

To: Members of the Cabinet

Date: 31 May 2017

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Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 6 JUNE 2017** in the **COUNCIL CHAMBER, 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 3 - 4)**

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

#### **3 URGENT MATTERS**

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

#### **4 MINUTES (Pages 5 - 10)**

To receive the minutes of the Cabinet meeting held on 28 March 2017 (copy enclosed).

**5 PROPOSED NEW 3 - 16 CATHOLIC SCHOOL IN RHYL** (Pages 11 - 74)

To consider a report (copy enclosed) on the findings of the formal consultation on the proposal and seeking approval of the publication of a statutory notice to close Ysgol Mair and Blessed Edward Jones Catholic High School on 31 August 2019 and for the Diocese of Wrexham to establish a new 3 – 16 Catholic School on the existing site from 1 September 2019.

**6 RENEWAL OF NORTH WALES CONSTRUCTION FRAMEWORK** (Pages 75 - 114)

To consider a report (copy enclosed) outlining the proposed approach to procure the next generation North Wales Construction Framework.

**7 CORPORATE PLAN PERFORMANCE REPORT QUARTER 4 - 2016/17**  
(Pages 115 - 162)

To consider a report (copy enclosed) providing an update on the delivery of the Corporate Plan 2012 – 17 as at the end of quarter 4 2016/17.

**8 FINANCE REPORT (2016/17 FINANCIAL OUTTURN)** (Pages 163 - 174)

To consider a report (copy enclosed) detailing the final revenue outturn position for 2016/17 and proposed treatment of reserves and balances.

**9 FINANCE REPORT (MAY - INCLUDING BUDGET SUMMARY BOOK 2017/18)** (Pages 175 - 204)

To consider a report (copy enclosed) detailing the latest financial position and progress against the agreed budget strategy.

**10 CABINET FORWARD WORK PROGRAMME** (Pages 205 - 208)

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

**PART 2 - CONFIDENTIAL ITEMS**

No Items.

**COPIES TO:**

All Councillors for information  
Press and Libraries  
Town and Community Councils

## 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, 28 March 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

**Observer:** Councillor Meirick Davies

## **ALSO PRESENT**

Chief Executive (MM); Corporate Directors: Economy and Public Realm (RM) and Communities (NS); Heads of Service: Legal, HR and Democratic Services (GW), Finance/S.151 Officer (RW), Facilities, Assets and Housing (JG), Business Improvement and Modernisation (AS); Strategic Planning Team Manager (NK) and Committee Administrator (KEJ)

## **ACKNOWLEDGEMENTS**

The Leader highlighted that the last Cabinet meeting of the current Council term was a time to celebrate achievements during that period, including delivery of the Corporate Plan, and the difference made to the county and its residents. He thanked officers and members for their valuable support and hard work and advised that it had been a privilege and an honour to lead the Council during the current administration. Councillor David Smith paid tribute to the Leader's dedication and commitment and thanked him for his support and hard work undertaken on behalf of the Council.

### **1 APOLOGIES**

There were no apologies.

### **2 DECLARATION OF INTERESTS**

No declarations of interest had been raised.

### **3 URGENT MATTERS**

No urgent matters had been raised.

### **4 MINUTES**

The minutes of the Cabinet meeting held on 28 February 2017 were submitted.

**RESOLVED** that the minutes of the meeting held on 28 February 2017 be approved as a correct record and signed by the Leader.

## **5 CORPORATE PLAN PERFORMANCE REPORT QUARTER 3 - 2016/17**

Councillor Julian Thompson-Hill presented the report updating members on the delivery of the Corporate Plan 2012 – 17 as at the end of quarter 3 of 2016/17.

The report included two main elements –

- Executive Summary – detailed achievements and key exceptions with good performance overall. Only one outcome had been assessed as Red: Priority for Improvement – Outcome 7 Students achieve their potential, which was an annual indicator as previously reported and discussed. All other outcomes had been evaluated as acceptable or better, and
- Full quarterly report – provided an evidence based assessment of the current position focusing on key exceptions.

An explanation behind the status of particular indicators had been included within the report with key issues highlighted at the meeting. Most of the areas were annual indicators and there had been little movement since the last quarter.

During consideration of the report members discussed the following –

- Developing the Local Economy – Cabinet was pleased to note the success of the new cross service approach to dealing with businesses looking to invest in the county as evidenced by the £6m investment secured from The Real Petfood Company in Bodelwyddan. It was also noted that the initiative March for Business had been very well attended. The Leader highlighted the future challenge of aligning the Council's priorities with the North Wales Growth Plan to ensure Denbighshire was well placed to benefit from future investment, particularly in terms of transport infrastructure. The Corporate Director Economy and Public Realm referred to the points raised during debate at the previous Cabinet meeting when considering the Growth Vision Strategy and confirmed that those points, including the importance of the transport infrastructure, would be taken forward
- Students achieve their potential – it was clarified that the performance data for the year included all EOTAS (Education Other Than At School) for the first time which referred to a very small cohort of children and young people, including those who were home taught and in educational and custodial placements. Councillor Eryl Williams drew attention to indicator EDU017 (% of pupils achieving the level 2 threshold) and advised that GwE was developing a more effective model and programme to further improve standards. He also referred to past disparities between Welsh Government funding allocations and advised that recent changes would result in additional funding for North Wales which should have a positive effect on outcomes
- Improving our roads – Councillor David Smith reiterated the need for additional highway funding in order to continue to maintain roads to the current standard.

**RESOLVED** that Cabinet receives the report and notes the progress in delivering the Corporate Plan as at the end of quarter 3 of 2016/17.

## 6 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 £0.213m 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 note the proposed use of service underspends. Formal approval would be sought when exact figures were known as part of the Final Outturn report.

The following matters were raised during debate –

- details of the Leisure Services Revenue Budget 2016/17 had been appended to the report as requested at the last Cabinet meeting. Cost comparisons between 2013/14 (the last year of trading before leisure provision was undertaken in-house) and 2016/17 showed a saving of approximately £80k. Councillor Huw Jones highlighted that providing existing leisure facilities at the current cost (£560k) was a remarkable achievement and compared more than favourably with other local authorities. Cabinet was pleased to note the success of the approach taken by the authority to invest in its leisure facilities and paid tribute to the Head of Facilities, Assets and Housing and his team in the management and operation of leisure services within the county
- reference was made to Ruthin Craft Centre and whilst noting the success of the exhibitions and displays together with the café, questions were raised as to whether the studio units were operated to capacity with maximum effectiveness. It was noted that previous grant conditions had restricted use of the units but work was ongoing to secure a greater degree of flexibility to allow for the space to be used more commercially which would also result in a reduction of the subsidies from the council and the Arts Council. A recent presentation had been made to Ruthin Town Council in that regard. Councillor Bobby Feeley was pleased to report upon the renowned success of the Centre but felt that it would also benefit from more local publicity. Reference was also made to the publicity generated after the Director of Ruthin Craft Centre, Philip Hughes was awarded the MBE for his contributions to art and craft and to the success of the centre
- the pressures faced by Community Support Services as highlighted in the report were noted but it was unclear at this point how much of the additional funding for Wales recently announced by the UK Government as a result of the extra

investment in the social care sector in England would be passported to Welsh local authorities to help meet cost pressures in social care services

- reference to 'Community Services' in the report should read 'Community Support Services' and Councillor Bobby Feeley highlighted the hard work in reviewing the future provision of in-house care services in order to deliver a better service for the benefit of residents and paid tribute to all those involved within that process. She was also pleased to note the success of the amalgamation of Education and Children's Services which would lead to further service improvements.

The Leader felt the regular finance report was a valuable way of keeping Cabinet well informed of the latest financial position and current pressures. The report showed that services were well managed and performed well and also ensured that pressures were highlighted at the earliest opportunity in order to plan effectively for them. Councillor Julian Thompson-Hill recorded his thanks to the Head of Finance/S.151 Officer and his team, and the former Head of Service, for their hard work over the last five years, adding that it had been a privilege to work with them.

**RESOLVED** that Cabinet –

- (a) notes the budgets set for 2016/17 and progress against the agreed budget strategy, and
- (c) notes the proposed use of service underspends where indicated and that formal approval will be requested when exact figures are known as part of the Final Outturn Report.

## **7 CABINET FORWARD WORK PROGRAMME**

The Cabinet Forward Work Programme was presented for consideration and it was noted that the next Cabinet meeting would be held on 6 June 2017.

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

## **8 BUSINESS RATES WRITE OFFS**

Councillor Julian Thompson-Hill presented the confidential report seeking Cabinet approval to write off irrecoverable Business Rates for four companies/individuals where recovery action could not continue because they had either been subject to insolvency action or had absconded.

In response to questions Cabinet was advised of the robust debt recovery process to ensure the best chance of a favourable outcome but there was little the authority



could do over and above that process in terms of preventing recurrent bad debts from the same individual traders/businesses. Some discussion focused on the recent revaluation of business rates and effect on smaller businesses and officers provided assurances that the relevant information and support was being made available to businesses in terms of the transitional changes, rate relief and appeals processes. The Leader also confirmed that he had written to the Welsh Government directly expressing concern regarding the impact on local businesses arising from changes to businesses rateable value and proposals on rate relief.

Cabinet noted there was no prospect of recovering any of the business rates debts as detailed within the report. It was also noted that there would be no direct cost to the council for the debts written off which were met by the National Pool.

***RESOLVED*** that Cabinet agrees to write off the irrecoverable Business Rates as shown in Table 1 of the report.

Prior to the close of the meeting the Leader conveyed his best wishes to those members standing for re-election. Councillor David Smith would not be standing for re-election and the Leader paid tribute to his work and valuable contribution during his term of office and wished him well in his retirement. The Chief Executive also took the opportunity to thank Cabinet on behalf of officers for their support and collective commitment in order to deliver the best for Denbighshire.

The meeting concluded at 11.00 a.m.

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<b>Report To:</b>	<b>Cabinet</b>
<b>Date of Meeting:</b>	<b>June 6<sup>th</sup> 2017</b>
<b>Lead Officer:</b>	<b>Karen Evans</b>
<b>Report Author:</b>	<b>Head of Education and Children's Services</b>
<b>Title:</b>	<b>Proposed new 3-16 Catholic school in Rhyl</b>

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

The report is to inform Cabinet Members of the findings of the formal consultation in regards to Denbighshire County Council closing St. Mary's Catholic Primary school (Ysgol Mair) and Blessed Edward Jones Catholic High School on the 31<sup>st</sup> August 2019; and the Diocese of Wrexham to establish a new 3-16 Catholic School on the existing site from the 1<sup>st</sup> September 2019.

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

A decision is required by Cabinet to give approval to proceed to the next stage.

## **3. What are the Recommendations?**

- (i) To note the findings of the formal consultation for the closure of St. Mary's Catholic Primary school (Ysgol Mair) and Blessed Edward Jones Catholic High School and the opening of a new 3-16 Catholic school.
- (ii) To approve the publication of a statutory notice for Denbighshire County Council closing St. Mary's Catholic Primary school (Ysgol Mair) and Blessed Edward Jones Catholic High School on the 31<sup>st</sup> August 2019; and the Diocese of Wrexham to establish a new 3-16 Catholic School on the existing site from the 1<sup>st</sup> September 2019.
- (iii) That Cabinet confirms that it has read, understood and taken account of the Well-being Impact Assessment as part of its consideration.

## **4. Report details.**

- 4.1 Denbighshire County Council in partnership with the Diocese of Wrexham has undertaken a formal consultation on the proposal to close St. Marys Catholic primary school (Ysgol Mair) and Blessed Edward Jones Catholic High School on the 31<sup>st</sup> August 2019 and the Diocese of Wrexham to establish a new 3-16 Catholic school on the existing site from 1<sup>st</sup> September 2019. The formal

consultation started on the 15<sup>th</sup> February 2017 and came to an end on the 30<sup>th</sup> March 2017.

- 4.2 The consultation included a range of meetings for stakeholders including a public meeting led by Rt. Rev'd Peter M. Brignall, Bishop of Wrexham, this was attended by approximately 100 people.
- 4.3 In total we received 106 responses- 1 letter, 5 emails and 100 standard response forms- 72 online and 28 paper forms. In addition we also received 73 Children's response forms. Of the 106 responses received 98 were for the proposal, 5 against and 3 didn't state either way.
- 4.5 Members need to consider the consultation report and the supporting documents which have been produced following the formal consultation period. For ease of reference these are detailed below:
  - Appendix 1 contains the formal consultation report. In the report we have to;
    - Summarise each of the issues raised by consultees;
    - Respond to these issues by means of clarification;
    - Set out Estyn's view of the overall merits of the proposal.

The formal consultation report document contains the following appendices:

- Appendix A- Consultation Document recipient list
- Appendix B- Summary of comments/ questions raised in meetings
- Appendix C- School Council findings
- Appendix D- Summary of responses received via letter and email
- Appendix E- Summary of responses via the Formal Consultation Response form
- Appendix F- Estyn Response

## **5. The Way Forward**

- 5.1 From reviewing this information it is recommended that the Council proceeds to publish a statutory notice based upon the current proposal. The Statutory Notice will be required to be published for 28 days. During this 28 day period anyone wishing to make objections to the proposal has the opportunity to do so. It is intended that subject to approval this proposal will be published on 20<sup>th</sup> June 2017 with the objection period ending on the 17<sup>th</sup> July 2017. To be considered as statutory objections, they must be made in writing or by email, and sent to the proposer within 28 days of the date on which the proposal was published.
- 5.2 Following this date the Council will need to publish an objections report and the Cabinet will be asked to utilise its powers under the School Standards and Organisation (Wales) Act 2013 to consider any objections submitted and to determine whether to implement the proposal. The final decision is likely to be made in September/ October 2017.
- 5.3 The Diocese of Wrexham have noted the findings of the consultation and are in full support in moving forward to the publication of the Statutory Notice for the proposal.

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

- 6.1 The proposal supports the priority of “Improving performance in education and the quality of our school buildings” and has been highlighted as a workstream as follows:

“We will continue to review school provision across the County to ensure that we provide the right number of school places, of the right type, in the right location.”

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

- 7.1 There will be minimum costs to the Council via the publication of the statutory notices. This will be mainly postage and printing costs associated with the actual publication. The requirement for such notices to be published in local newspapers has now been removed reducing such costs.

**8. 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.**

- 8.1 Please see attached the updated Well-Being Impact Assessment- New Catholic 3-16 school in Rhyl.

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

- 9.1 Full consultation has been undertaken with all stakeholders and the findings from the formal consultation are summarised in the consultation report. Both Governing Bodies are fully supportive of the proposal.

**10. Chief Finance Officer Statement**

- 10.1 The overall budget currently estimated in the Council’s Corporate Plan (2012-2017) for this project is £23.8 million. It will be funded in partnership between Denbighshire County Council and the Welsh Government as part of the 21st Century Schools programme. As with all of the 21st Century Schools projects, the council has had to provide the initial funds to fully develop a business case before Welsh Government will commit to its funding share. Equally, in order to achieve the timescales outlined, formal processes have to be undertaken before the detailed business case is approved by Welsh Government. Although this approach involves some risk, the project would not be able to proceed otherwise.

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

- 11.1 To ensure that the key milestone of the school being opened by September 2019 is achieved there will be a need to manage the risks associated with the process.
- 11.2 As per the approach with other projects the design stage will be progressed at risk as per the approval of the overall funding package from the Welsh Government. However on the basis that the design stage needs to be progressed to reach this stage this has to be seen as an acceptable risk. The difference in this approach is that the school organisation proposals will need to run concurrently with the design stages.

**12. Power to make the Decision**

School Standards and Organisations (Wales) Act 2013  
Modernising Education Policy Framework (approved by Cabinet January 2009)



DRAFT

Formal Consultation Report-  
Relating to the proposal for a new 3-16  
Catholic School in Rhyl  
June 2017

Should you require a copy of this report in hard copy please email [modernisingeducation@denbighshire.gov.uk](mailto:modernisingeducation@denbighshire.gov.uk) with your name and postal address. Please indicate whether you would like to receive the document in Welsh, English or both.

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## **1. Introduction**

- 1.1. Denbighshire County Council (DCC) and the Diocese of Wrexham have completed a period of formal consultation regarding the proposal for Denbighshire County Council to close St. Mary's Catholic Primary school (Ysgol Mair) and Blessed Edward Jones Catholic High School on the 31<sup>st</sup> August 2019; and the Diocese of Wrexham to establish a new 3-16 Catholic School on the existing site from the 1<sup>st</sup> September 2019.
- 1.2. The proposal is that the new school will be an English medium, Voluntary aided, 3-16 school.
- 1.3. The formal consultation began on 15<sup>th</sup> February 2017 and closed on the 30<sup>th</sup> March 2017.
- 1.4. Following the end of a school organisation consultation period, the Welsh Government's School Organisation Code requires the proposers to publish a consultation report. In this document we have to:
  - Summarise each of the issues raised by people we speak to and who write to us;
  - Show our response to those issues; and
  - Set out Estyn's view of the overall merits of what we are considering.
- 1.5. This report should be considered by decision makers prior to determining whether or not to implement any proposal.

## **2. Formal Consultation**

- 2.1. Hardcopy and electronic versions of the Formal Consultation document were sent to 2,412 recipients. You can see the complete list of recipients in **Appendix A**.
- 2.2. The Formal Consultation documents were published on DCC's website and the Diocese of Wrexham's website on 15<sup>th</sup> February 2017. We also produced different versions of the Formal Consultation document, one aimed at primary school pupils- the Children's version, and another version aimed at the secondary school pupils- the Young person's version.
- 2.3. All documentation, including the Formal Consultation document, Community, Equality and Welsh language impact assessment, Children and Young peoples' consultation document and the electronic version of the response form were published on the Denbighshire County Council and the Diocese of Wrexham website. All documents were available in both Welsh and English.

- 2.4. To help and encourage people to give us their views, we produced a response document (Formal Consultation Response Form). This Response Form formed part of the Consultation Document and as such was also published on the DCC and Diocese of Wrexham website. The Formal Consultation Response Form was converted into an online survey; a link to this survey was also published on the DCC and Diocese of Wrexham website.
- 2.5. A Frequently Asked Question document was also published and this was translated into Welsh, Polish and Tagalog. A number of hard copies of all versions of this document were left at Blessed Edward Jones and St. Marys/ Ysgol Mair.

### 3. Meetings

3.1 Meetings were held as followed:

- With St. Marys/ Ysgol Mair and Blessed Edward Jones governors- 27<sup>th</sup> February 2017,
- With St. Marys/ Ysgol Mair and Blessed Edward Jones staff- 28<sup>th</sup> February 2017,
- Public meeting with Rt. Rev'd Peter M.Brignall, Bishop of Wrexham, Rhyl Town Hall- 7<sup>th</sup> March 2017,
- With parents of St. Marys/ Ysgol Mair- 8<sup>th</sup> March 2017,
- With parents of Blessed Edward Jones- 9<sup>th</sup> March 2017,
- School Council at Blessed Edward Jones- 7<sup>th</sup> March (am),
- School Council at St. Marys/ Ysgol Mair- 7<sup>th</sup> March (pm),
- School council at Ysgol Emmanuel- 13th March.

3.2 A summary of the points raised at these meetings and the responses given at the time is available in **Appendix B**.

3.3 Consultation sessions were arranged for the School councils of St. Mary's/ Ysgol Mair and Blessed Edward Jones, as the schools directly involved in the proposals. A summary of both sessions can be found in **Appendix C**. Consultation sessions were offered to the school councils at Ysgol Bryn Heddyd, Ysgol Llywelyn, Ysgol Emmanuel and Christchurch school. Ysgol Emmanuel accepted this offer and details of this consultation session can also be found in **Appendix C**.

3.4 As part of the pupil consultation arrangements and age appropriate Response Form was also provided specifically for pupils. A total of 73 pupil forms were received from St. Marys/ Ysgol Mair year 4/5 pupils. The comments and questions submitted by pupils through the pupil forms are also summarised within **Appendix C**.

### 4. Consultation Response

4.1 In total 106 responses were received during the consultation period which included responses from Estyn and the GMB Union. The table below shows the connection to either school (or not) of each respondent:

Connection of Respondent	Total
--------------------------	-------

St. Marys/ Ysgol Mair	21
Blessed Edward Jones	65
Both St. Marys and Blessed Edward Jones	7
No connection / Didn't state connection/ other	13
<b>Total</b>	<b>106</b>

4.2 Support of the proposal is as follows:

	<b>Total</b>
For the proposal	98
Against the proposal	5
Didn't state either way	3
<b>Total</b>	<b>106</b>

4.3 The table below shows the methods people used to respond to the consultation:

<b>Method of contact</b>	<b>Number of contacts received</b>
Formal Consultation Response Forms	100
Letters	1
Emails	5
<b>Total</b>	<b>106</b>

4.4 Respondents were as follows:

<b>Responding as:</b>	<b>Number</b>
Pupil	4
Parent	40
Staff member	30

Community member	15
School Governor	8
Parent Governor	2
Other	7
<b>Total number of contacts</b>	<b>106</b>

- 4.5 Of the parents, including the 2 parent governors, who responded, classification by school as follows:

<b>Responding as:</b>	<b>Number</b>
St. Marys/ Ysgol Mair	9
Blessed Edward Jones	27
Both St. Marys/ Blessed Edward Jones	5
Other	1
<b>Total</b>	<b>42</b>

- 4.6 Of the Governors, including the 2 parent governors who responded, classification by school as follows:

<b>Responding as:</b>	<b>Number</b>
St. Marys/ Ysgol Mair	2
Blessed Edward Jones	5
Both St. Marys/ Blessed Edward Jones	1
Other	2
<b>Total</b>	<b>10</b>

- 4.7 Of the staff who responded, classification by school as follows:

<b>Responding as:</b>	<b>Number</b>
St. Marys/ Ysgol Mair	5

Blessed Edward Jones	25
<b>Total</b>	<b>30</b>

4.8 Of the 4 pupils who responded, classification by schools as follows:

<b>Responding as:</b>	<b>Number</b>
St. Marys/ Ysgol Mair	0
Blessed Edward Jones	3
Other- Ysgol Bryn Hedydd	1
<b>Total</b>	<b>4</b>

4.9 **Appendix D** summaries the comments received via letter and email.

