<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 requires agreement with the main contractor. The end of maintenance period has expired and a final inspection will be undertaken.</p>	
Forecast In Year Expenditure 16/17	£0.214m

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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
<b>28 March</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Welsh in Education Strategic Plan 2017 – 20	To seek approval of Cabinet of Denbighshire County Council's Welsh in Education Strategic plan 2017 – 2020	Yes	Cllr Eryl Williams / Karen Evans / Geraint Davies
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>25 April</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Corporate Plan Performance Report 2016/17 Q3	To consider progress against the Corporate Plan	Tbc	Cllr Julian Thompson-Hill / Alan Smith
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>6 June</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Lead Member for Finance, Corporate Plan and Performance / Richard Weigh
	2	Corporate Plan Performance	To consider progress against	Tbc	Lead Member for Finance,

## Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		Report 2016/17 Q4	the Corporate Plan		Corporate Plan and Performance / Alan Smith
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>18 July</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Lead Member for Finance, Corporate Plan and Performance / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

*Note for officers – Cabinet Report Deadlines*

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>March</i>	<b>14 March</b>	<i>April</i>	<b>7 April</b>	<i>June</i>	<b>22 May</b>

Updated 09/02/16 - KEJ

Cabinet Forward Work Programme.doc

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