## **5 Response Forms**

5.1 The Formal Consultation Response Form was designed to establish:

- whether or not people were in favour of the Proposals;
- the capacity in which they were responding;
- whether or not they were linked to either school;
- what influenced their views on the Proposals and any negative or positive comments they had;
- If they had any alternative options to the current proposal that they would like the proposers to consider;
- whether or not they would send their child(ren) to the new 3-16 school if the Proposals were implemented; and
- whether they wanted to make any other comments.

5.2 A summary of the responses to the Formal Consultation Response Form is set out in **Appendix E** together with the Proposers' response.

## 6 Response from Estyn

The main points made by Estyn in response to the Proposals and the Proposers' response to them are set out below. The full response from Estyn is set out in **Appendix F**.

Estyn Comment	Proposers' Response
It is Estyn's opinion that the proposal is likely to at least maintain the current standards of education in the area.	Agreed
The proposer has appropriately considered the relative advantages and disadvantages of the proposal when compared with the status quo.	Agreed
The proposer has demonstrated that projected numbers by 2021 will still leave the school with over 300 surplus places.	<p>This projection is made up of current projections for St. Mary's / Ysgol Mair and Blessed Edward Jones combined.</p> <p>We anticipate that the new school will attract additional pupils as evidence from previous new builds have shown. At present there is a low number of pupils who attend Catholic primary schools in neighbouring authorities and then transfer to Blessed Edward Jones. We anticipate that this proposal may reverse this trend.</p> <p>In section 13 of the Formal Consultation document we detail the future demand in the town of Rhyl and the importance of maintaining both a primary and secondary option.</p>
The proposal outlines projected deficit budgets for Blessed Edward Jones Catholic High School at the end of the 2017/2018 and 2018/2019 financial years. The proposer has not considered well enough how the new school will be supported financially in its first few years of operation as low cohorts move, in particular, through the secondary phase of the school.	The Local Authority will carefully review the financial position based on pupil numbers. Recent projects have highlighted that additional support is required during the transition phase and any requests of this nature would have to be discussed and agreed at the School Budget Forum.
The proposer has suitably considered the impact on other schools in the area that may be affected by the proposals. It has	Agreed

<p>outlined how the new school could offer places to pupils in currently over-subscribed primary schools.</p>	
<p>The proposer has demonstrated appropriately that pupil numbers in Rhyl High School are projected to rise and that there may be insufficient capacity for the school to accommodate pupils from Blessed Edward Jones Catholic High School should Blessed Edward Jones Catholic High School cease to provide secondary education.</p>	<p>Agreed</p>
<p>The proposer has considered the impact of the proposal on learner travel arrangements. It intends to continue to support home to school travel in line with the council's home to school transport policy.</p>	<p>Agreed</p>
<p>The proposer has completed an initial equality impact assessment that concluded that the proposal would not adversely affect a particular group in society.</p>	<p>Agreed</p>
<p>The proposer also considers the impact of the proposals on the Welsh language and reasonably concludes that there will be no negative impact on the Welsh language or Welsh medium provision in the area.</p>	<p>Agreed</p>
<p>The proposer has provided tables of performance data for the end of Foundation Phase, Key Stage 2 and Key Stage 4. The tables provide information of the schools' performance against the average for the family of schools, the local authority and Wales. However, there is little analysis of the information provided in the tables.</p> <p>The proposer does not provide data on pupil performance at the end of Key Stage 3.</p>	<p>We believe that the paragraphs in section 19.10 and 19.11 around the impact on outcomes and provision help put the figures into context.</p> <p>We did focus on Foundation, Key Stage 2 and Key Stage 4 statistics. We acknowledge Key Stage 3 should also have been included- all statistics were taken from My Local School website.</p> <p>Information regarding Blessed Edward Jones Key stage 3 pupil performance can be found in the table below:</p>

**Percentage of Pupils who have reached the expected level – Key Stage 3 Core subject indicator**

	2010	2011	2012	2013	2014	2015	2016
<b>School - Total</b>	54.9%	51.2%	59.1%	56.9%	62.2%	55.8%	78.3%
<b>Family - Total</b>	53.1%	58.6%	63.7%	69.1%	74.6%	76.6%	81.4%
<b>Local Authority - Total</b>	63.9%	65.5%	71.9%	75.0%	83.2%	84.3%	86.4%
<b>Wales - Total</b>	63.7%	68.0%	72.5%	77.0%	81.0%	83.9%	85.9%

Further details for Key Stage 3, 2016 below:

	Core Subject Indicator	English	Maths	Science
School	78.3%	86.7%	81.7%	90.0%
Family	81.4%	86.8%	88.0%	90.3%
Local Authority	86.4%	89.5%	90.9%	93.1%
Wales	85.9%	89.2%	90.1%	92.8%

The provider considers appropriately that there should be no adverse effect on the progress and wellbeing of pupils with additional learning needs.

Agreed

The proposer has suitably outlined that the proposal will likely enhance the quality of teaching and learning. The proposer clearly demonstrates that the new building will provide a better learning environment for all pupils.

Agreed

The proposer also details fittingly how the new facilities will better allow the school to offer a more varied and appropriate curriculum at key stage 4. The proposer also establishes the benefits of having shared area such as the chapel and dining area and the advantages of aiding transition between key phases and stages of education.

Agreed



## APPENDIX A

### Consultation Document Recipient List

No	Stakeholder	Number of recipients
1.	Parents of pupils of St. Marys/ Ysgol Mair*	209
2.	Parents of pupils of Blessed Edward Jones*	254
3.	Parents of pupils of Ysgol Christchurch*	269
4.	Parents of pupils of Ysgol Emmanuel*	313
5.	Parents of pupils of Ysgol Llywelyn*	468
6.	Parents of pupils of Ysgol Bryn Hedydd*	349
7.	Teachers and support staff at St. Marys/ Ysgol Mair	37
8.	Teachers and support staff at Blessed Edward Jones	48
9.	Teachers and support staff at Ysgol Christchurch	66
10.	Teachers and support staff at Ysgol Emmanuel	63
11.	Teachers and support staff at Ysgol Llywelyn	66
12.	Teachers and support staff at Ysgol Bryn Hedydd	54
13.	The Governing Bodies of St. Marys/ Ysgol Mair, Blessed Edward Jones, Ysgol Christchurch, Ysgol Emmanuel, Ysgol Llywelyn and Ysgol Bryn Hedydd.	6

14.	The School Councils of St. Marys/ Ysgol Mair, Blessed Edward Jones, Ysgol Christchurch, Ysgol Emmanuel, Ysgol Llywelyn and Ysgol Bryn Hedydd.	6
15.	The Diocese of St Asaph	1
16.	Headteachers and Chair of Governors of all schools in Denbighshire ( Primary, Secondary & Special Schools)	112
17.	Headteacher and Chair of governors in Conwy of the following schools: <ul style="list-style-type: none"> <li>• Ysgol Sant Jospeh's RC</li> <li>• Ysgol Blessed William Davies</li> </ul>	4
18.	Headteacher and Chair of Governors at St.Richard Gwyn Roman Catholic High school	2
19.	Headteacher and Chair of Governors at Ysgol Ein Harglwyddes, Our Lady's Roman Catholic Primary school	2
20.	Denbighshire Children and Young People's Partnership and the Early Years Development and Childcare Partnership	2
21.	Independent nursery providers in the Rhyl area	7
22.	Coleg Llandrillo	1
23.	Prestatyn and Rhyl Sixth partnership	1
24.	All Denbighshire County Councillors	47
25.	Local and regional Assembly Members and MPs	8
26.	Rhyl Town Council	1
27.	The Welsh Government	3
28.	Estyn	1
29.	Relevant Teaching and support staff Trade Unions	6
30.	Taith	1
31.	North Wales Regional School Effectiveness and Improvement Service	1
32.	North Wales Police and Crime Commissioner	1

33.	Communities First partnership	1
34.	Flintshire County Council	1
35.	Conwy County Borough Council	1
	<b>Total</b>	<b>2,412</b>

\* one copy was sent per family

## APPENDIX B

### Summary of Comments/ Questions raised in the meetings

Shared Governors meeting –St. Marys/ Ysgol Mair and Blessed Edward Jones Governing Bodies- 27<sup>th</sup> February 2017

No	Comment/ Question Raised	Response
1.	What is going to happen to the pupils during the build phase?	This has already been considered. In terms of the build the local authority would work closely with the contractor to ensure the health and safety of all pupils and staff. Preliminary discussions with contractors have taken place and it is clear there will need to be a clear and well managed plan.  Work is currently taking place at Ysgol Glan Clwyd and this has been a phased build, it can work when organised well.
2.	Will it be a complete new build?	Yes, the proposal is for a complete new build. The budget is £23.8 million and will need to manage people's expectations in terms of what can be delivered for that.
3.	Obviously mindful of the area we serve- will there be financial assistance in regards to the new uniform?	Yes, this type of assistance has occurred in other school organisation proposals which have been delivered, i.e. with Ysgol Carreg Emlyn 1 new sweatshirt per pupil was provided, consideration would be given to support something similar.
4.	Uncertainty around pupils numbers whilst we go through this transition.	The Local Authority and the Diocese believe that numbers, especially in the secondary

		sector will increase. The Local Authority have strong evidence in relation to what has happened in Rhyl High since their new building opened.
5.	The age group of the school is stated as 3-16, what about the playgroup facility? And what will happen to the breakfast club?	Both the playgroup and breakfast club are factored into our planning of the new school.
6.	Parents will have concerns about little ones mixing with older children.	<p>The 3-16 model can work extremely well when the school is well organised and the school day planned effectively.</p> <p>There will be segregation between the Key phases. The ethos that can be created with a 3-16 school is one of caring and nurturing and can be positive for all age groups.</p>
7.	Will both schools be involved in the design?	<p>Yes there will be consultation with both schools- governors, staff and pupils.</p> <p>There will also be opportunities for parents and the community to comment on the designs.</p>
8.	Will it be an off the shelf design?	No, the Welsh Government may be looking at something like this in the next round of funding but for this project it will not be an off the shelf design.
9.	Parents are concerned about the building stage.	<p>This is understandable and the Local Authority, Diocese and the contractor would all work closely with both schools to minimise disruption to the pupil's education.</p> <p>There will also be a variety of opportunities to engage with pupils at both schools during the construction phase. In previous projects this has worked well, with examples such as pupils designing an outdoor area, talks from contractors about working in construction, visit to a factory to see the steel framework being made and women in construction events.</p>
10.	What will the name of the new school be?	<p>The Temporary Governing Body, once formed, will have to decide on a name for the school.</p> <p>In previous amalgamations the pupils have helped in coming up with ideas for the name,</p>

		logo and uniform. This is just one option to be considered, but ultimately it will be the responsibility of the Temporary Governing Body to name the school.
11.	Current numbers at Blessed Edward Jones are a concern.	<p>It is important to manage how the school is marketed and how the 3-16 model works. The right messages need to be getting out in Rhyl and the wider area.</p> <p>Working with the headteachers at the Catholic primary schools in Conwy and Gwynedd will also be important. This work needs to start now as the transition to the new school over the next few years will be important. Current Year 4 pupils in St. Marys/ Ysgol Mair will potentially be the first Year 7s in the new school.</p> <p>Also work will need to be done to ensure that the community know that pupils can enter at Year 7 from other primary schools in the area.</p>
12.	We see the secondary element going up to 600 capacity quite quickly- this needs to be reflected in the design of the core facilities.	Point noted and at design stage this can be discussed further.
13.	What will happen to the offsite school playing field on Ffordd Derwen?	It is important even at this early stage to manage expectations. Our aim is to make the best possible use of the space on site and retaining the offsite provision. Consideration will be given to improving the accessibility of this.

Shared Staff meeting- Blessed Edward Jones staff and St. Mary's/ Ysgol Mair  
28<sup>th</sup> February 2017

No	Comment/ Question Raised	Response
14.	Could the proposal be stopped i.e. not supported by Cabinet?	<p>Realistically yes it could be stopped. As a Local Authority we still have hurdles to overcome, the statutory process to go through and Welsh Government funding application.</p> <p>However, as a Local Authority we have a good track record of delivering and building new schools. Also elected members are behind this proposal, especially those who</p>

		represent Rhyl. Of course we have elections coming up but we believe there will still be support for the proposal and Cabinet will support the project going forward.
15.	Is there anything we as staff can do in ensuring the proposal does move forward?	<p>Both the Diocese and the Local Authority believe this is an exciting proposal and we would encourage people to respond positively to the consultation.</p> <p>Of course if you have concerns about the proposal please outline these so both the Diocese and Local Authority can address them. From this process a consultation report will be produced for the Cabinet to consider- if they see that there is a high percentage of people supporting the proposal we would hope they would then support it in moving forward.</p>
16.	The timescale is very tight- is there room for movement?	<p>Not much- we have deadlines around the funding that we have to meet.</p> <p>All we can say is it is tight but as the Local Authority we are in constant communication with the Welsh Government and we would not be here if we did not think it could not be done. A great deal of work goes on behind the scenes before people see the diggers get on site and it is only then that people believe it is actually going to happen.</p>
17.	In terms of the new build, what will happen if the main entrance to the school needs to be moved? It is not as easy as the Rhyl High build was.	<p>The proposal is for a complete new build. The procurement process will begin shortly in appointing a contractor to begin the design works.</p> <p>The construction company will have to manage the movement of pupils and work with both schools to ensure everyone's safety.</p> <p>There will probably be some form of phasing- this has worked well over at Ysgol Glan Clwyd where the new extension is now complete and all students have moved into this whilst the refurbishment is underway. Already initial discussions with contractors have taken place and they see no significant issues with this. It will be about managing it effectively and working closely with both existing schools.</p>

18.	Can you explain how stakeholders will be involved in the process, particularly pupils and staff at both schools.	<p>In previous school organisation projects the Local Authority have looked to engage with pupils and staff as early as possible. The school councils at both schools will be discussing the proposal next week with the team.</p> <p>In terms of moving forward with the design, again all pupils and staff will be given opportunities to comment and feed into the design process as the project develops. Once on site there may be opportunities, especially for the older pupils to be engaged with the construction element. In the past pupils have designed the new logos and come up with name suggestions and this can be looked at here with this proposal.</p>
19.	In the presentation it refers to the management structures being split into phases – would there be an expectation that we are able to teach pupils from years 5-8?	<p>As a Local Authority we have no view on this, they are just some examples other 3-16/18 schools use.</p> <p>There are a number of different models which work, consideration regarding the new curriculum will be needed and the transition between Years 6 and 7. The Temporary Governing Body will need to agree what the staff structure will look like.</p>
20.	Are we looking at redundancies?	<p>As part of this proposal we are not looking at any, however I cannot make any promises- it will be up to the Temporary Governing Body to decide on the staff required and of course this will take into consideration pupil numbers- the Local Authority and the Diocese hope this proposal will assist pupil numbers, especially in the secondary offer.</p>
21.	It feels nice to have both the Council and the Dioceses support having been through 1 consultation process already that did not go forward, what happens if this is not approved?	<p>If the project was not approved the status quo would remain and there would no guarantee of any allocation as part of the Band B Welsh Government funding; as such the sustainability of both schools would be brought into question.</p> <p>The Local Authority acknowledge that this has been a long drawn out process but I would like to assure you that the Council is committed to this project. There are many reasons why the first proposal did not come</p>

		<p>to fruition but we have not given up and walked away and we believe that this is the right way forward.</p> <p>The 2 governing bodies are behind the proposal and the Bishop is very engaged in the detail of the project and very supportive.</p>
22.	<p>What about other feeder primaries that currently feed into Blessed Edward Jones – will there still be opportunities for pupils from other primary schools to join this school?</p>	<p>Pupils from these schools will still be able to join the school at Year 7. The proposal is currently looking at a four form entry into the secondary so in addition to those coming from Year 6 there will be a minimum of 40 spaces for pupils from other schools to join.</p> <p>The primary head teachers of the Catholic schools in Conwy and Gwynedd have been sent the consultation documents and should be aware of the proposal. Although the school will be located in Rhyl it is fair to say that it is not just for Rhyl only, but a wider area.</p>
23.	<p>Pupil numbers are falling- is this a risk whilst we are in this phase?</p>	<p>From the Local Authority and the Diocese's point of view this is a risk we need to be mindful of, the schools themselves need to get a positive message into the community.</p> <p>The Local Authority have to apply for the funding from Welsh Government and they need to see that the school will be a success once built.</p> <p>For the Local Authority it is clear we need another secondary school in the town, we believe there are the pupil numbers in the area to sustain the proposed school.</p>
24.	<p>The local press during the previous consultations were very negative, what can we do about ensuring the same does not happen again?</p>	<p>The Local Authority and the Diocese will work with their relevant press officers to ensure that the messages going out are positive and accurate.</p> <p>It is also the responsibility of the community, governors and staff to ensure the proposal is talked about in a positive, enthusiastic manner. The pupils themselves can also help in taking a positive message into their communities.</p>



No	Comment/ Question Raised	Response
25.	Can you provide assurances that this new building will be environmentally friendly, taking into consideration factors such as renewable energy and waste water collection?	<p>Throughout the design process architects will carefully consider the environmental impacts of the building.</p> <p>Ideas will also be sought from pupils in terms of how environmental considerations could be integrated into the project. Furthermore, as a key part of the criteria for appointing a contractor for this project will be their ability to meet certain requirements in relation to environmental sustainability.</p>
26.	Could some of the money that has been allocated for this project be kept to one side to support some of our families with expenses incurred due to the project, such as new uniforms?	<p>Although the amount of money requested for the project sounds like a lot it will all be required for a build of this scale.</p> <p>However, the Local Authority are fully aware of the potential impacts on families and will be closely monitoring these and will assess what support we may be able to provide. In previous amalgamations the Local Authority have assisted the schools in regard to the new uniform.</p>
27.	What will happen to the Ffordd Derwen site once the new build is complete? Will it be used as playing fields?	<p>The proposal will be looking for the most sustainable design for the building along with making the best use of the site. There have been no final decisions made as yet in terms of specific uses for residual areas, however whatever choices are made will be in line with the requirements of the curriculum.</p>
28.	What will the name of the new school be? Will there be different names for the primary and secondary elements?	<p>The new build will be one school with one name. The Temporary Governing Body will decide on the name, uniform and logo.</p>
29.	I expected when I sent my children to a school in Wales that they would be able to speak Welsh. I understand that this will be an English school but what level of Welsh will my children have when they leave?	<p>Welsh Government recently released a statement that they want the number of Welsh speakers to increase to 1 million by 2050.</p> <p>It will however be up to the schools governors to establish what part Welsh will play in the development of the curriculum.</p>
30.	Will this school purely be for Catholics or will other faiths be welcome? How will admissions be controlled?	<p>This will be a Catholic school, however there will be inclusion of provision for families in search of a Catholic education for their children.</p>

		Governors will be responsible for establishing the admissions criteria including how admissions will be handled if oversubscription were to occur.
31.	Will there be room in the new school for pupils to join from out of county? How would transport work across county boundaries?	Parents have the right to access their nearest appropriate school and the Diocese are keen to emphasise that although this school is based in Rhyl it is not purely for Rhyl residents.  In terms of transport, every local authority has their own transport policies which will dictate who will be allocated transport.
32.	Will current pupils at St. Mary's/Ysgol Mair and Blessed Edward Jones have to apply for a place in the new school?	No, current pupils at both schools will automatically be allocated a place in the new school.
33.	Will parking facilities be improved at the new site?	Significant consideration will be given to both parking and the impact on highways. Consultation will be undertaken throughout, particularly on the final design in order to address any key concerns from stakeholders.
34.	How will pupil's safety be ensured during the building work?	Some preliminary work has already been undertaken with contractors to establish the practicalities of managing safety during construction.  Denbighshire has significant experience of successfully and safely delivering projects such as these e.g. Ysgol Glan Clwyd.  Due to the additional capacity within Blessed Edward Jones, this could also open up some additional possibilities for accommodating pupils during the works.

Parents meetings- St. Mary's/ Ysgol Mair- 8<sup>th</sup> March 2017 & Blessed Edward Jones 9<sup>th</sup> March 2017

No	Comment/ Question Raised	Response
35.	Renewable energy needs to be considered in the design and how this could be used as potential income generation for the school.	This will be considered at the design stage, where we will consult with schools, pupils, parents, residents and invite comments and ideas.  The school has to be fit for purpose and on any build we look at getting BREAM excellent rating. At the end of the day we are building a school and we need to manage expectations

		around that and we need to be sensible as building costs do increase.
36.	Will the parking situation be considered and the entrance and drop off points carefully planned? Unique situation as both schools run alongside separate roads.	<p>During the design process DCC's Highways department will be involved in ensuring the plans are safe. Considerations will be given in regards to the structure of the school day and how that is planned as well as the impact on neighbouring streets.</p> <p>It is hoped that the new school will improve the highways situation, not make things worse.</p>
37.	With the new curriculum coming out soon- I hope that this school is not going to be a testing ground?	This will certainly not be the case. The Local Authority are committed to making the best of the new curriculum and we want the new school to be nurturing and caring environment.
38.	Will solar panels be considered? The new type being developed that look like tiles charge battery packs which could then be used? Could the school trail it? Also floor tiles which harness energy which can then be sold on. Rain water as well can be used for cisterns. Every penny saved is a penny more for my children's education.	All these ideas are really important and all points have been noted.
39.	How will the new school effect the SEN budget which is already tight?	<p>This money has now been delegated to the schools themselves to manage.</p> <p>There is still a great deal to do in terms of identifying the correct provision for a child at an early stage. The Local Authority appreciate that the schools are put under pressure by some parents, however it is important to examine all options in regards to SEN support from group work to more specified one to one work.</p>

## **APPENDIX C**

### **School Council Findings**

#### **Report on the consultation with the School Councils of St. Marys/ Ysgol Mair, Blessed Edward Jones and Ysgol Emmanuel**

##### **1.0 Introduction**

- 1.1 The School Organisation Code requires Denbighshire County Council and the Diocese of Wrexham (the proposers) to make suitable arrangements to consult with the pupils of any school which is affected by school organisation proposals.
- 1.2 The code says that consultation must include consultation with the school councils of schools which are affected and should also include consultation with individual pupils, where this is appropriate and practicable.
- 1.3 The requirement has been set in respect of Article 12 of the United Nations Convention on the Rights of the Child (UNCRC) which states that children and young people have a right to have their views and opinions heard and listened to in decisions made by adults which affect their lives.
- 1.4 As potential feeder primary schools the school council of the following schools were offered a session discussing the proposal: Ysgol Llywelyn, Ysgol Emmanuel, Christchurch school and Ysgol Bryn Hedydd. Ysgol Emmanuel took the offer up and the results of the session are detailed below.

##### **2.0 Method of Consultation**

- 2.1 Denbighshire County Council and the Diocese of Wrexham published a separate Children's version and Young Persons version of the Formal Consultation document. Copies of the Children's document were provided to St. Mary's / Ysgol Mair, Ysgol Llywelyn, Ysgol Emmanuel, Christchurch school and Ysgol Bryn Hedydd. Copies of the Young person's version of the Formal Consultation document were provided to Blessed Edward Jones.
- 2.2 Meetings were arranged by Denbighshire County Council Learner Voice Champion with the school councils. The meeting with the School Council of Blessed Edward Jones took place on the 7<sup>th</sup> March 2017 at 10am and the meeting with the School Council of St. Mary's/ Ysgol Mair took place on the 7<sup>th</sup> March 2017 at 1pm. The meeting with Ysgol Emmanuel's school council took place on 13<sup>th</sup> March 2017.

### **3.0 Consultation Response**

- 3.1 The sessions aimed to be as interactive as possible, each meeting focused on similar elements:
- **How do they feel about the proposal?** - A set of Emoji cards were given to each member. School council members were asked how they felt about the proposal and to present the emoji/s that summed up their feelings, if members wanted to discuss why they had chosen a particular one this was discussed openly in front of the whole group.
  - **What is important to them about school?** -With the primary school councils each member had a gingerbread drawing and were asked to write within the gingerbread man what they felt was important to them about school. The session with Blessed Edward Jones was done slightly differently as they were given post it notes and asked to stick them on one large gingerbread man and these were then discussed as a group.
  - **Any questions/ worries?** - Each pupil took a small bit of paper wrote down any fears, worries or questions, scrunched them up and threw them in a 'worry pond' anonymously. Before the end of the session facilitators addressed any worries/ questions that came out of this exercise.
  - **What you would like to see in the new school/ hopes for the new school?**- With the primary school council members we had an open discussion about what they would like in the new school and ideas were written down on flip chart paper by the facilitator. With Blessed Edward Jones' session we split participants into groups and asked them to map out how they see their school now and what can be done in the new school to improve things.

### **4.0 Response from the School Council at Blessed Edward Jones**

- 4.1 How do you feel about St. Mary's/ Ysgol Mair and Blessed Edward Jones Catholic High School becoming one school?

- Happy
- Hopeful
- Surprised
- Confused- Why are you joining the 2 schools?
- Excited
- Concerned- over the little pupils mixing with older ones.
- Sad- All the memories will be gone.
- Angry- as won't be here when it's built.
- Nervous- will it work?
- Don't mind
- Worried

#### 4.2 What is important to you about school?

<ul style="list-style-type: none"> <li>• Food (10 pupils)</li> <li>• WIFI (8 pupils)</li> <li>• Better internet connection (5 pupils)</li> <li>• Quality of education (5 pupils)</li> <li>• Friends (4 pupils)</li> <li>• Better sport equipment/ facilities (4 pupils)</li> <li>• Facilities- canteen and toilets (3 pupils)</li> <li>• Increased after school activities (2 pupils)</li> <li>• Fitness and health gym (2 pupils)</li> <li>• Indoor and outdoor social spaces (2 pupils)</li> <li>• Canteen and nicer food (2 pupils)</li> <li>• Cheaper food (2 pupils)</li> <li>• Teachers</li> <li>• Less hours in school</li> <li>• Discipline- 2 strikes and you are out</li> <li>• New locks on toilet doors</li> <li>• New and nicer uniform</li> <li>• Punish and merits</li> <li>• Important to have people to talk to when in need</li> <li>• Timetable to be more organised</li> <li>• Good equipment</li> <li>• Caring environment for all people</li> <li>• Anti-bullying</li> <li>• More books</li> <li>• How bad behaviour is dealt with</li> <li>• Less litter, cleaner</li> <li>• Lunch times passes</li> <li>• Kebabs/ pizza on a Friday</li> <li>• Better rewards</li> </ul>	<ul style="list-style-type: none"> <li>• Different halls where exams &amp; sports are separate</li> <li>• Form time- morning only</li> <li>• Handling disturbance during class</li> <li>• More active activities instead of pen and paper</li> <li>• Having form class in the morning</li> <li>• More school sports teams</li> <li>• Elevators</li> <li>• Safe environment</li> <li>• Music equipment</li> <li>• 3G Football pitch</li> <li>• A lounge</li> <li>• X-Box/ playstation room</li> <li>• Vending machines</li> <li>• Teach people how they can help you if you need it</li> <li>• Break and lunch accessories</li> <li>• To be able to concentrate in class</li> <li>• Outdoor course</li> <li>• Good environment</li> <li>• Good facilities</li> <li>• Common rooms</li> <li>• Somewhere to stay when its raining/cold</li> <li>• Behaviour</li> <li>• Bigger library</li> <li>• Higher expectation to get in</li> <li>• More activities in school</li> <li>• Listen to other peoples ideas</li> <li>• Give feedback</li> <li>• More subjects</li> <li>• Chapel</li> </ul>
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<ul style="list-style-type: none"> <li>• Football facilities</li> <li>• Developed playground- more benches etc</li> <li>• More different types of food</li> <li>• High end/ better technology</li> <li>• Outdoor canteen</li> <li>• More variety of sets in different subjects</li> </ul>	
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#### 4.3 Worries:

<ul style="list-style-type: none"> <li>• Bullying (5 pupils)</li> <li>• Time when school starts and finishes (2 pupils)</li> <li>• Teacher help for people in need</li> <li>• Having mixed years could make behaviour worse</li> <li>• Close minded students/ teachers</li> <li>• No staff</li> <li>• Teachers might not be able to get to know each and every student because there are so many</li> <li>• No outside interaction with other schools.</li> <li>• Our education gets ruined because of students bad behaviour- how do we deal with that?</li> <li>• If both schools are demolished the space should be used wisely.</li> <li>• Bullying might increase</li> <li>• Racism</li> <li>• Increased bullying- problems with controlling students outside on breaks</li> <li>• Behaviour could get worse</li> </ul>
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#### 4.4 Questions with responses given at the session:

Question	Response
If you had to choose who are your main priority? Year 11?	All year groups are important and if the plan is agreed, the school will be designed to meet the needs of all pupils. It will be important to ensure that during the building work that disruption to students learning is kept to a minimum.
What time will school finish? How long will the school day be?	This will be a decision for the Temporary Governing Body who will decide how the school day will be structured.
How would you resolve the younger years getting bullied?	The Temporary Governing Body would draw up an Anti-bullying policy which would detail how the school would deal with bullying.

	<p>The design of the new school will have dedicated areas for primary and secondary pupils. There will be separation between year groups and differences in terms of timetabling the school day so primary aged children would not be on the yard at the same time as secondary pupils.</p> <p>So although you will be in one school together the contact between primary and secondary pupils during the school day will be low.</p>
Why are we joining together?	<p>The Local Authority and the Diocese of Wrexham believe that this is the best way forward in ensuring pupils have the right facilities to learn in. Both schools currently need a lot of money spending on the buildings to repair them. The proposal for on school will ensure the school will be stronger and more efficient.</p>
How much will the school cost?	<p>The school will cost approximately £23 million.</p>
Who will be the headteacher?	<p>This will be a decision for the Temporary Governing Body who will need to appoint a new headteacher prior to the school opening.</p>
Concerns around primary pupils on the same site	<p>There will be segregation between year groups and differences in terms of timetabling the school day so for example primary aged pupils would not be on the yard at the same time as secondary pupils.</p>
Can we have a sixth form please?	<p>There will be no sixth form included. Blessed Edward Jones current pupils who wish to continue their education have the option of joining the Rhyl Prestatyn Sixth partnership and this will not change.</p>

#### 4.5 What would you like to see in the new school:

<ul style="list-style-type: none"> <li>• Elevator</li> <li>• Bigger Chapel- for assemblies</li> <li>• Bigger library</li> <li>• Free Wi-fi</li> <li>• Specific exam room/ hall</li> <li>• Chapel for primary/ Chapel for secondary</li> </ul>
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- Toilet facilities very important
- Solar panels
- Eco-friendly
- More energy efficient
- Sheltered areas
- Social areas- indoor and outdoor
- Common rooms
- Time-out space
- First aid room
- KFC
- Bike stands
- Cameras and security
- Lockers
- Vending machines

**5.0 Response from the School Council at St. Mary's/ Ysgol Mair**

5.1 How do you feel about St. Mary's/ Ysgol Mair and Blessed Edward Jones Catholic High School becoming one school?

- Excited/ happy
- Not worried
- Sad- Will miss the old school
- Confused- Why?
- Excited for brand new school
- Surprised its happening so quickly
- Happy- meet new friends
- Scared going to a new school
- Confused- out of no-where
- Excited for a big school and new friends
- Angry- like this school
- Worried about the building being too big
- Sad- lose the memories of the old school

5.2 What is important to you about school?

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Teachers (9 pupils)</li> <li>• To be with my/ making friends (9 pupils)</li> <li>• Being in the school council (8 pupils)</li> <li>• Learning/ getting a good education ( 8 pupils)</li> <li>• Healthy eating (7 pupils)</li> <li>• Swimming (5 pupils)</li> <li>• Playing sport/ keeping active (5 pupils)</li> <li>• Cultural events (5 pupils)</li> </ul> | <ul style="list-style-type: none"> <li>• Having good equipment</li> <li>• Having a quiet space to calm down and talk</li> <li>• Fundraising events</li> <li>• Languages in the school</li> </ul> |
|---|--|

<ul style="list-style-type: none"> <li>• World book day (4 pupils)</li> <li>• Extra curricular activities (4 pupils)</li> <li>• Clean toilets (3 pupils)</li> <li>• Art (3 pupils)</li> <li>• Music (3 pupils)</li> <li>• Environment (2 pupils)</li> <li>• Support (2 pupils)</li> <li>• To look after each other</li> <li>• Having a big playground</li> </ul>	
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### 5.3 Worries

<ul style="list-style-type: none"> <li>• Bullying from the high school aged pupils (4 pupils)</li> <li>• Making new friends (2 pupils)</li> <li>• Delays in the school being built</li> <li>• Getting lost- new school will be much bigger</li> <li>• There might not be any clubs</li> </ul>
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### 5.4 Any questions:

Question	Response
Is there going to be 2 Headteachers?	No, there will be one school and therefore one headteacher.
If I got bullied, would I have someone to go and talk to?	Yes the school would have an Anti-bullying procedure in place which would explain what to do if you are experiencing bullying.
Where will the new school be built?	On the current sites of St. Mary's/ Ysgol Mair and Blessed Edward Jones.
Will the primary and secondary school pupils be separated?	Yes pupils would be separated.
Do you have to stay in this school when you go to high school?	The new school will be a 3 -16 through school, so pupils would have a place in the school for both primary and secondary. However this is subject to parental preference, so if in year 6 you wanted to move to a different secondary school you could.
Where will the little ones play?	The school will be designed in such a way that the play areas and the building itself will be split into areas to ensure that there is separation between the younger and older pupils.

What will happen to the current building?	Once the new school is built the current buildings of both schools will be demolished to make way for the external areas of the new school.
Why can't you just knock the fence down in between the 2 schools?	This would not improve the facilities at the schools which are in need of upgrading.
Is the school going to close?	Yes St. Mary's/ Ysgol Mair will close on 31 <sup>st</sup> August 2019 and the new 3-16 school will open the next day on the 1 <sup>st</sup> September 2019.
Is there going to be big changes?	If the proposal goes ahead the changes will be quite big yes. Pupils here will have a new building and playground, however you will still be with your friends.

#### 5.5 Hopes for the new school:

- New and specialist equipment e.g. sport, computers, playground (4 pupils)
- Improved outdoor areas e.g. forest school, bigger football pitch (2 pupils)
- Adventure play area: slides, climbing frames and line markings
- Alternative spaces to use when grass is wet e.g. all weather pitch
- Dance studio
- Friends to stay in the same class
- Music room
- Bigger canteen
- Improved toilets
- Paths to school improved
- Lollipop patrol

#### 6.0 Response from the School Council of Ysgol Emmanuel

##### 6.1 How do you feel about St. Mary's/ Ysgol Mair and Blessed Edward Jones Catholic High School becoming one school?

- Happy ( 8 pupils)
- Not worried- does not impact on me ( 8 pupils)
- Proud
- Worried about the size
- Angry- why can't it stay the same
- Excited
- Happy
- Sad and confused- you won't know where you are going/ miss the old schools
- Excited- bigger and better
- Hopeful that they will build it

- Happy- new uniform

6.2 What is important to you about school?

<ul style="list-style-type: none"> <li>• Learning/ getting a good education ( 15 pupils)</li> <li>• To be with my/ making friends (13 pupils)</li> <li>• ICT (10 pupils)</li> <li>• Healthy eating/ lifestyles ( 8 pupils)</li> <li>• Play time- sports, keeping active (7 pupils)</li> <li>• Teachers (6 pupils)</li> <li>• Success (6 pupils)</li> <li>• School council (5 pupils)</li> <li>• Home time (5 pupils)</li> <li>• Having my voice heard (4 pupils)</li> <li>• Team work ( 4 pupils)</li> <li>• Being safe (3 pupils)</li> <li>• A tidy school (3 pupils)</li> <li>• Breakfast/ after school club (2 pupils)</li> <li>• Equipment (2 pupils)</li> <li>• Reading ( 2 pupils)</li> <li>• Support (2 pupils)</li> </ul>	<ul style="list-style-type: none"> <li>• Going on trips</li> <li>• Welsh</li> <li>• Respect</li> <li>• To look after each other</li> <li>• Clean toilets</li> <li>• Environment</li> <li>• Art</li> <li>• Music</li> <li>• Homework</li> </ul>
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6.3 Worries:

- Bullying/ fighting (3 pupils)
- Hope the building is built well
- Worried if the school goes wrong

6.4 Any questions

Question	Response
Will the new school have a new uniform?	Yes, although this will be a decision for the Temporary Governing Body.
Will they have the same lessons?	Yes, the lessons will still be the same.
Will they change the school logo/ badge?	Yes, as the school will also have a new name they will need a new logo, badge and uniform. This will be a decision for the Temporary Governing Body to make.

Will they have the same teachers?	The staffing structure will be decided by the new Temporary Governing Body of the new school. As a Local Authority we would advise that all staff at both schools currently should be 'ring-fenced' for jobs at the new school.
If they do build the school, will the children from Ysgol Mair be in the lessons with the high school children?	No, lessons will not be together, the primary aged pupils will have lessons as they do now in their relevant year groups/ classes and the secondary pupils will do the same.

### 6.5 Hopes for the new school

<ul style="list-style-type: none"> <li>• Healthy food (2 pupils)</li> <li>• Swimming pool</li> <li>• Clean toilets</li> <li>• Big dinner hall</li> <li>• Healthy snack shop/ trolley</li> <li>• Nice food at lunch</li> <li>• New equipment</li> <li>• Big classrooms</li> <li>• ICT</li> </ul>	<ul style="list-style-type: none"> <li>• Extracurricular activities</li> <li>• Own areas ( primary and secondary)</li> <li>• Places to socialise</li> <li>• Reading room</li> <li>• Quiet room/ chill out space</li> <li>• School council</li> <li>• Library</li> <li>• No loud/ bossy teachers</li> </ul>
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## 7. Children's Response forms:

7.1 We received 73 Children's Response Forms from St. Mary's/Ysgol Mair Year 4/5 pupils. A summary of the responses are set out below:

### ***How do you feel about St. Mary's/ Ysgol Mair and Blessed Edward Jones Catholic High school becoming one school??***

- No opinion/ not bothered- going to a different high school- (10 pupils)
- Excited (8 pupils)
- Happy (8 pupils)
- OK (7 Pupils)
- Nervous and excited (5 pupils)
- Sacred of getting lost (3 pupils)
- Fine (3 pupils)
- Great idea (3 pupils)
- Feel great (3 pupils)
- Sad and happy (2 pupils)
- Worried and happy (2 pupils)
- Nervous (2 pupils)
- Scared ( 2 pupils)
- Like it as will be with sibling (2 pupils)
- Not sure

- Upset and excited
- Good
- Sad
- Good- if I can stay with my friends
- Excited, happy and sad
- Nervous, worried, excited and happy
- Scared, nervous and happy
- Good but scared of getting lost
- Scared and happy
- Sad and worried
- Excited but scared of getting lost
- Scared and sad
- Amazing
- Worried about bullying
- Excited and happy

***How do you feel about having a new school?***

- No opinion/ not bothered- going to a different high school (13 pupils)
- Happy (12 pupils)
- Excited (10 pupils)
- Sad and happy (6 pupils)
- Scared (4 pupils)
- Nervous (3 pupils)
- Great (2 pupils)
- Happy and excited (2 pupils)
- Good ( 2 pupils)
- Wish we could see what the new school will be like (2 pupils)
- Worried (2 pupils)
- Sad- will miss this school
- Happy, excited and a bit sad
- Will miss Ysgol Mair but new school will be nice
- Would like same headteacher
- OK
- Excited and proud
- Seems really cool
- It will be better as with my sibling
- It will be better as a mixed school
- Worried about bullying
- Happy and nervous
- Happy and proud
- Scared and sad
- Happy for the other pupils
- Scared- swearing and fighting

***How do you feel about sharing a school with secondary school aged pupils?***

- Scared (11 pupils)

- Worried- bullying/ smoking/ swearing (8 pupils)
- OK (7 pupils)
- Excited (5 pupils)
- Happy (4 pupils)
- Going to make new friends (4 pupils)
- Worried (4 pupils)
- No answer (3 pupils)
- Good (2 pupils)
- Nervous (2 pupils)
- Amazing
- Don't know
- Good they can help us
- Great
- Fine but scared to share the playground
- Nervous- might bully
- Fine but worried about smoking and swearing
- Sad and worried
- Don't like the younger children
- Frightened
- Nervous and sad
- Angry and scared
- Angry
- Scared and OK
- Bad
- Don't care
- Don't mind
- Scared- bullying/ smoking/ swearing
- Fine
- Sad- Smoking and swearing

***Is there anything else you would like to see happen instead of what we are planning?***

- No (12 pupils)
- Stay the same (10 pupils)
- Swimming pool (8 pupils)
- Blank/ unclear answer (7 pupils)
- Bigger football pitch (4 pupils)
- Football pitch ( 4 Pupils)
- Bigger playground (3 pupils)
- New schools but separate primary and secondary schools ( 3 pupils)
- Games room (2 pupils)
- Same headteacher (2 pupils)
- Bigger classrooms (2 pupils)
- Bigger dinner hall (2 pupils)
- New classroom (2 pupils)
- New school (2 pupils)
- Join schools together rather than a new school (2 pupils)

- No opinion/ not bothered- going to a different high school- (2 pupils)
- KFC (2 pupils)
- Tablets in new building
- Climbing frame
- Exploring area
- Disco room
- Laser room
- Don't know
- New white boards
- More books
- Tennis table
- Gym
- New toilets
- Not to change the name
- Theatre
- Movie Centre
- Spend money on Ysgol Mair and Blessed Edward Jones separately
- Schools stay the same, donate money to charity instead
- Football cage with astro
- Build a new school but separate from Blessed Edward Jones
- New adventure park with slides
- Stop bullying
- Subway and Costa
- Lots of trees

## **8. Pupil Formal Consultation Report**

A summary of the pupil consultation sessions have also been produced in a format that is accessible for children and young people. **Include link**



## Appendix D

### Summary of responses received via Letter and Email

Summary of Comments	Proposers Response
<p>Welcome the proposal, a great deal of uncertainty regarding the future of current local Catholic provision, and it is important that this is resolved.</p> <p>Rhyl High School now has fit-for-purpose facilities, the same cannot be said of Blessed Edward Jones High School.</p> <p>A positive future for Rhyl and the wider area depends on educational quality and choice. The proposals for this development would be innovative and bring the potential to raise standards and expectations. They would also assist in the regeneration of the town as a whole and provide facilities which could be made available for general community use.</p>	<p>Points noted.</p>
<p>Excellent idea, the choice of school is important to both parents and child and to be given an option is excellent.</p> <p>Not all children can cope with a vast amount of pupils.</p>	<p>Points noted.</p>
<p>Wholehearted support for the proposed new Catholic school for our children in Rhyl. A positive step by Denbighshire council.</p>	<p>Point noted.</p>
<p>If our jobs are ring fenced will we all have to reapply for our jobs?</p>	<p>At this point we are not able to answer this question, the New Headteacher and Governing body will be tasked with drawing up a new staffing structure for the school, once this is complete they will then determine the process in which people will be matched / appointed to the new posts. There is a possibility that people may have to apply or there is a possibility that staff maybe slotted into posts hence, no application. However, this will not be known until we have a staffing structure in place. Once this is in</p>

	place then all staff will be consulted on the proposed structure and proposed filling / recruitment to posts.
It was mentioned that redundancies were unlikely, however could people's contracts just end at that point if they are not needed for the new structure?	We try to mitigate redundancies where possible and look for alternative solutions prior to making redundancies, we are hopeful that we will not need to make redundancies. However, if the new structure results in not enough posts for all staff then it is possible that staff could be made redundant.
Would everyone would have new contracts and new terms and conditions?	Yes, however, the terms and conditions are very generic, ie teachers terms and conditions or support staff NJC terms and conditions.
Could our hours and pay be affected e.g a teacher being moved down a payscale?	On assumption that the DCC Pay Policy applies then if a teacher is on a certain pay point now then I would not see this going down. There is the possibility that teachers who are in receipt of additional payment that this payment may stop.

## APPENDIX E

### Summary of responses via the Formal Consultation Response Form

**Question 1** Are you in favour of the Proposals?

	<b>Total</b>
Yes	95
No	5
No answer	0
	100

**Question 2:** Please tell us whether you are responding as a:

<b>Type</b>	<b>Total</b>
Pupil	4
Parent	38
Staff Member	29
Community Member	14
School Governor	6
Other	7
Parent/ Governor	2
	100

**Question 3:** With which school are you most closely associated?

<b>Type</b>	<b>Total</b>
St. Mary's Catholic Primary School (Ysgol Mair)	21
Blessed Edward Jones Catholic High School	64
Both St. Mary's and Blessed Edward Jones	7
Other	2
Ysgol Bryn Hedydd	1
Ysgol Llywelyn	1
St. Brigids	1
None/ skipped question	3

**Question 4:** Please tell us if any of the following have had an influence on your decision:

Type	Total
Impact on education	62
Impact on local community	17
Ticked both- Impact on education and local community	17
<b>Total</b>	96
Issues raised under "Other" heading (respondents could detail more than one "other")	
Other: Will ensure a sustainable faith/ church option for parents.	10
Other: Proposal will offer a diverse choice for parents.	6
Other: Advantages of the 3-16 model.	5
Other: New school will boost everyone's confidence and provide an environment befitting of our young people.	4
Other: Much needed improved facilities which will provide a positive learning environment.	3
Other: Both schools struggle with old buildings, maintenance and lack of resources/ facilities.	3
Other: Blessed Edward Jones building is tired, investment will give pupils a purpose and pride.	2
Other: Children deserve a building fit for purpose and this is moving with the times.	1
Other: Much needed investment	1
Other: Groups that aim to indoctrinate children have no place in our education system.	1
Other: Good variety of teachers.	1
Other: Better facilities will probably make behaviour better and attendance will improve.	1
Other: Not sure combining the 2 schools is the best idea.	1
Other: If this does not go ahead secondary Catholic education in Rhyl would cease, the nearing school is full therefore many pupils would have to travel outside their local area.	1
Other: Faith based school gives pupils a better start.	1
Other: Quality of education paramount- severe issues currently with both buildings and capacity to deliver a first rate education.	1
Other: Fully understand parents opting for alternative school- if whilst making choices they visit a new state of	1

the art school and then a school with poor facilities, which impacts on the curriculum.	
Other: Both parents and pupils should not have to compromise and Catholic families should have the ability to have a first class education within the Catholic ethos.	1
Other: Both schools would benefit (educational wise) from new buildings, new uniforms and a new headmaster.	1
Other: Our children deserve a good education and to have it with the Catholic ethos would be all the more precious.	1
Other: Small community with a family atmosphere is very important to the children who attend the Primary school as many of the children come from homes that are not successful families. In a larger organisation that atmosphere will be lost.	1

**Question 5:** If you have any alternative options to the current proposal that you would like Denbighshire County Council and the Diocese of Wrexham to consider:

Alternative options suggested	Proposers response
Upgrade the existing two schools.	<p>The Local Authority believe that this option is not sustainable for the future of Catholic education in Denbighshire.</p> <p>In terms of the secondary offer the school would be too big and therefore surplus places would remain. The suggestion would mean that the 2 schools would not become one and therefore keep separate governing bodies, which would mean that the advantages around shared governance would not be realised.</p>
Secular schools are needed not theist bases discriminatory establishments. Over 56% of people in Wales have no religious affiliation. This type of school has no place in the state education in the 21st century.	Both schools are under the Catholic Diocese of Wrexham now and this proposal will not change this.
The needs of the primary school children are being lost in the needs of the secondary pupils, therefore I feel that the two schools need to remain as separate organisations even if the management and governors are combined.	<p>The Local Authority and the Diocese have worked closely with both schools' governing bodies in moving the proposal forward. Both governing bodies support the proposal and realise that this is an opportunity that will benefit all pupils.</p> <p>The proposal will deliver an improved learning environment for primary aged pupils and the 3-</p>

	<p>16 vision will remove the transition point between primary and secondary education which can have negative consequences for children.</p> <p>Pupils and staff at both schools have been consulted with and this will continue when a contractor is appointed to look at the design of the new school.</p> <p>The new Temporary Governing Body for the new school, when established, will be made up of current governors from both schools ensuring that both schools are represented equally.</p>
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**Question 6:** If the Proposal is implemented would you send your child/children to the new 3-16 school or would you choose another school? If you would choose another school, which one and why?

Type	Total
The New 3-16 School	49
Skipped question, N/A or unsure	39
Other- see points below	14
<b>Total</b>	<b>102</b>
Other:	
Very unknown at the moment.	1
I live out of County but if I did live in Rhyl I would send them.	1
I would consider it.	1
I hope my grandchildren will attend.	1
No- I want my child to be in a primary school not a huge place.	1
No child should be offered by the state system a place in a school that aimed to promote a special interest point of view, is discriminatory and not inclusive of all people in the local community.	1
I would only send my daughter to the new school, if the current teachers were reassessed and new teachers brought in to replace the obvious teachers that are not up to the standard to bring the high school into a much better standard. My elder daughter went to Blessed Edward Jones and could have performed to a much higher level if the teachers were consistent and encouraging, also most of the teachers in the high school currently blatantly talk badly about the current head teacher and seem not to care about the while school in general. Major	1

changes need to be made in regards to the teaching standards before I will consider the new school for my daughter.	
Decision would be based on standard of education, discipline and behaviour policies that would be on offer.	1
My children are above school age but I wish to see the continued provision of good faith base education in the county.	1
I have no children but would choose this school before others because it proposes education with a universal story of meaning around which community can form and in which values can be debated and developed, especially those of care for the universe. Religion is not sidelined or privatised, but debated openly and integrally.	1
I would encourage parents to send their children to this new school, my own children went to Ysgol Mair and Blessed Edward Jones and both did very well.	1
I would recommend all parents in Denbighshire who are seeking a Church School for their child's education to send their child to the new school.	1
Yes I would send my child to the new school and think that the 3-16 option is a good one especially as it would minimise the impact of moving from primary to secondary education. However, by the time it is built, my child would be in the last year of education so the benefits would not be realised for her.	1
I personally would have to seek the nearest Catholic Primary school for 3 to 11 and then look at Secondary education.	1

**Question 7:** Please let us have any comments, positive or negative, that you would like to make about the Proposals:

*These responses have been grouped into themes below alongside a response or point of clarification from the local authority.*

<b>Summary of Comments</b>
<b>3-16 Model:</b>
<b>12 Respondents raised</b>
Ease the transition for children going to primary to secondary, establish a more nurturing environment, curriculum can be designed and taught throughout all of the school years and teachers will get to know the pupils throughout their school life. Enhance career development for staff at both schools. Fantastic idea, not unusual because the 2 schools are so close in proximity and joint working already. Brilliant opportunity for local community and school to be the first 3-16 Catholic school in Wales.

This would provide opportunity to have a more efficient and effective senior and middle leadership structure and administrative and facilities support structure along with more effective use of other resources.

Useful for teachers in the secondary phase to have a clear understanding of literacy and numeracy, the pedagogical approaches that work in the primary phase.

3-16 education is superior, management is better, more streamlined and resources shared. Huge loss if either school had to close- this model appears to be the most economically viable at this present time.

This will enable all good practice at both schools to be further developed and enhanced. As the curriculum continues to develop, staff at the new school will be perfectly placed to research, plan and respond to new challenges and opportunities that are likely to feature nationally over the next 3-15 years.

**RESPONSE:**

We believe that the 3-16 model has many advantages for pupils and staff as detailed in the Formal Consultation report and both proposers strongly support the vision of a through-school.

**New facilities needed:  
13 Respondents raised**

Children and staff at Ysgol Mair deserve a new modern school and new facilities. Both schools will benefit from the new build. More variety of equipment on the playground. Pupils deserve up to date facilities. Blessed Edward Jones dire state of repair. Buildings are showing their age and require a considerable amount of money to keep them safe and usable. Secondary school poorly designed and despite the school being an inclusive, caring faith school this is not reflected in its design. Major accessibility issues. Facilities not fit for purpose.

This proposal will provide better educational provision with 'cutting edge' resources and with that, every possible chance and opportunity to achieve all that they are capable of in all areas of personal development and learning.

As the proposed arrangement for the senior section is based on 4 forms of entry, all whole school facilities (school hall, dining areas, toilet facilities, social and circulatory spaces, recreation areas) and specialist teaching spaces - numbers and sizes- should allow for a possible intake of 120 per year as a successful, re-invigorated school with a 4 form organisation will attract full classes of 30 pupils per class.

**RESPONSE:**

Both schools have a significant maintenance backlog and we realise that both school buildings need investment to bring them into a satisfactory standard reflective of a 21<sup>st</sup> Century school. The value of this outstanding maintenance works for St. Marys/ Ysgol Mair is estimated by DCC as £402,429 and for the Blessed Edward Jones site current estimate by DCC is £1,334,802. These costs represent the minimum amount of work required to maintain the current facilities and would not enhance the learning environment.

In regards to the new build it will be designed to ensure that Building Bulletin 98: BB98 (Framework for secondary school projects) and Building Bulletin 99: BB99 (Framework for primary school) requirements are met.



In terms of the size of the secondary section the proposal states that it will be for a minimum of 500 and considerations around increasing this number will be taken into account during the design stage.

**Catholic education in Denbighshire:  
13 Respondents raised**

New school would offer a brighter future and reinvigorate faith education in Rhyl and North Denbighshire, new school essential for both schools to restore faith education in the primary and secondary sector. Important to have access to faith based education. Even though the new school will be 'Catholic' needs to be made clear that the school welcomes all.

For future generations and to make sure Catholic education keeps up with our educational needs.

Very positive initiative for Catholic education.

Fantastic opportunity to improve the provision of Catholic education.

Will provide a high quality Church option at the end of Year 6 for other children in Denbighshire. Unique opportunity to provide an educational provision that can not only be a 'beacon' for Catholic Education but also for educational provision as a whole within Denbighshire and across Wales. Vitally important and essential to monitor and manage the Admissions process to the proposed new Catholic school to ensure that at all times the school itself retains its distinctive Catholic nature and ethos. If the new school goes ahead then the links with the local parishes need to be strengthened so that they support the school in this new venture. It will enable education to be given in a Christian environment, and go from strength to strength.

The development of a new Catholic model in North Denbighshire will improve and enhance provision for education and we would support this proposal. However, the Diocese of St Asaph has nine feeder primary schools in Denbighshire and still feels that the demand for Anglican secondary provision is strong. We would welcome the opportunity to develop this provision in partnership in the future.

**RESPONSE:**

The Local Authority and the Diocese believe that this proposal offers a sustainable future for Catholic education in Denbighshire.

In regards to admissions the Admissions policy will be drafted by the Temporary Governing Body and the school will be in charge of its own admissions.

Comments regarding Anglican provision is noted.

**Supporting the Proposal:  
22 Respondents raised**

Positive proposal that pupils and parents could only dream of previously.

Always looked on the 2 schools as joined as they share the same faith, ethos and values- this proposal will only strengthen these links for the benefits of the pupils, families and parish. Much needed, very supportive, overdue and hope it goes ahead. Strongly support this proposal. Excellent proposal. Exciting.

Badly needed, long journey getting here, need to grab with both hands and make this a reality. Needs to go ahead.

Fantastic opportunity for Educators, education and the young people of Rhyl- has my fullest support. Keen to see come to fruition. Fully support the project.

Fantastic plan, it's wonderful, area needs investment. Wonderful opportunity to create and be part of something really special that everyone can be proud of.

No negative comments what so ever.

The proposal is an exciting opportunity for Rhyl and surrounding areas. The proposed school is on an existing school site so there would be no additional transport costs. The provision of a new school in Rhyl will provide the local community with job & training opportunities.

**RESPONSE:**

Points noted.

**Concerns over Blessed Edward Jones:**

**2 Respondents raised**

Blessed Edward Jones currently struggling, current status worrying, as a catholic family always intended on sending them to Blessed Edward Jones however now as a result of the new Rhyl High school doing well unsure now.

High number of available spaces and the financial impact of low pupil numbers is impacting on range of subjects that can be offered. Reduced subject options makes the school less attractive and with a new modern secondary school nearby it is hard to see how the situation can be improved. Impact on the senior and middle leadership at both schools, with both schools struggling to find an affordable model.

**RESPONSE:**

The Local Authority are aware of the impact that the new build at Rhyl High has had on numbers at Blessed Edward Jones. Both the governing bodies at St. Marys/ Ysgol Mair and Blessed Edward Jones realise that to sustain the Catholic offer they need to be innovative and the 3-16 model offers a different choice for parents.

It will be down to both schools to get the message into the local community and further afield in terms of marketing the new school and getting people behind it now, during the transition period and beyond. Also work will need to be done to ensure that the community know that pupils can enter at Year 7 from other primary schools in the area.

**Concerns from staff:**

**5 Respondents raised**

Staff at Ysgol Mair do a fantastic job, hope that their future is considered thoroughly, excellent members of staff need to continue with the children on their journey into the new school.

Staff need to be kept informed of developments- more clarity and transparency at all stages to all stakeholders involved is imperative. Concern that the Temporary Governing Body may decide to make staff reapply for their current positions. Important that staff members can input into the design in order that design errors can be avoided.

Needs of the primary school are being lost in the needs of the secondary school, if this is happening at the initial planning stages then when or if the two school combines there will no voice for the primary section and after all the primary years represents the bulk of the school years that a child spends in statutory education. If the proposed new school goes ahead there needs to be a clear focus on the admission policy being robust so that the distinct nature of a Catholic school is not lost and watered down by the need to increase

numbers in the secondary section. If the new school goes ahead there must be an equal voice for both schools and all arrangements, plans etc must be shared at the same time. No one person or school should be allowed to dominate the proceedings. All meetings should involve representatives from both schools.

**RESPONSE:**

Both school staff and governing bodies have been included in discussions during the consultation period and all have been invited to ask questions and give comments. Both schools will be involved in design meetings and we will hold consultation events around the design with staff, pupils and the community.

The Temporary Governing Body will form from the 2 existing governing bodies with an equal share coming from each current school. This will be a brand new school encompassing both the primary school St. Marys/ Ysgol Mair and the secondary school Blessed Edward Jones.

**Concerns once building is built:**

**1 Respondents raised**

The Council need to maintain the new building, they do not have a good history of maintaining buildings- a plan needs to be put in place.

**RESPONSE:**

As the new school will be Voluntary Aided and under the Diocese of Wrexham a maintenance plan will have to be drawn up between the Local Authority and the Diocese of Wrexham which clearly outlines who will be responsible for what in terms of the building and its maintenance.

**Community:**

**2 Respondents raised**

A loss of both schools would be detrimental to the wellbeing of so many young people, both provide a nourishing community for myself and many others, surrounded by faith and a tight knit community.

Could have a school that opens up to the community of an evening to rent out for several different classes, clubs etc.

**RESPONSE:**

Community use of the school will be discussed in more detail at the design stage.

**Younger pupils alongside older ones:**

**3 Respondents raised**

People commenting about concerns of 3 year olds be with 15 year olds, upsetting as people for years have been sending children to the non-convent in the Vale and their age groups is 3-18. Be nice for siblings to be in the same school.

Consider the influence teens may have when around younger children.

**RESPONSE:**

The 3-16 model can work extremely well when the school is well organised and the school day planned effectively.

There will be segregation between the Key phases. The ethos that can be created with a 3-16 school is one of caring and nurturing and can be positive for all age groups.

There may be phasing of the school day with different start times, lunchtimes and finish times for different year groups- this will be agreed by the Temporary Governing Body.

**Wider catchment:**

**1 Respondents raised**

Good for Rhyl but also wider parishes of Abergele, Prestatyn, St.Asaph and Denbigh.

**RESPONSE:**

The school will be in Rhyl but will be accessed by other communities particularly those who have Catholic primary schools.

**Parking and Traffic congestion:**

**4 Respondents raised**

Major problem currently especially around St. Margaret's Drive, entrance needs to be on Cefndy road only. Concerned as to where the entrance would be.  
Provision for parking, collection and drop off points.

**RESPONSE:**

During the design process DCC's Highways department will be involved in ensuring the plans are safe. Considerations will be given in regards to the structure of the school day and how that is planned as well as the impact on neighbouring streets.

It is hoped that the new school will improve the highways situation, not make things worse.

**Disruption caused by building works:**

**2 Respondents raised**

Concerns around how the new building will be achieved and how much disruption this will cause to pupils.

Building work, noise and disruption will be inevitable but hopefully with DCCs experience of new school builds this will be kept to a minimum and with the health and safety of pupils, staff and the local community at a priority.

**RESPONSE:**

In terms of the build the contractor would work closely with both schools to ensure the health and safety of all pupils and staff is considered as a high priority through the build process. Preliminary discussions with contractors have taken place and it is clear there will need to be a clear and well managed plan to ensure that disruption to pupils learning is kept to a minimum.

**Playing field at Ffordd Derwen:**

**1 Respondent raised**

Denbighshire County - could have their first athletics track which would allow our children/adults to access athletics clubs. This will also allow us as a county not to have to travel to Deeside or Eirias park in order to use an athletics track.

**RESPONSE:**

It is important even at this early stage to manage expectations. Our aim is to make the best possible use of the space on site and retaining the offsite provision. Consideration will be given to improving the accessibility of this.

## **APPENDIX F**

### **Estyn Response**

#### **Estyn response to Denbighshire County Council's proposal for a new 3-16 Catholic School in Rhyl.**

This report has been prepared by Her Majesty's Inspectors of Education and Training in Wales.

Under the terms of the School Standards and Organisation (Wales) Act 2013 and its associated Code, proposers are required to send consultation documents to Estyn. However Estyn is not a body which is required to act in accordance with the Code and the Act places no statutory requirements on Estyn in respect of school organisation matters. Therefore as a body being consulted, Estyn will provide their opinion only on the overall merits of school organisation proposals.

Estyn has considered the educational aspects of the proposal and has produced the following response to the information provided by the proposer and other additional information such as data from Welsh Government and the views of the Regional Consortia, which deliver school improvement services to the schools within the proposal.

#### **Summary / Conclusion**

The proposer has suitably outlined the benefits and potential disadvantages of the proposal to close St Mary's Catholic Primary School and Blessed Edward Jones Catholic High School and to open a new 3 to 16 catholic school on the site of the two predecessor schools. It is Estyn's opinion that the proposal is likely to at least maintain the current standards of education in the area.

#### **Description and benefits**

The proposal is to close St Mary's Catholic Primary School and Blessed Edward Jones Catholic High School and to open a new 3 to 16 catholic school on the existing shared site. The proposal will increase the capacity of the primary phase from 378 pupils to 420 pupils

and provide at least 500 secondary phase places. The proposal also includes a commitment to continue non-maintained provision on the site.

The proposer has given a clear rationale for the proposal and has outlined the benefits they attribute to all through schooling. The proposer has appropriately considered the relative advantages and disadvantages of the proposal when compared with the status quo. For example, it has clearly demonstrated that the current buildings are in poor condition and that facilities at Blessed Edward Jones Catholic High School do not allow for a wide enough curriculum offer. However, the proposer has demonstrated that projected numbers by 2021 will still leave the school with over 300 surplus places.

The proposal outlines projected deficit budgets for Blessed Edward Jones Catholic High School at the end of the 2017/2018 and 2018/2019 financial years. The proposer has not considered well enough how the new school will be supported financially in its first few years of operation as low cohorts move, in particular, through the secondary phase of the school.

The proposer has suitably considered the impact on other schools in the area that may be affected by the proposals. It has outlined how the new school could offer places to pupils in currently over-subscribed primary schools. The proposer has demonstrated appropriately that pupil numbers in Rhyl High School are projected to rise and that there may be insufficient capacity for the school to accommodate pupils from Blessed Edward Jones Catholic High School should Blessed Edward Jones Catholic High School cease to provide secondary education.

The proposer has considered the impact of the proposal on learner travel arrangements. It intends to continue to support home to school travel in line with the council's home to school transport policy. The proposer has completed an initial equality impact assessment that concluded that the proposal would not adversely affect a particular group in society. The proposer also considers the impact of the proposals on the Welsh language and reasonably concludes that there will be no negative impact on the Welsh language or Welsh medium provision in the area.

### **Educational aspects of the proposal**

The proposer has provided tables of performance data for the end of Foundation Phase, key stage 2 and key stage 4. The tables provide information of the schools' performance against the average for the family of schools, the local authority and Wales. However, there is little analysis of the information provided in the tables. The proposer does not provide data on pupil performance at the end of key stage 3. The provider considers appropriately that there should be no adverse effect on the progress and wellbeing of pupils with additional learning needs. For the past three years, the local consortium has placed St Mary's Catholic Primary School in the amber colour coded support category that indicates that the school is in need of improvement. The local consortium placed Blessed Edward Jones in the amber colour coded support category in 2014 but in the red colour coded support category for the past two years. This indicates that the school is in need of intensive support and improvement.

The proposer also appropriately considered the most recent Estyn and Section 50 inspection outcomes for both schools. St Mary's Catholic Primary school was inspected by Estyn in 2016 and was judged as adequate in its current performance and for its prospects for improvement. The school was placed in the follow-up category of requiring Estyn Monitoring. Estyn will revisit the school in 2017 to inspect the progress the school has made against its recommendations for improvement. Blessed Edward Jones Catholic High School was last inspected in 2012 and was judged as good in its current performance and for its prospects for improvement

The proposer has suitably outlined that the proposal will likely enhance the quality of teaching and learning. The proposer clearly demonstrates that the new building will provide a better learning environment for all pupils. For example, it outlines how the new building and improved outside facilities will enable the school to provide better opportunities for physical education, design technology and information and communication technology (ICT). The proposer also details fittingly how the new facilities will better allow the school to offer a more varied and appropriate curriculum at key stage 4. The proposer also establishes the benefits of having shared area such as the chapel and dining area and the advantages of aiding transition between key phases and stages of education.

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# New build 3-16 Catholic school in Rhyl

## 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:	127
Brief description:	The impact of a new 3-16 Catholic school in Rhyl, this involves School reorganisation proposal of amalgamating Ysgol Mair/ St.Mary's Catholic primary school and Blessed Edward Jones Catholic high school. The new school will be built on the current site of both schools who are currently neighbours.
Date Completed:	16/05/2017 14:39:56 Version: 6
Completed By:	Lisa Walchester
Responsible Service:	Education & Children Services
Localities affected by the proposal:	Rhyl,

# 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

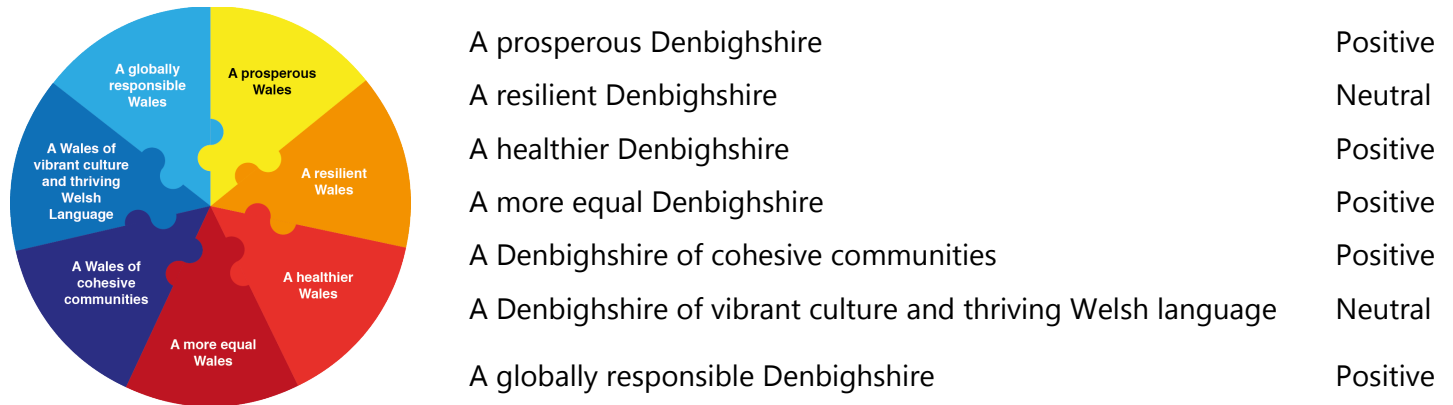
Could some small changes in your thinking produce a better result?  
(3 out of 4 stars)



Actual score: 20/ 24.

## Summary of impact

Wellbeing Goals



## Main conclusions

As the business case for the proposal develops there will be requirement for an on-going assessment process to ensure that potential impacts are appropriately addressed.

As part of the Council's 21st Century Schools Programme Band A proposals that were submitted to the Welsh Government in 2010 there was a commitment and financial allocation for investment in a Joint Faith Secondary Provision. Over the last six years there has been extensive discussions with partners from the Diocese of Wrexham and from the St Asaph Church in Wales Diocese. Unfortunately the vision of a shared faith school has not been agreed and therefore we could not move forward, as a consequence this proposal has been developed in partnership with the Diocese of Wrexham.

The need for investment is enhanced by the condition of the schools especially Blessed Edward Jones. There will be further work around the build and design of the new school which will need to be fed into this assessment as the process moves forward. This investment links with the Council's commitment to review school provision in the County to:

make sure our education provision is of a high quality and is sustainable in the long term, improve the quality of school building and facilities, provide the right number of school places, of the right type, in the right locations. The size of the school will reflect existing demand now and in the future. The school will not be sized too big as this could have a detrimental impact on surrounding schools in the area.

The School Re-organisation process will be running alongside the design phase of the project. We are working closely with the Diocese and both chairs of governors to ensure they take a lead on this element of the project as significant opposition would put the project at risk. Both sets of governors are supportive of the proposal and we hope their enthusiasm will encourage parents to respond to the consultation positively. The aim is for the Statutory process around the school reorganisation to be completed by October 2017 in order that site mobilisation can commence.

UPDATED- May 2016- The formal consultation period regarding this proposal has now closed. The Formal Consultation report details peoples responses. Overall 106 people responded- 98 for the proposal, 5 against and 3 did not state either way. In regards to the 5 responses against the proposal, details are as follows:

1. Against the little children mixing with the older ones.
2. Against church education.
3. Did not give any further details.
4. Not sure this was the correct way forward, felt upgrading the 2 schools was a better option.
5. Schools need to remain separate even if management and governance were combined.

The report will be presented to Cabinet and they will decide if we can move forward with publishing the Statutory Notice. The Diocese of Wrexham have noted the findings of the consultation and are in full support in moving forward to the publication of the Statutory Notice for the proposal.

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	The new build will give pupils access to improved facilities, opportunities created during the construction phase and the finished product will be a legacy for the community and future generations in the area. This option will ensure a sustainable education provision for the future which in turn means jobs are secure.

### **Positive consequences identified:**

Reduce the carbon footprint as 2 schools become 1 in a new building which will employ new technologies.  
Design will follow BREEAM.  
Building phase of the project will produce community benefits- use of local labour.  
New provision will secure jobs at the school, better facilities will increase staff morale and improve staff retention.  
During the build apprenticeship opportunities, work placements.  
Better facilities for pupils will increase learning opportunities.  
Improved ICT infrastructure. Improved highways.  
Potential scope for improved wrap around care.

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

Larger footprint of the building could increase costs.  
The School re-organisation process will result in 2 schools becoming 1, meaning there will be 1 head, 1 senior management team and 1 governing body. There maybe uncertainty for staff, although jobs will be ring-fenced for staff from both schools.

### **Mitigating actions:**

Ensure all relevant staff are trained on new systems in the build in order to ensure they are being used efficiently.  
Ensure all staff are supported by the County's HR department in terms of the school reorganisation.

## A resilient Denbighshire

Overall Impact:	Neutral
Justification for Impact:	The site of the new building will be on the existing school/s site. The site is quite urban and therefore we do not see major disruption to the eco system.

### **Positive consequences identified:**

Reduction of the carbon footprint will have a positive impact on the environment.  
If required new habitat areas would be developed within the school grounds.  
Contractor will have a waste management plan.  
Building will be designed to minimise energy costs. Considerations will be made on how the transportation of materials will be delivered to the site, sourcing locally where possible to reduce emissions.  
Scope during the construction phase to involve the local community and schools.  
The issue of flooding will be examined during the design and planning stages.

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

None

### **Mitigating actions:**

Waste management plan requirement and key element of the procurement process. If required the project would include suitable alternatives for local wildlife to inhabit.

## A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	Improved facilities for the school communities and the residents will assist their overall wellbeing.

### Positive consequences identified:

Improved facilities and learning environment will improve staff, pupil and community morale. Those pupils who walk to school will still be able to as the new school will be built on the current site.

The school will have a dedicated dining area for all pupils.

Improved access to sporting facilities for the local community for example if the new school had a 3G/ 4G pitch this could be utilised by other clubs outside of school hours.

Improved learning environment will improve staff, pupil and community morale. The transition period between every key stage can be better facilitated for the benefit of all pupils and help to avoid the traditional dip in achievement between Years 6 and 7. Children and parents will establish a good strong relationship with the school as pupil's progress through the key stages of their education. This will help create a positive and nurturing environment for all pupils at the school and will result in siblings being in the same school no matter what their age.

### Unintended negative consequences identified:

During the build phase access to the schools maybe disrupted, although alternatives will be made available such as alternative drop off points and parking.

Disruption for residents living near the site during the construction of the new school and demolition of the old schools.

Pupils are concerned that bullying may increase due to the 3-16 model.

### Mitigating actions:

Ensure all residents are informed and kept up to date in regards to build progress by the contractor.

Any disruption to pickup/ drop off facilities and parking will be mitigated by offering alternatives. This will involve working closely with both schools and to ensure parents are clearly communicated any changes clearly and efficiently.

The 3-16 model can work extremely well when the school is well organised and the school day planned effectively- varied start and finish times for different key stages.

In regards to bullying concerns expressed by pupils it is important to remember that there will be segregation between the Key phases. The ethos that can be created with a 3-16 school is one of caring and nurturing and can be positive for all age groups.

## A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	The school building will have 21st Century facilities to deliver the curriculum now and in the future. By providing facilities that will support better teaching and learning environments we are improving the educational offer in the area and will continue to maintain and improve pupil attainment and achievement at the same time.

### Positive consequences identified:

Maintaining access to church education through primary and secondary education.

The facilities at the new school will be designed in consultation with DCC's ALN education officers, the staff and pupils concerned. English is not the first language of a number of pupils at both schools- at Ysgol Mair/ St.Mary's 8.2% of pupils have Polish as their first language and 7.5% Tagalog/ Filipino. At Blessed Edward Jones there is currently 8.3% pupils who have Tagalog/ Filipino as their first language. (Figures based on January 2016 PLASC) School building will be compliant with the Equalities Act.

Improved facilities for one of the most deprived wards in Rhyl.

By improving the educational offer through the new school the performance of pupils could improve.

### Unintended negative consequences identified:

Trying to engage with consultees where English is not their first language.

School uniform is likely to change and parents will need to buy this.

### Mitigating actions:

Both schools have a high level of pupils who have a first language other than English, discussions with both schools and the EAL Officer will need to be had to ensure that during the disruption and eventual transition that these pupils are supported appropriately. The new build will also need to take into account this need in terms of teaching space and design and how this could be used to benefit these pupils.

The Council also recognise that the proposal would result in a change in learning environment for all pupils should it be implemented. This maybe particularly challenging for pupils with ALN. The Council would work closely with parents and pupils during the transition period. Support that pupils with ALN currently receive would be replicated within the new learning environment. engaging with parents and families.

In regards to the possibility that the new school will have a new uniform, the Local Authority are fully aware of the potential impacts on families and will be closely monitoring these and will assess what support we may be able to provide. In previous amalgamations the Local Authority have assisted the schools in regard to the new uniform.

The formal consultation document stated that the document is available in other languages on request.

The proposers wrote a short Frequently Asked Question document which was available in English, Welsh, Polish and Tagalog and explained the proposal in a short concise manner. A number of hard copies of all versions of the document were left at Blessed Edward Jones and St.Mary's/ Ysgol Mair. .

## A Denbighshire of cohesive communities

Overall Impact:	Positive
Justification for Impact:	The Council are working in partnership with the Diocese of Wrexham and the 2 governing bodies of Ysgol Mair/ St.Mary's and Blessed Edward Jones, who will assist on the school reorganisation side of things in regards to informing staff and parents of the proposal. We need to ensure the proposal is supported by the school community and the wider community. During the build and demolition phases of the project we acknowledge that there will be disruption to local residents and the 2 schools who will remain on site whilst the new build is being developed. However long term the community will have a building it can be proud of and the pupils will have a much improved educational offer. Through the consultation period it was clear that there is wide spread support from the wider community. Staff at both schools indicated a willingness to work even closer with each other and also look to engage with other schools within the Diocesan area.

### **Positive consequences identified:**

The new building will be designed to ensure pupils and staff safety.

Pre-consultation and planning consultation will be undertaken with the community.

Project will improve highways situation at peak school times- drop off areas and the flow of traffic will be looked at during the design phase.

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

As the building works are being phased and the 2 schools remaining operational on a live site, the safety of pupils, staff and the community will have to be considered at all stages of the build and demolition.

The site, during the build phase, could be targeted by thieves.

Engaging through the medium of English- could cause difficulties for some families.

Reduced access to the site for local community during construction phase. Noise and disruption through the build and demolition phases.

### **Mitigating actions:**

Working with both schools to ensure disruption to their everyday life is minimised, the contract will include a site constraint plan which will limit when construction traffic can access the site.

Working with the contractors to ensure the site is locked down and secure to reduce the risk of theft from the site.

Working with the contractors to keep the residents informed of developments throughout the phases.

The planning application will require a detailed traffic assessment and travel plan.



## A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Neutral
Justification for Impact:	Both schools are currently classified as Category 5- English medium. The proposed new school will also be English medium.

### **Positive consequences identified:**

Insisting the contractors use bilingual signs and newsletters etc.

Scope for the school facilities to be used for community events and social activities linked to Welsh culture.

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

None

### **Mitigating actions:**

None

## A globally responsible Denbighshire

Overall Impact:	Positive
Justification for Impact:	Looking to work with a responsible contractor.

### **Positive consequences identified:**

The procurement option for the project will allow access to local contractors.  
Core Community Benefits will be evaluated at tender stage.  
Ensure the contractor is a 'Considerate Contractor'.  
Potential links with wrap around childcare providers in the area.

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

None

### **Mitigating actions:**

None

Report To:	Cabinet
Date of Meeting:	6 <sup>th</sup> June 2017
Lead Officer:	Rebecca Maxwell – Corporate Director: Economy & Public Realm
Report Author:	Tania Silva – Framework Manager
Title:	Renewal of North Wales Construction Framework

1. What is the report about?

Denbighshire County Council is the lead authority for managing the North Wales Construction Framework which was established in 2014, primarily to deliver the construction of new school buildings, or the remodelling and refurbishment of existing school buildings, under the 21<sup>st</sup> Century Schools programme. The framework is a partnership between the six North Wales councils, but has also been used by other public sector organisations in the region to deliver some of their construction projects. The current framework agreement expires in May 2018, and this report outlines the proposed approach for renewing the Framework Agreement.

2. What is the reason for making this report?

A decision is required to commence the procurement of the next generation North Wales Construction Framework, on the basis of the Business Case set out in Appendix 1. A further report will be presented to Cabinet in the future to report on the outcome of the procurement exercise.

3. What are the Recommendations?

3.1 Cabinet endorses the approach outlined to procure the next generation North Wales Construction Framework; and

3.2 that the Committee confirms that it has read, understood and taken account of the Well-being Impact Assessment (Appendix 2) as part of its consideration.

4. Report details

4.1 Existing Framework Arrangements

The existing Framework provides a streamlined and cost-effective mechanism to secure contractors to build new schools and other public buildings across North Wales. There are currently six contractors on the Framework – Balfour Beatty, Galliford Try, Kier, Read Construction, Wilmot Dixon and Wynne Construction – and to date there are 20 “live” projects being progressed across the region with a value in excess of £200 million.

Within Denbighshire, the projects being delivered under the framework are:

- New primary school, Ruthin – Wynne Construction (£8.5 Million)
- Rhyl waterfront – Wynne Construction (£7.4 M in 2 phases)
- Glan Clwyd School extension & refurbishment – Wilmot Dixon (£13.9 M)
- Rhyl Faith School – contract not yet let

One of the main benefits of the framework approach, which we are seeking to retain and improve under the new framework arrangements, is the delivery of community benefits. Of the 20 projects currently being progressed under the framework in North Wales, the four that have reached completion have delivered the following benefits:

- Over 900 hours of work experience
- Over 1,000 training hours delivered
- 320 NVQ/apprenticeship weeks
- 9 graduates recruited
- 17 permanent new jobs created for unemployed people
- 4,000 school pupils involved in engagement events
- 70 community engagement events, with 900 attendees
- On average, 80% of supply chain comes from within 30 miles radius of the project
- 30 work placements for NEET (Not in Employment, Education or Training) individuals (in partnership with Princes Trust)

These benefits have been delivered through a collaborative approach between the contracting authorities and the contractors on the framework, facilitated by the Denbighshire Officers who manage the framework. This successful approach has been recognised through the following awards:

- Winner of the Construction Excellence Wales “Integration & Collaborative Working” Award;
- Finalist for the Construction Excellence (UK) “Integration & Collaborative Working” Award;
- Winner of BIM (Building Information Management) “Framework Exemplar Project” award

#### 4.2 Next Generation North Wales Construction Framework

Renewing the Framework will ensure an effective mechanism for delivering the next phase of the 21<sup>st</sup> Century Schools programme, as well as the construction or major refurbishment of other public buildings. The details of next generation North Wales Construction Framework are set out in the Business Case attached as Appendix 1. The approach is to build on the strengths and success of the current framework, whilst making some changes to improve performance. Key changes to the new framework include:

- A change in the way projects are “lotted” by value to provide more opportunities for smaller contractors;
- Greater emphasis on the delivery of community benefits, such as training requirements and developing local supply chains;
- Introducing a framework charging fee to reduce the cost of the framework to the six local authorities, whereby contractors will be charged a fee per project won (charges are detailed in the Business Case – Appendix 1) (see section 6 for further details on costs).

With more lots, lower value thresholds and more contractors on the new framework, there is a requirement for a slightly enhanced Framework Management Team. This team will be hosted by Denbighshire, and this continuity will ensure that we build on the success of the initial Framework Agreement and improve the impact of the framework in terms of:

- Engaging with contractors to maximise community benefits and to support and develop local supply chains;
- Working with economic development teams to develop local companies where gaps in the supply chain exist; and
- Continuing to work with educational organisations to provide improved training and development opportunities and work placements.

The Framework is a collaborative vehicle to deliver construction projects across the public sector in North Wales there is no mandatory requirement to use it, as clients can choose their preferred procurement route, there is also no minimum spend requirement, however once the decision to use the Framework has been made, projects need to comply with the Framework Agreement.

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

A renewed Framework will support priorities within the current (2012 – 2017) Corporate Plan in terms of:

- Developing the local economy – by working with suppliers and delivering community benefits; and
- Improving performance in education and the quality of our school buildings – by providing a mechanism to construct new and refurbish existing school buildings.

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

The cost of setting up the new framework arrangements will be met through the funding arrangements for the existing framework, so there will be no additional costs to the Council for this.

Going forward, the new framework will require the same commitment of £15K per annum as the exiting framework, and this sum is already budgeted for within existing operational budgets. This funding supports the employment of the Framework Management Team and associated activity (detailed in the Business Case – Appendix 1). This annual contribution will be reduced or even refunded in full if the income generated through the Framework meets current forecasts. Decisions on how any surplus income generated through the Framework will be spent will be agreed by the Framework’s Strategic Management Board – which has senior officer representation from all six North Wales authorities (Rebecca Maxwell is Denbighshire’s representative on this Board). Such income could be spent on additional training or supply chain initiatives, or potentially shared out between the partner authorities.

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  
The Framework will have an overall positive impact on future generations within Denbighshire and the wider North Wales region, through:

- the development of new and improved school buildings (which in turn should lead to improved educational attainment);
- up-skilling the workforce through the numerous training and work placement opportunities; and
- developing the local economy by providing opportunities for local contractors.

For the full Well Being Impact Assessment See Appendix 2

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

The proposals for the renewal of the North Wales Construction Framework have been developed through the involvement and engagement with senior managers, construction and procurement professionals within the six partner North Wales local authorities, as well as other public sector organisations who are keen to utilise the Framework. There has also been involvement for the contractors on the existing framework and other local contractors who are interested in being involved in the new Framework arrangements.

9. Chief Finance Officer Statement

The council's financial contribution to the framework is an existing commitment. The annual fee is based on the cost of managing the framework, split between six councils. If fewer councils partake, then clearly the contribution from the remaining partners would increase. The framework should provide an efficient means of procuring significant contracts and deliver value for money.

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

The following key risks have been identified and will be managed by the Framework Management Team:

- Legal challenge in relation to the procurement process – managed by the input of specialist legal advice in terms of the process and drawing up the required documentation;
- Lack of funding for construction projects means under-utilisation of the Framework – risk accepted but expectation from councils and Welsh Government that the 21<sup>st</sup> Century Schools programme will continue to be funded;
- Lack of collaboration and cooperation between the six partner authorities impacts on delivery – accepted although robust and successful partnership arrangements have been built up during the lifetime of the existing framework;
- Income generated does not meet forecasts – in this scenario the management of the framework will still be funded through each council's £15K annual contribution, but the refund to each council will be less;
- Community benefits not delivered – managed by the proactive involvement and engagement of the Framework Management Team.

11. Power to make the Decision

The power to make decision is contained in s2Local Government Act 2000, s111 Local Government Act 1972, Regulation 33 Public Contracts Regulations 2015.

# **North Wales Construction Framework (NWCF)**

## **Future of the Framework**

### **Business Case for the renewal of the North Wales Collaborative Construction Framework**

**May, 2017**

## **Introduction**

### **Part 1 - Existing framework**

Background

Achievements

### **Part 2 – Option appraisal**

Procurement Strategy and proposed changes

Resources and funding

### **Part 3 – Delivery Arrangements**

Timescale

Cost

Project Management

Risk

## **Recommendation**

Preferred Option



# INTRODUCTION

This paper presents the achievements of the existing collaborative construction framework with options of how we propose to renew the framework for the next strand of construction projects across North Wales. The paper presents the outline procurement strategy together with the resources required to fund and manage any new arrangements.

## PART 1 – EXISTING FRAMEWORK

### BACKGROUND

The NWCF is the first generation of Collaborative Frameworks in the region. It was instigated by the Welsh Government to aid the delivery of the 21st Century Schools Programme in North Wales and was collaboratively developed by the 6 North Wales Local Authorities (NWLA) lead by Denbighshire and Flintshire.

The NWCF is was established to deliver value for money and the benefits associated with a long term collaborative relationship. We undertook a unique approach of early engagement with clients, contractors and construction bodies via workshops that helped us to define its structure.

It was been built on an ethos of openness, transparency and flexibility achieved by continuous communication and engagement with stakeholders through our Forums and special interest groups (SIGs) These have been invaluable in ensuring that common processes and tools have been established and implemented across the framework for the benefit of the individual projects and ultimately the clients. The SIGs enable us to improve de understanding and delivery of Building Information Management (BIM), Community Benefits, Collaboration and Standardisation.

Outcomes from the SIGs include:

- Building an environment that facilitates Trust culminating in an open transparent relationship
- Delivery of Targeted Community Benefits and Social Value
- Upskilling of Clients and their regional Supply Chains,
- A better understanding of BIM processes and the development of tailored Employers Information Requirements.
- Fair payment practices form part of the framework to ensure that the supply chain members are also paid in line with these practices.
- Test new initiatives in the region and disseminate lessons learned such as Project Bank Accounts
- Performance and achievements are monitored through an established set of KPIs across the Framework projects which are regularly reviewed with the aim of improved performance.
- Case studies are part of the process of sharing good practice and knowledge.
- The Early Contractor Involvement, two stage procurement and the use of collaborative forms of contact (including NEC Option C), are actively promoted.

## Current Framework lotting strategy

Lot	Project value bands	Contractors on the NWCF1	Type of Works
1	£4.348m > £7.5m	Wynne Construction Kier Construction Balfour Beatty Galliford Try Read Construction	<ul style="list-style-type: none"> <li>• new build</li> <li>• re-modelling</li> <li>• refurbishments</li> </ul> The above may potentially include (but not be limited to): <ul style="list-style-type: none"> <li>• listed buildings</li> <li>• external works</li> <li>• contract design (design and build)</li> <li>• other construction works (e.g. structural work, asbestos removal, demolition, modular / volumetric construction etc.)</li> </ul>
2	£7.5 > £15m	Wynne Construction Kier Construction Balfour Beatty Galliford Try Willmott Dixon	
3	£15m+	Kier Construction Balfour Beatty Galliford Try	

### Impact of the existing framework

The Framework has significant impact on the way major projects are procured in North Wales, reducing the cost and time of the procurement exercise and introducing a more collaborative way of working with the private sector resulting in a less adverse relationship.

The framework's biggest impact is on the delivery of Community Benefits, Targeted Recruitment and Training (TR&T), Supply Chain development and management of the environmental impact, delivering in line or above industry standard in each individual project.

It has also played a major role on the development of the Building Information Management (BIM) understanding. Through the Framework some of the first projects using BIM level 2 were delivered in the region creating a culture planning for the lifecycle of the building and supporting with the upskilling and integration of the supply chain in the region.

All of the above working practices are embedded within the Framework working processes

### ACHIEVEMENTS

The existing Framework has delivered to Dec 2016 a number of benefits as below

- Over 900 hrs work experience
- 9 graduates recruited
- 320 NVQ/Apprenticeship weeks
- 17 permanent new jobs created for unemployed people
- Engagement events reaching over 4000 pupils

- 35 events to upskill the supply chain
- 70 Community Engagement Events – 900 stakeholder attendees
- 3 local SMS's have reported that they have grown on the back of projects procured through the Framework
- The contractors who have delivered works confirm that the programme has both created and sustained employment both directly and indirectly
- 80% of the supply chain comes from within 30 miles radius on average
- 4 Case studies have been developed to date
- Recognised with awards as a framework and for projects.
- 2 of the NWCF1 projects have achieved “exemplar” status
- Standardisation of Employer Information Requirements for BIM in the region
- 2 (30 persons) cohorts of the Princess Trust Community Programme are planned to give work placement to individuals “Not in Employment Education or Training (NEET)”
- Cultural change to a partnership approach to delivering construction projects
- 2 Regional meet the buyer event – with over 150 SME suppliers in attendance
- 2 additional events to engage with the smaller supply chain through the Contractors and Sub consultants are planned for June.
- Training hours exceeding 1000 hours
- The framework hosts a Construction skills Academy on behalf of the LA customers and stakeholders.
- At least 98% of waste is being diverted from landfill on each project

#### Awards

- Winner of the Integration and Collaborative Working Award from CEW
- Finalist for Integration and Collaborative Working Award from CE (UK)
- Framework exemplar project wins national BIM award 2016

#### Income and Savings

- Income generation of £24,000 to offset against the Framework management cost for attracting new clients to use the Framework.
- Reduced cost to running the Framework from £90K estimated to £70K due to savings on marketing and Framework management team. NWCF2 will be seeking other fund avenues to deliver regional engagement and training.
- Free sharing portal provided by Read Construction as part of their collaborative programme.
- A competitive procurement process following a full EU procedure costs an average of £45,200 a significant reduction to this cost has been achieved by both clients and contractors by avoiding individual procurement.

Appendix 1 – ‘Organisations supporting the delivery of Community Benefits’

Appendix 1a – ‘Operation and Best Practice’

In order to realise the full benefits of having a regional Framework in place we joined the National Association of Construction Frameworks becoming the first welsh partner. This has enabled us to exchange knowledge with our counterparts nationally.

# PART 2 – PROPOSAL GOING FORWARD

## PROCUREMENT STRATEGY AND PROPOSED CHANGES

We proposed to reprocure a NWCF2 Framework applying the lessons learnt and addressing its shortcomings to improve its operation and delivery and enhance Value and increase beneficial outputs from the framework activities. For Denbighshire County Council to continue to be the lead authority and host the Framework Management Team.

**The recommendation is to renew the NWCF with a revised scope outline above based on the lessons learnt on the existing Framework.**

See appendix 2 – ‘Initiation of Project for the Procurement of NWCF2’ for details.

The five options were considered were:

1. Let Framework expire and authorities to choose the way they want to move forward
  - a. LA have now acquired a consistent approach to delivering major projects, the expertise created will be lost, the use other options could be more costly and time consuming.
2. Renew the Framework exactly as it is now
  - a. We would fail to incorporate the lessons learned and improvements generated by the first iteration, however we will have more certainty on cost and use expertise acquired. It may not be sufficient to deliver the type of projects that the 21<sup>st</sup> Century School Programme Band B will require.
3. Let another authority take the lead
  - a. Willingness of another LA to take the Lead against backdrop of efficiency savings.
4. Consider the National Procurement Service (NPS)
  - a. NPS may be looking at setting up a major projects national Framework
  - b. Timeline is unknown. This option would impact on local SME involvement at a Tier 1 level.
5. Tap into other existing Frameworks
  - a. Cost and locality agenda may not be met, we wouldn't have control over the mini tender process and management of the Framework. Inconsistent CB and SVA activity and not aligned to WG policy and drivers.

### High Level Strategy of NWCF2

A Collaborative and integrated framework, building on the foundations of a successful NWCF 1 harvesting benefits and savings from use of technology, improved processes, collaborative working, supply savings and efficiencies through fairness, transparency and competitive collaboration on projects.

- Maximising local community impact through SME engagement and intelligent quality based selection and clearly defined targets and benchmarked performance.

- A strong commitment to supporting and developing the local supply chain through training and best practice sharing
- Finding market gaps and encouraging companies to backfill those gaps.
- working alongside supporting agencies and education establishments providing avenues for training, development and directing them to funding available to upskill Local SMEs
- we will align our outputs to the Well Being of Future Generations Act measuring the Framework and project performance in line with the Act.
- Fair payment practices are and will continue to be built into the Framework as well as the commitment to train and develop future generations and promoting sustainable development.

We are committed to exceeding the performance and outputs from NWCF1, with enhanced value for the Customers, Stakeholders and communities.

Being the “go to” procurement solution for public bodies in north Wales.

## **Project Pipeline**

Whilst the exact detail of the anticipated spend is unconfirmed, Government spend projections and extrapolation of the performance of the NWCF1 indicate that a likely spend of some £400m is anticipated.

Partners such as Glyndwr University and Coleg Cambria have confirmed a potential pipeline of over £70m Adjusting for growth from the planned Business Development activity the OJEU will be issued with a ceiling value of £550m to £600m.

## **Proposed Changes**

### **Tender**

- Use a restricted procedure to undertake the procurement exercise
  - Two stage tender process (PQQ followed by ITT).
  - Improve the evaluation mechanism to speed to which the Framework is evaluated and encourage SME to bid for it.
- Simplifying the tender documents and rationalise the quality questions (tailored set of questions for lower value bands proportional to the value)
- Proposed lotting strategy agreed by Operational Management Board (this may alter when Band B projects are known)
- To include projects below the OJEU threshold from £250K
  - give smaller local contractors the opportunity to be part of the Framework
  - reduce the time it takes to appoint a contractor to a major project
  - split smaller lots in regions to increase opportunities to local SMEs
- Consider having contractors on a reserved list
  - With a busy market in the region give us the opportunity to ensure we always have a minimum number of bids
  - Gives companies that were close to the mark the opportunity to be part of the Framework Need to check the legalities of operating a reserve list in the event of continued failure of contractors to submit bids or in the event of withdrawal.

- Ensure a minimum number of bids in each mini tender taking into account the conditions of the market.
- Consider an effective strategy to manage this set of contractors to keep them engaged for four years.
- Price / Quality Split during mini competitions should be at the discretion of the authority within the established range and in accordance with their individual CPR's initial proposal is 70/30 to 30/70 Q/P range.
- Aggregation – we need a mechanism to limit the number of projects that any one supplier can win i.e. no more than 3 times the maximum limit of the lot, for example, Lot 3 max number of project up to a total value of £7.5m (£2.5m x 3). (Need to check the legalities of doing this).
  - Help limit LA exposure by not appointing one contractor to too many projects.
- Restrictions – We will use the principles of restriction to ensure,
  - Have a more balanced spread of projects between contractors to limit LA exposure.
  - Keep contractors interested in the Framework and encourage competition
  - Increase the number of contractors bidding in the Framework as they can concentrate on the lots that they are genuinely interested in.
- Pricing – consideration to the detail of the pricing documents. Direct call off unlikely therefore do we need a detailed Bill of Materials
  - Avoid asking information that we will not use.
  - Use average pricing methodology
- Monitor contractor performance regularly through a set of relevant KPIs, using the knowledge acquired on NWCF1 to inform targets.
- Two sets of ITT one for lower value lots and another one for higher value lots
  - Ensuring that the financial criteria on which contractors are evaluated is proportional to the value of the works and lot that they are applying for.

Table 1 Suggested Lotting Strategy

	Value Bands					Number of Contractors per Lot
	£250k > £1m	£1m > £2.5m	£2.5m > £5.5m	£5.5m > £10m	Over £10m	
West	Lot 1					10
East	Lot 2					10
Regional		Lot 3				10
Regional			Lot 4			6
Regional				Lot 5		6
Regional					Lot 6	4

There we will have a minimum of 16 and up to 46 contractors in NWCF2, a well-resourced Framework management team is paramount to its success.

In comparison NWCF1 has 6 contractors over three lots.

### **Framework Operation**

The Framework is a collaborative vehicle to deliver construction projects across the public sector in North Wales there is no mandatory requirement to use it, as clients can choose their preferred procurement route, there is also no minimum spend requirement, however once the decision to use the Framework has been made, projects need to comply with the Framework Agreement.

- Governance – simplify governance arrangements and decision making
  - Opting for a Client Management Board with co-opt appointed members with particular expertise as when required (*similar to company board of directors with non-executive members requires shared sense of purpose and commitment from all involved*)
  - Simplified terms of reference with clear accountability matrix.
  - Reduction in the number of meetings with the decision making process more concise.
  - Targeted themes for improvement to be delivered through SIG's
  
- Mini Tender competitions
  - Standardise further the mini tender competitions set core questions
  - Q/P split
  
- Actively Marketing and promotion of the Framework
  - Establish a clause within the Framework agreement where the Contractors will bring work to the Framework.
  - Framework Contractors to support financially the establishment of a dynamic KPI tool
  - Get new clients for the Framework to become self-sustaining.

## **RESOURCES AND FUNDING**

### **Framework Management Team**

1 Framework Manager

1 Innovation and Development Manager

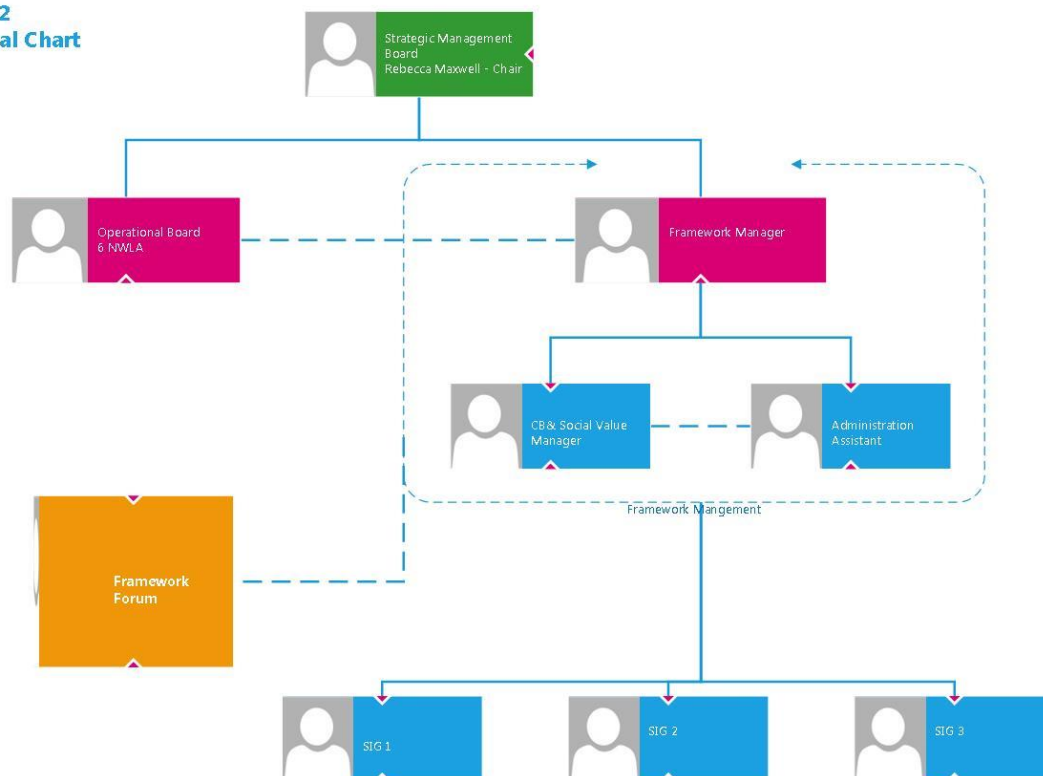
1 Administration Assistant

The **Innovation and Development Manager** is a new post created to continue developing best practice at Framework level and disseminating them across the six authorities some of the themes this post will be developing are

- Support incorporating Supplier Past Performance in Construction Contracts
- Implementing Practices against Modern Day Slavery
- Promoting Life cycle costing
- Fair payment
- Contract Management
- Feedback on the Financing Models in Construction (Mutual Investment Model)??
- And other initiatives as needed.

This post is paramount to the success of the above initiatives and the overall management of the increased number of contractors in the Framework and the increase volume of potential work procured through it.

**NWCF2  
Organisational Chart**



**FUNDING**

The funding arrangements will change under the new framework arrangements. Under the existing framework, each partner authority contributes £15,000 per annum to support the framework management costs, with additional income generated from a framework access fee paid by other public sector organisations who use the framework.

**Partner Authorities and Contractors**

Under the new framework, contractors on the framework will pay a fee per project won on the basis of the rates detailed in the tables below.

It is also proposed that each partner authority will continue to allocate £15,000 per annum, payable at the end of the financial year for the year just gone.

**Fee rate for partner local authorities**

LOT	Fee
1	0.35%
2	0.35%
3	0.25%
4	0.15%
5	0.12%
6	0.10% Up to £15m 0.08% £15m +



The income derived through this mechanism in a financial year will be allocated on an equal basis between the six partner authorities, and this sum deducted from the £15,000 annual contribution (i.e. each authority will be invoiced for £15,000 less their share of the income derived from the framework). The decision on the use or reallocation of any surplus income in the situation where the full £15,000 per authority has been recovered in a financial year will be subject to decision by the Strategic Management Board.

Over time the income generated should significantly reduce or even remove the requirement for the annual £15,000 contribution, but to ensure continuity between the new and old framework arrangements and to guarantee that the framework management costs can continue to be supported throughout the lifetime of the framework, the annual contribution will remain a requirement for partner authorities (subject to the “refund” arrangements detailed in the preceding paragraph).

### **Non-Partner public sector organisations**

In the case where other non-partner public sector organisations access the framework, the following charging rate will apply:

#### **Fee rate for non-partner public sector organisations**

<b>LOT</b>	<b>Fee</b>
<b>1</b>	<b>0.40%</b>
<b>2</b>	<b>0.40%</b>
<b>3</b>	<b>0.30%</b>
<b>4</b>	<b>0.20%</b>
<b>5</b>	<b>0.15%</b>
<b>6</b>	<b>0.12% Up to £15m</b>  <b>0.10% £15m +</b>

Unlike the partner authorities, the non-partner organisation will not be required to contribute t £15,000 per annum, but equally will not be entitled to any future share of the income.

### **General arrangements**

For both partner and non-partner organisations, the fee for a programme of work which is subject of a single client mini competition will be based on the aggregated programme value and not on the separate project values. If the programme of work is split into separate contractual arrangements for each project within it then the charge will be based on the relevant fee applicable to each project within that programme, and payable as soon as any contractual arrangement (including a pre-construction contract) is entered into for a project.

In all circumstances, in the event of a project stopping at the pre-construction contract (i.e. not progressing into a building contract) NWCH can recover the fee based on the value of a pre-construction contract on the basis of the fees set out below:

### Fee rate for pre-construction charging

Value (£) of the Pre Construction Contract	Fee
1 - 250K	0.70%
251K - 500K	0.60%

This funding mechanism will fully resource the team to provide Framework management and support to meet the needs of the current strategy. This model will enable NWCF2 to operate efficiently and will make provisions to set up new procurement vehicles at the end of the cycle.

### Forecast income

On the basis of the charges detailed above the following income is forecast for NWCF2 (as of May 2017):

Potential work subject to BC approval	Income Average charge of 0.12% of Construction Cost
<b>NWLA</b>	
<u>21<sup>st</sup> C school programme</u>	
£70m x 6 = £420m (Full programme)	£504K
£45m x 6 = £210m (Part programme)	£252K
<b>Glyndwr University</b>	
Project 1 £5m Project 2 £5m Project 3 £20m	£36K
<b>Sub-Total £30m</b>	
<b>Coleg Cambria</b>	
project 1 £12.0m project 2 £4.2m project 3 £5.2m project 4 £4.8m project 5 £1.6m project 6 £6.2m project 7 £3.85m project 8 £3.5m	£50K
<b>Sub-Total £41.35m</b>	
<b>Part Programme total £252.35m</b>	<b>£338K</b>
<b>Full Programme total £481.35m</b>	<b>£590K</b>

Additional projects identified and using the framework over its lifetime will increase income.

## Costs and resource of the Framework management structure

The new Framework will be twice the size in value than the current Framework, the number of individual projects using will significantly increase and the number of contractors involved could be up to 46 contractors with a minimum of 16.

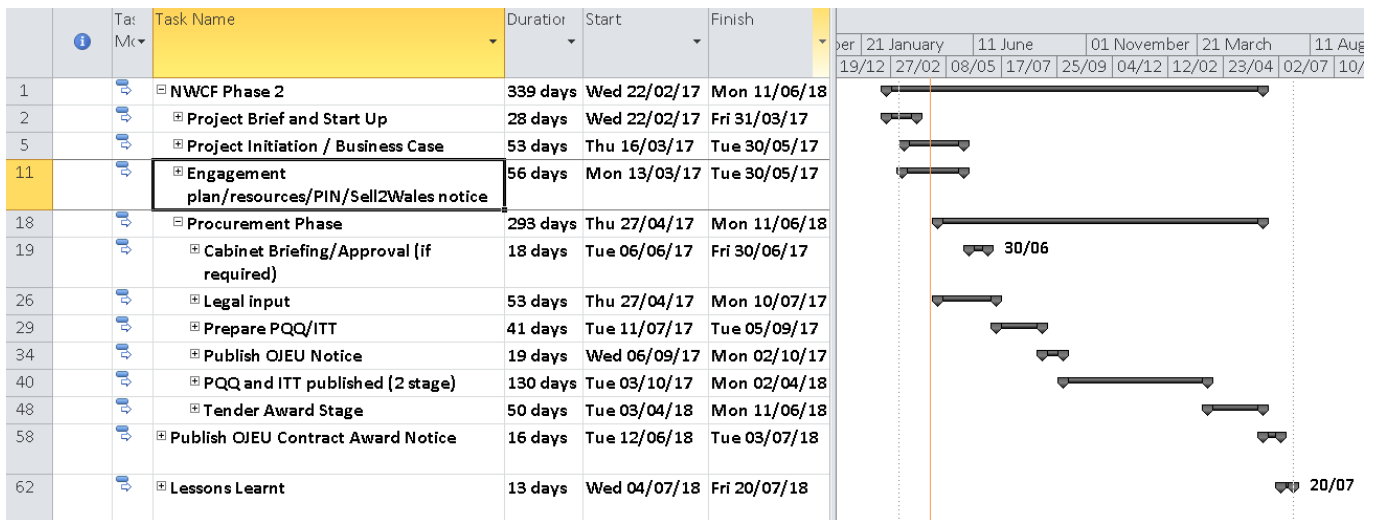
The below proposal seeks to ensure that the Framework is resourced adequately to manage the significant increase in the volume of works.

<b>Core Structure</b>	<b>Annual Cost</b>
Framework Manager	£57,000.00
Part fund - Innovation and Development Manager	£33,000.00
<b>Sub total</b>	<b>£90,000.00</b>
<b>Funded by Framework Income</b>	
Part fund - Innovation and Development Manager	£13,000.00
Admin Support	£16,000.00
Travel expenses	£ 3,000.00
Events and Marketing (request contribution from contractors when tendering the Framework)	£ 3,000.00
KPI tool (to be funded by the contractors)	£ 5,000.00
Allocation for setting up next Framework	£20,000.00
<b>Sub total</b>	<b>£60,000.00</b>
<b>TOTAL</b>	<b>£150,000.00</b>

The Framework cost and the pipeline of works will be appraised on a monthly basis to ensure that the cost does not exceed the budget proposed, in particular it does not exceed the contribution made by the NWLA. A half yearly report will be presented to the Strategic Management Board for direction.

# PART 3 – DELIVERY ARRANGEMENTS

## TIMESCALE FOR DELIVERING NWCF2



## COST FOR DELIVERING NWCF2

Cost of delivering the 2nd Phase of NWCF		
Area	Fees	Detail
Project Management	£20,000	PM support one day extra a week (arrange reviews with OMB, chair/organise supply chain and potential clients engagement meetings, ensure information is on time for approval, cabinets, etc.)
Construction Advice	£10,000	External procurement advice on Framework specific matters.
Procurement	£30,000	OJEU and PID notices, review of PQQ&ITT documentation, advice and review of the tender returns
Legal	£25,000	Preparation of legal documents Framework agreement, IAA, etc.
Events +Engament	£2,000	Events, engagement with supply chain
<b>TOTAL</b>	<b>£87,000</b>	Capped

Cost of managing the current NWCF		
Cost of Framework Mgt 2017-18	£3,686	As per 160727 construction Framework Cash Flow 2016-17 plus £1200 PT and LGA
Cost of Framework Mgt 2016-18	£72,703	As per 160727 construction Framework Cash Flow 2016-17
<b>TOTAL</b>	<b>£76,389</b>	

TOTAL Cost delivering both		
Cost of Framework Management	£76,389	As per 160727 construction Framework Cash Flow 2016-17
Cost of 2nd Phase	£87,000	
<b>Total Cost</b>	<b>£163,389</b>	

Billing Proposal		The cost of setting up the new Framework and Managing the Current one is included within the agreed contribution from LA in the Inter Authority Agreement and not in addition to.
Total Cost per LA 2016 -17	£13,616	
Total Cost per LA 2017 -18	£13,616	

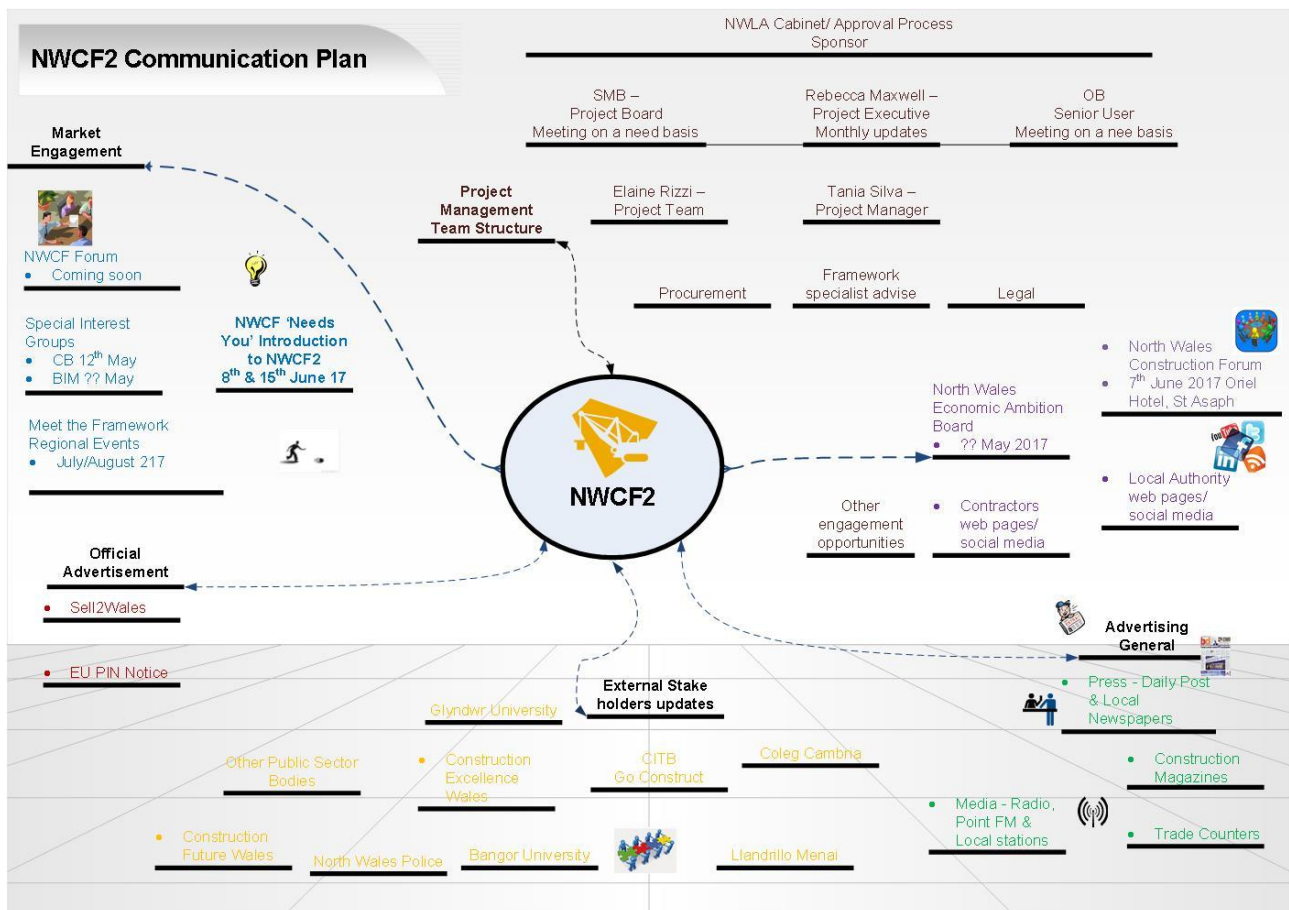
# PROJECT MANAGEMENT ARRANGEMENTS

The delivery of the new Framework Agreement will be managed by the Framework management team this will be the best way to ensure that the lessons learned are applied appropriately to the next reiteration. The FM team will project manage the delivery of the new Framework and continue to managing current Frameworks.

Additional support and review of the JD's is required.

- 50% Framework Manager will be dedicated to project manage the new Framework
- Framework support time will increase and take on some of the Framework Management role continuing giving support to the current Frameworks.
- Additional support is needed for administrative tasks such as booking rooms arranging meetings, raising orders, etc.
- External advice may be required at pre procurement stage and/or during implementation

## Communication Plan



## RISKS

The second reiteration North Wales Construction Framework will be different in size and value. The landscape of the programme of works will change (refurbishments & extension projects) and proposed sub OJEU lots ranging from £250k to OJEU (currently £4.22m) and potentially reviewing the geographical split of the lots below OJEU.

No clarity on the value of Band B, percentage contribution from WG or the impact of benchmark costs.

Unless changes are properly controlled, the time, cost and quality goals of the framework may never be achieved and our customer NWLA may not maximise their demonstrable delivery to Policy drivers such as, Social Value act, Well being agenda, BIM and delivering the Wales we Want.

- Welsh Government not funding projects, higher percentage claw back on grant conditions of those funded
- IAA not agreed by the 6 North Wales Local Authorities. (Governance structure, roles & responsibilities, accountability)
- Framework not being used by other public bodies
- Partners not commissioning due to economic climate
- Contractors not tendering for work
- Legal challenges on setting up next generation framework from Contractors as to procurement process followed
- Legal challenge from unsuccessful contractors
- Continuous improvement not meeting expectations due to number of contractors on lots and driving efficiencies
- Not achieving Value for Money
- Failure to measure & incorporate social value (community benefits) into framework commissioning & procurement processes
- Framework Management not properly resourced
- Clients and Contractors not fully engaged in Framework ethos
- Lack of practical application of Whole Life Cost (WLC) & Life Cycle Cost (LCC) into framework projects
- Lack of standard approach to construction procurement
- Increased framework management due to revised lotting arrangements and number of contractors involved

NWCF2 builds on NWCF1 successes and allows us to develop a more sustainable model into the future whilst reducing costs and driving value.

NWCF2 will embed lessons learned from NWCF1 and provide a collaborative vehicle harvesting benefits of scale and integration, whilst enabling local Customer aspirations and policies. The framework provides a vehicle to work in an All Together better way – reducing duplication and enabling common standards to be applied and efficiencies to be harvested.

The increased phasing in off user charging will reduce the framework cost to the stakeholders and enhance the value for the Client led activity whilst protecting the obligations attaching to transparent competitive procurement.

## RECOMMENDATION

To establish a new collaborative framework that considers the proposed changes highlighted in Part 2 which will be funded by a contribution of £15k from each of the six authorities with any remaining costs to be funded via the contractor percentage payment mechanism presented in Part 2 (b). The cost of setting up the framework has been covered by the final year subscription of the 6 Local Authorities, with the annual running cost of the framework estimated at £150k per annum. Any shortcomings would need to be underwritten by the collective Authorities

## **Appendix 1**

### **Agencies Supporting the Delivery of Community Benefits in North Wales**

Antur Teifi	Prince's Trust Wales
Bangor University	Project 5
Business Wales	Social Enterprise Network
Career Wales	Techniquet
Chwaraeteg	Gwynedd Business Development
CITB	
Coleg Cambria	
Communities First	
Construction Excellence in Wales	
Construction Futures Wales	
Denbighshire Voluntary Services Council	
DWP - Anglesey	
DWP - Conwy	
DWP - Denbighshire	
DWP – Flintshire	
DWP - Gwynedd	
DWP - Wrexham	
Flintshire Business Development	
Glyndwr University	
Group Llandrillo-Menai	
Institute of Collaborative Working	
LIFT Programme	
North and Mid Wales Reaching Wider Partnership	
North Wales Economic Ambition Board	
North Wales Working Well Together	



## Appendix 1a – Operation and Best Practice

BIM, Community Benefits, Standardisation and Collaboration are prime drivers of the Framework priorities. The forums include a wide range of stakeholders including contractors, clients, supporting agencies, colleges and third sector organisations allowing skill, knowledge and innovation sharing to aid the delivery of targets. The use of innovative initiatives such as BIM and the National Construction Skills Academy- Client Base Approach are integrally built into and established within the operations of the NWCF. Fair payment initiatives are also encouraged, such as the use of project bank accounts.

Projects let through the Framework have used ECI and a two stage approach to enable the maximum impact of having a professional team in place to deliver value for money.

NWCF1 has made tangible contributions to delivering the Wellbeing of Future Generations goals at Client, Supplier and Community levels. Community Benefits are one of the main drivers of this framework with an aspiration of 78 weeks TR&T per million pounds spent. The close working relationship has enabled clients and contractors to have realistic targets of what social benefits can be delivered through their projects.

As the NWCF was the first of its type in the region there are a number of best practice developed during the life of the Framework and themes that will need further development in the next generation.

- Effective Framework Management.
- Implementation of standardised methodologies and mini tender competition process
- Establish a regional collaborative approach
- Delivery of community benefits in each project
- Engagement with supporting agencies
- Engagement with supply chain
- Dissemination of knowledge and best practice through SIGs and Forums
- Supporting other organisations to adopt best practice
- Award winning Framework for best practice in Wales
- Excellent communication channels
- Income generating programme resulting in savings to LA contribution
- Savings by supporting other bodies to deliver their initiatives
- Skills Academy for Construction status successfully attained by Framework and Local Authorities involved.
- Interview process is a strong validation and differentiating selection tool.

## Collaboration & Integration



### Further Development

- Shared Apprenticeship Scheme to be used by Framework Partners
- Commitment from LA's to attendance at Boards
- Funding of the Framework Management, cost and billings issues with LA's
- Internal Communication regarding Inter Authority Agreement – single contact
- Improved mechanism to reporting to boards
- Need of a dynamic tool to monitor and record KPIs
- Develop and implement a framework wide value notation tool reflecting LA standing orders – use this to manage supplier exposure and inform selection process
- Community Benefits targets not clear and imbedded into the contract at tender stage – to allow contractors and their supply chain to plan for delivery and cost from the onset.
- Cost to LA to be reviewed and target other funding models
- LA internal teams being more involved in supporting Contractors delivering CB targets
- Restrict number of lots the contractors can apply to
- Evaluate mini tenders on a median average cost basis
- Timeline for the Client, Contractor and Occupiers Appraisal – supporting Government Soft landings
- Target regional contractors into the lower Framework lots
- Develop and implement Contractor funding model.

The governance structure needs to be more dynamic, meetings need to be called on a need basis. The proposed governance structure of the next framework should consider shared ownership, focused accountability and custodian by merit. It should set strategic direction and monitor progress against strategic vision. Community Benefits and the well-being act will continue to be an essential to addressing the social and economic issues in North Wales and the WG CB toolkit will continue to be deployed as well as Employment and Skills Plans.

## Appendix 2

**Report To:** North Wales Construction Framework (NWCF) - Strategic Management Board

**Date of Report:** 30<sup>th</sup> November 2016

**Project Sponsor:** Rebecca Maxwell

**Report Author:** Tania Silva / Elaine Rizzi

**Title:** NWCF Phase 2 – Stage 1- Initiate Project approval

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### 1. What is the report about?

The purpose of this report is to seek approval to begin the process for the procurement of the NWCF Phase 2 to be in place for May 2018.

In order to ensure that all projects in the current programme of works are procured and monitored appropriately we also seek approval to extend the current Framework beyond April 2017 until the end of the four year term May 2018. This will allow for a smooth transition by continue the engagement with stake holders and to secure the commitment of the NW authorities.

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

Following the success of the NWCF and the benefits in procurement time, cost and value added provided by it, it is proposed to initiate a project that allow the NWLA to continue to have a Framework in place for the procurement of regional construction projects.

It is proposed to renew the current Framework and extend it's scope to cater for every construction project over £250K threshold and to incorporate the lessons learned from the current iteration.

The NWCF has been a catalyst for engagement and upskilling of the regional supply chain that will enable local contractors to be part of the lower lots

Alongside the regional framework, the project's scope is to also continue improving the current construction procurement practices for projects valued below this threshold across the region, to ensure consistency, driving the delivery of community benefits, develop continuous improvement and set new benchmarks for best practice.

It is proposed that the framework will be set up by the six NW authorities and available to be used by other public sector agencies (Higher Education, Police Authority and Fire and Rescue Services) by May 2018 and be in place for four years (with a break clause to review after 2 years).

A decision is required from each North Wales authority to agree to implement the project for the North Wales region as a condition of grant funding from the 21<sup>st</sup> Century Schools Programme.

### 3. What are the Recommendations?

It is recommended to extend the NWCF to the end of its term May 2018 and to approve the initiation of the project to procure the second phase.

### 4. Report details.

The operational board of the NWCF formed by the six north wales authorities is seeking to continue to have a collaborative construction Framework in place as it's now evident that procuring projects via this route is effective.

It also consistently aids the delivery of added value in the form of

- Targeted Recruitment and Training,
- Supply Chain engagement and upskilling,
- Reduced time and cost of the procurement process
- Standardised approach and processes that in turn helps reduce risks
- Continue to have a collaborative relationship with the contractor partners in the Framework minimising confrontation
- Engagement with supporting agencies to enable the delivery of KPI targets

#### Project Governance

The project has been set up with sound governance and reporting structures. Approval will be required from all cabinets prior to going out to tender and before appointment of contractors including the cost of managing the Framework

#### Value and scope of Programme

The main driver for the project is to obtain value for money from public procurement and deliver community benefits across the region. This is best achieved through an aggregation of construction projects associated with the 21<sup>st</sup> Century Schools Programme.

#### Lotting Strategy (the way in which the framework will be divided into value bands)

Proposed lotting structure for framework–

	Value Bands					Number of Contractors per Lot
	£250k > £1m	£1m > £2.5m	£2.5m > £5.5m	£5.5m > £10m	Over £10m	
West	Lot 1					10
East	Lot 2					10

Regional		Lot 3				10
Regional			Lot 4			6
Regional				Lot 5		6
Regional					Lot 6	4

## Procurement Strategy - Overview

**Improving current practises for all large construction projects with standardised procurement approaches and improved collaboration procedures** to continue to have a common regional procurement approach, share best practice, develop standard specifications and share resources.

## Community Benefits (Social and Economic)

The “Community Benefits, Delivering Maximum Value for the Welsh Pound” toolkit produced by Value Wales will be incorporated into the framework.

The Framework successfully attained the accolade of National Skills Academy for Construction (NSAfC) enabling each of the Council’s on the Framework to use the methodology for the monitoring and delivery of Community Benefits

The new framework will continue to maximise the benefits of the projects to the local community and sustain economic development. The following considerations will be sought through a community benefits plan submitted by the contractors. It is proposed that the training and employment element of community benefits has a core approach and other elements be non core and these will be set out in the terms and conditions in the individual contracts and the framework management will ensure sound contract management to deliver the wider benefit’s set out below:

- Training and employment targets – work experience, mentoring, training in line with the NSAfC
- Embed the use of the Fair Payment Charter and promote and encourage prompt payment of sub-contractors
- Consider opportunities for supported businesses
- Education – work placements, volunteering at school / college open day events, school visits
- Jobcentreplus work experience programme
- Princess Trust programmes
- Community Initiatives - supporting local youth Groups and Community
- Open opportunities for SME’s to bid.
- BIM
- Standardisation of design
- Standardisation of tender documentation

The above is an agreed set of principles that will be delivered through the procurement process, but with scope for each authority to determine their own specific economic needs and to ensure that the contract conditions for each project specify the actual community benefits that are sought. This will allow flexibility in the process and can be tailored to each

specific project and local authority's needs, whilst enforcing the community benefits needed as a result of this investment across the region.

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

- It aids with the compliance of the Future generations and wellbeing act.
- Contribute towards the Councils commitment to support the local economy by enabling local supply chain growth.
- Community Benefits (educational and economic) are a key priority for the project. The project must also deliver on the commitment to securing economies of scale, continuous improvement and efficiencies through procuring projects through a framework approach.

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

The current Framework has an IAA in place that enable the six NWA to fund the Framework Management Team.

The funding agreed through the IAA is of £15K each pa we are proposing that this fund will suffice for the setting of the renewal Framework.

We are seeking for a similar agreement to be in place for the management of the new Framework with the view to become self-funding by charging contractors to be part of the Framework and/or winning projects.

See cost breakdown on Appendix 1

#### **Legal**

An inter authority legal agreement between the participating authorities would be required to be drawn up to ensure in the event of a legal challenge that the cost of this would be spread amongst the collaborative authorities and not borne by an individual authority.

#### **Effects on the environment**

All 21<sup>st</sup> Century Schools projects delivered through the framework will be at a minimum of BREEAM Excellent ((BRE Environmental Assessment Method) which is the leading and most widely used environmental assessment method for buildings).

Zero waste and carbon reduction initiatives will be essential part of the Framework KPIs, energy efficient buldings with use of new technologies to achieve efficient low emissions.

#### **7. What consultations have been carried out and has an Equality Impact Assessment Screening been undertaken?**

Stakeholder Engagement has been a key part of the project work. Key stakeholders in this process have been the construction industry, officers in all six North Wales authorities and Welsh Government (DfES, Value Wales, and Constructing Excellence Wales). Contractor briefing events will be to engage with the wider Construction industry in order to provide support to local firms to enable them to bid on the new Framework.

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

**One of the key risks is that local SMEs are not appointed onto the framework for North Wales.** The project team (working with national trade bodies) aim to mitigate this by engaging with the market and ensuring that the proposed procurement vehicle that is developed, is a fair and transparent model to all contracting organisations. Balance is also maintained by a proportion of construction work being retained for tendering outside the framework. Work with Construction Skills and SDS (Supplier Development Service), Menter a Busnes and National Federation of Builders has enabled the development of bespoke and generic economic development support packages for the construction industry.

## **9. Decision Required**

Approval to extend the current NWCF to April 2018.

Approval to Initiate a Project to look into the 2<sup>nd</sup> Phase of the NWCF

Approval to fund the Framework team as per Appendix 1.

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# North Wales Construction Framework Phase 2

## 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:	227
Brief description:	Renewal of a Framework to procure public sector construction projects in north Wales in partnership with the North Wales Local Authorities
Date Completed:	19/04/2017 16:19:20 Version: 1
Completed By:	Tania Silva
Responsible Service:	Legal, HR & Democratic Services
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?

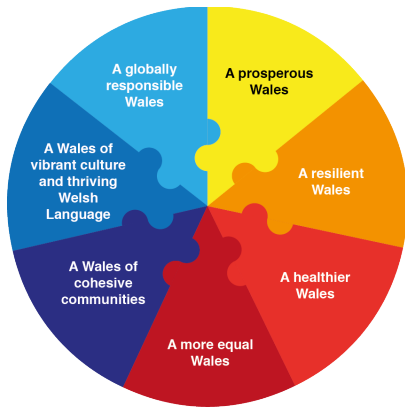
(3 out of 4 stars)



Actual score: 22/ 24.

## Summary of impact

Wellbeing Goals



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

## Main conclusions

The Framework will overall have a positive impact not only in Denbighshire but in the north Wales region by creating new facilities for public use including new schools which will create jobs in the construction sector, improve educational attainment, provide opportunity for community involvement and engagement and help promote vibrant, culture and welsh language.

The framework place importance on delivering the greatest benefit from the investment made ensuring there is a positive impact on local communities.

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	The large investment in the region will most likely boost the economy through the creation of jobs, training initiatives and the creation of quality new educational facilities.

### **Positive consequences identified:**

Use of recyclable and recycled materials

Energy Efficient buildings. Breeam Excellent is the target for the majority of project in the programme.

Imbedded community benefits deliver on each project, support the local supply chain.

Delivers construction jobs

Sustainable targeted recruitment and training initiatives incorporated into the Framework Agreement and each project

There will be training and apprenticeship places as an integral part of construction contracts.

The majority of buildings under this Framework will be for education, a travel plan is likely to be included as part of the project.

On educational project the buildings will provide breakfast and afterschool clubs.

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

Materials such as concrete are unavoidable and will have an impact on the environment

Potential disruption to local businesses during the construction phase.

None identified

None identified

Buildings in remote rural areas are likely to face public transport shortage.

None identified

### **Mitigating actions:**

Each project will be reviewed individual in order to minimise negative impact. The new Framework is design to create opportunities for medium and small local businesses.

## A resilient Denbighshire

Overall Impact:	Positive
Justification for Impact:	The new buildings will be developed under a strict set of regulations to minimise their impact and where we are developing on brown field sites it will create the opportunity to improve the environment. The Framework has a specific requirement to educate the community on environmental issues.

### Positive consequences identified:

Working to the BREEAM target will mean that biodiversity issues will be incorporated into the whole construction process.

A lot of the adverse impact will be addressed at the planning stage and working to the BREEAM target will mean that biodiversity issues will be incorporated into the whole construction process.

The target for projects under the Framework is 100% waste diverted from landfill and on-site separation of waste.

The buildings will be far more energy efficient than any building they replace.

We target working with local companies and where possible buying material locally to reduce travel requirements.

To educate the community through the projects on how the build handles biodiversity and the incorporation of renewables, via site visits and displays.

Some of the buildings that will be delivered through this project will be in flood risk areas, but the adverse impact will be addressed at the planning stage.

### Unintended negative consequences identified:

Any significant construction site has the possibility of having a negative impact on the natural environment. Some sites may have protected species presence which will require special action.

Any significant construction site has the possibility of having a negative impact on the natural environment. Some sites may have protected species presence which will require special action.

There are products historically used in construction that by their nature are not recyclable.

Some specified products in builds may be sourced abroad and therefore travel long distances.

None identified

None identified

### Mitigating actions:

Some new buildings will be on green field sites but we would have undertaken an options appraisal to determine the best location and always seek to minimise the environmental impact of the build.

## A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	It will increase opportunities for healthy leaving and active lifestyles whilst improving the built environment and create a positive feel for the place where they live 'sense of pride'.

### Positive consequences identified:

When planning a school an important consideration is for children to be able to walk or cycle to and from school providing cycle storage.

As part of the business case for a school safe environments where children can play in the evenings, weekends and holidays are inbuilt into the project.

Creating a dining hall provide an environment where children want to be which encourage healthy eating as well as providing healthy options as part of the menu.

We create environment where more children can participate in sport and becoming hooked on sport for life. outdoor and indoor spaces to practice.

We create positive learning environments designed to have a positive impact on pupils, offering opportunities to learn new skills and practice sports.

### Unintended negative consequences identified:

None identified  
None identified  
None identified  
None identified

### Mitigating actions:

N/A

## A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	The building delivered through the Framework will be fully accessible and where appropriate the design of new buildings will incorporate the needs of other protected groups, through the construction process the training opportunities and work placements offers will help tackle poverty on those further from the job market.

### **Positive consequences identified:**

All new buildings delivered through the Framework will be fully accessible, religious requirement will be considering at design stage.

As part of the Community Benefits inbuilt into the Framework agreement, tackling disadvantaged groups and those further from the market through work experience, apprenticeships and job opportunities through each the projects (ie. Prince's Trust Programmes). Additionally grants are provided to specific projects in the community that will improve living standards.

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

It would be difficult to design every building to cater for every potential need as a protected requirements ie. we wouldn't be able to provide prayer rooms where a Muslim user is not currently identified.

None identified

### **Mitigating actions:**

## A Denbighshire of cohesive communities

Overall Impact:	Positive
Justification for Impact:	The programme is likely to create a sense of community through positive engagement and participation from the community during the development of the project, the final building will improve the attractiveness of the area and be designed to create safe environments.

### **Positive consequences identified:**

Safe environment is part of the BREEAM process, all projects need to meet this requirements, safety elements are considered in the design process.

Community engagement is an integral part of the Framework and building users have opportunities to have an input into the design elements of the building through small community projects.

The Framework will deliver projects that will have a positive impact on the physical appearance of the areas where those are built, increasing the sense of pride in the community.

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

If the design is wrong it may create areas vulnerable to vandalism and antisocial behaviour.

Some people may not want to be involved.

In rural areas a new building may detract from the natural feel of the area.

### **Mitigating actions:**

By continuing to work closely with the community.

## A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Positive
Justification for Impact:	Overall the provision of new or refurbished buildings through the programme will encourage greater use of the Welsh language and provide opportunities for cultural events. Larger national contractors may need to develop processes to engage closely with the local communities to understand their needs and continue to promote communication through Welsh medium.

### Positive consequences identified:

We will be delivering new schools where the use of Welsh language is inbuilt into the programme, where we deliver Welsh medium school the new modern facilities are likely to attract greater number of pupils. The contractors in the Framework are employing Welsh speaking staff to be able to improve their delivery in Welsh speaking regions.

Under the Framework all of the contractors will be required to work in line with the Welsh language standards, this will have a particular impact on the larger national contractors who may not have had it as a requirement if the contract are let through a different procurement route.

Where we are refurbishing existing building we are sensitive of the original architecture of the building, specially where the building is listed or in a conservation area.

The building themselves as public buildings will create venues for a whole range of cultural events.

### Unintended negative consequences identified:

None identified

Larger national contractors may need to develop processes to engage closely with the local communities to understand their needs and continue to promote communication through Welsh medium

Development of new public buildings may result on the closure of other existing public buildings it may result on the loss of culture and heritage in the community where the building is closed.

### Mitigating actions:

The Framework Agreement will include the use of Welsh language standards as a requirement so that in every project let the client can specify the use of Welsh language, also through the identification of Local needs the contractors can tailor their delivery of Community Benefits to maximise their impact.

On a project level Business Case the issues identified against negative impact to the Welsh language should be address earlier at the planning stage, before building design work commence.



## A globally responsible Denbighshire

Overall Impact:	Positive
Justification for Impact:	The Framework will be put together and procured in a way that takes account of local supply chains and human rights issues.

### **Positive consequences identified:**

We positively encourage and facilitate local supply chain, the Framework will be fully OJEU compliant. The framework has imbedded fair payment practices for subcontractors, use of project bank accounts is encouraged. Through the procurement process all contractors on the Framework are required to meet at least minimum standards for H&S, employment rights, etc. this requirement feeds down to their subcontractors and suppliers. Design buildings better suited to provide venues for shared use with the community and other organisations.

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

Some products and suppliers may only be sourced internationally having a negative impact on local suppliers. Whilst we have the right to audit the contractors and their supply chain on these issues, we do not have the resources to undertake such an audit  
None identified.

### **Mitigating actions:**

The building design should be done with sustainability in mind and products should only be specified when the positive impact is greater, a supply chain gap assessment should be on going to encourage companies to fill those gaps in the region.

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**Report To:** Cabinet

**Date of Meeting:** 6 June 2017

**Lead Officer:** Alan Smith - Head of Business Improvement & Modernisation

**Report Author:** Nicola Kneale – Strategic Planning Team Manager

**Title:** **Corporate Plan Performance Report  
Quarter 4 – 2016/17**

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

- 1.1 This report presents an update on the delivery of the Corporate Plan 2012-17 as at the end of quarter 4 of 2016/17.
- 1.2 Appendix 1 provides the Executive Summary including achievements and key exceptions.
- 1.3 Appendix 2 contains the full quarterly report generated from the Verto Performance Management System, focussing on the exceptions only.

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

- 2.1 To provide information regarding the council's progress as at the end of quarter 4, 2016-17 in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.
- 2.3 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

## **3. What are the Recommendations?**

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

## **4. Report details**

- 4.1 The Executive Summary (Appendix 1) contains details of achievements as well as key exceptions.
- 4.2 The Quarter 4, 2016-17 Performance Report (Appendix 2) looks at the Corporate Plan 2012-17 and provides an evidence-based assessment of the current position.

- 4.3 Exceptions have been highlighted as follows:
- 'Red' for measures or indicators which are identified as a 'Priority for Improvement', or
  - Grey' where clarification with the data is required.
- 5. How does the decision contribute to the Corporate Priorities?**
- 5.1 This report is about our progress in delivering the Corporate Plan. Any decisions made should contribute to the successful delivery of our Corporate Priorities.
- 6. What will it cost and how will it affect other services?**
- 6.1 The Corporate Plan 2012-17 sets out how much additional money the council aims to invest in each corporate priority over the five years. It is anticipated the Corporate Plan will be delivered using this additional investment and within existing budgets.
- 7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**
- 7.1 An EqIA was undertaken on the Corporate Plan and presented to Council on 9th October 2012. No further assessment is required because the recommendations in this report will not have a direct impact on staff or our communities.
- 8. What consultations have been carried out with Scrutiny and others?**
- 8.1 The information necessary to produce this report comes from services, and the draft exceptions have been discussed and circulated to enable Senior Leadership Team (SLT) to take any corrective action they deemed necessary in order to produce this report for Performance Scrutiny and Cabinet.
- 9. Chief Finance Officer Statement**
- 9.1 A Chief Finance Officer statement is not required for this report.
- 10. What risks are there and is there anything we can do to reduce them?**
- 10.1. We have a strong performance management framework, a robust Service Performance Challenge process and a strong Performance Scrutiny Committee.
- 10.2 There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the council being unable to deliver its Corporate Plan.
- 11. Power to make the Decision**
- 11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.

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

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# Appendix 1 – Summary Corporate Performance Report

**QUARTER 4, 2016-17**

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## INTRODUCTION & SUMMARY

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

### OUTCOME & PERFORMANCE SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 4 (March 31<sup>st</sup>, 2017). The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

### DEVELOPING THE LOCAL ECONOMY

<a href="#">Outcome 1</a>	Infrastructure for growth	ACCEPTABLE
<a href="#">Outcome 2</a>	Supported and connected businesses	ACCEPTABLE
<a href="#">Outcome 3</a>	Opportunities for growth	EXCELLENT
<a href="#">Outcome 4</a>	High quality skilled workforce	GOOD
<a href="#">Outcome 5</a>	Vibrant towns and communities	ACCEPTABLE
<a href="#">Outcome 6</a>	Well-promoted Denbighshire	EXCELLENT

#### Developing the Local Economy

Overall performance for this priority is positive with all activities and projects categorised as 'on track' or at a 'good' level as at the end of quarter 4.

The Council's Economic and Community Ambition (ECA) Programme which is delivering 16 high priority projects to support development of the local economy. Other highlights from the ECA Programme during quarter 4 included:



As part of Denbighshire County Council's growing 'March for Business' programme, over 400 people took part in 12 workshops, conferences and networking sessions across the county.

Events included training workshops around e-commerce, social media and marketing, a conference on growth and investment opportunities in Denbighshire, 'ask the expert' sessions and a networking dinner held in conjunction with the Federation of Small Businesses.

The programme was devised by the Council's Economic and Business Development team following feedback from Denbighshire's annual Business Survey and is part of the Council's work on developing the local economy through its Economic and Community Ambition Programme, which aims to support healthy private businesses and create higher paid jobs.

There are now more businesses starting up every year in Denbighshire, from 280 a year in 2012 to 350 in 2015, we have the best one year survival rates and the highest percentage increases in business financial turnover of anywhere in Wales.

Extra workshops have been scheduled for quarter 1, 2017-18 which will include sessions on marketing, social media and building your business online.

## IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

**Outcome 7** Students achieve their potential

**PRIORITY FOR  
IMPROVEMENT**

The overall position for this outcome is Red: Priority for Improvement. There is no new data this quarter, therefore, the position being reported here remains as it was at the end of quarter 3.

The two performance measures, surplus places in Secondary, and deficit places in Primary schools are annual indicators and are dependent upon receiving the PLASC data for January 2017, which is currently not yet available. LME coded measures, therefore, will be reported on at the end of quarter 1, 2017/18.

Two activities are showing a 'red' (compromised) status and are detailed in Appendix 2.

## **Note about our thresholds**

When the Corporate Plan was agreed in 2012, Senior Leaders and Councillors were ambitious in the thresholds that they set for the five key attainment indicators within this priority. The result was, rather than using our default threshold of the Upper Quartile, a higher benchmark for excellence was set where we wanted education attainment in Denbighshire to be the Best in Wales. This was ambitious, but not unrealistic given our record of improvement at the time.

However, the council is now in a very different place to where it was in 2012. We have undergone a prolonged period of austerity within Education (despite protected budgets) and do not have the resources we once did to support school improvement. We have also transferred our school improvement function to a regional consortium, GwE, which works across the six North Wales authorities (which were all in very different places in terms of education attainment). It is GwE who are now responsible for education standards in schools, and when the consortium was set up, it was agreed that their focus initially would be on those counties that were in greatest need of improvement. Denbighshire then being a high performing authority in terms of Education standards, this approach meant that our improvement did not continue at the same rate, as we waited for other authorities to catch-up. We anticipate that, there being greater consistency now across the region, our rate of improvement will increase.

### **What WG and Estyn have to say:**

The Welsh Government and Estyn judge local authority performance according to our Free School Meal ranking, against which Denbighshire is expected to be 14th. All of our key attainment indicators are, on the whole, in line with this expectation.

Of the five key attainment indicators, three have improved (Core Subject Indicator in KS2 and KS4, and % achieving L2+ at KS4), but two have sustained decline (average capped points score, and % achieving L2 at KS4). The reasons for this decline are well understood, and the Education & Children's Service is working closely with the regional school improvement service, GwE, to improve standards. Already a more effective model of working with secondary schools has been implemented, introducing a coherent targeted programme to improve standards and leadership. GwE have also redistributed resources in line with the needs of schools, matching national initiatives closely to those needs.

## Changes to the measurement of the indicators

It is worth noting that the data for 2016–17 includes all EOTAS (Education Other Than At School) for the first time, therefore, our figures are not comparable to previous years. Additionally, in preparation for the qualification changes in 2017, some Denbighshire schools reduced vocational / BTEC qualifications in preparation. All schools will do this next year and the data will once again become comparable.

### IMPROVING OUR ROADS

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

**GOOD**

This outcome is supported predominantly by annual indicators and measures.

Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire. As a result of work undertaken throughout the year and in the preceding years of the corporate plan, excellent performance has been achieved in the national indicator which measures the percentage of roads (classifications A, B and C) which are in overall poor condition (measured against a family group of similar authorities). This has reduced from 11.2% (2011/12) to 7.0% (2016/17).

83% (5 of 6) activities were completed during 2016/17, with microasphalt laying and surface dressing works being completed ahead of schedule. 87% of all scheduled resurfacing works were completed during the year and remain on target for completion in 2017/18.

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

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

**GOOD**

**Outcome 10** Vulnerable people are protected

**GOOD**

The overall position for these outcomes is Yellow : Good

We are working to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall, this means the number of people we support in residential care is diminishing, but will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided and the time delays in developing new Extra Care Schemes.

In relation to Outcome 10, changes to national social service measurements (brought about by the Social Services & Well-being Act) have meant that our framework for measuring performance in this outcome also must change, as data has no longer become available. The Strategic Planning & Performance Team will work closely with Education & Children's Services over the coming months to ensure that the right areas of work continue to be measured in the Service Plan. Any measures relevant to understanding our position against this outcome will also be identified and reported in the remaining Quarterly Performance Reports for our 2012-17 Corporate Plan. There are already some suggestions around some of the key activity that we can develop measures for in Verto:

- How many children were registered and then deregister in terms of child protection.
- Length of time on the register
- What was the success of the intervention
- Rate of referrals (and narrative of those re-referrals)
- Placement moves
- Length of accommodation and success of rehabilitation to families
- Number of children placed for permanency
- Time taken to complete assessments
- Models of assessment used in individual cases.

There is also additional data around the 'front door' services – Families First, Team Around the Family – and de-escalation of case from statutory to non-statutory services that would be helpful. The service is also currently recruiting for a Performance Management Analyst. If successful, it is hoped that this post will further improve reporting mechanisms.

Looking at our current Outcome measures, there are two shown as `red` priority for improvement. These relate to:

[The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference.](#) This performance indicator does not form part of the new set of national social service indicators going forward, and changes in recording have impacted our ability to report on this indicator. The measure itself is also not without its limitations, as it is not indicative of the core group meetings that were held, nor if they were successful in safeguarding children and had the full co-operation of other agencies. There has been an issue of poor recording and delays due to sickness and absence. Some meetings were also delayed by a few days and consequently missed the deadline. The Service is confident, however, that this will not be an ongoing issue as there is now a new Service Manager in place for the Intake and Intervention Service, and they have already started the process of significant change to the structure and systems for delivering the service.

[The percentage of child protection reviews carried out within statutory timescales during the year.](#) Six review conferences affecting three families were delayed slightly (by 9 days) as a result of sickness absence within the service. The Conference Chair of those conferences took a professional decision that it was more appropriate to delay the conferences slightly to enable the case holding practitioner to present their information to the Conference upon their return to work. This ensured a full picture of the current safeguarding situations of those children were reported, rather than the conference proceeding without being aware of the full situation affecting those children.

Taking into account these explanations the Outcome is considered to be `Yellow` - Good.

## CLEAN & TIDY STREETS

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[Outcome 11](#) To produce an attractive environment for residents and visitors alike

**GOOD**

Overall our performance is `good`.

We aim to provide an attractive environment for residents and visitors alike, primarily through keeping our streets clean and tidy and tackling identified eyesore sites across the county.

Figures released by Keep Wales Tidy for 2016/17 show that 100% of streets in Denbighshire that were independently inspected as part of a national study reached a B grade or above (B grade being an acceptable level of cleanliness). Only one other authority in Wales achieved this score (Powys).

Additionally, six Clean Streets Surveys were scheduled and completed during 2016/17 with an annual average of 89% for 2016/17. This has now improved to a 'good' level.

The two quarterly measures maintained their 'excellent' performance in quarter 4:

- The rate of fixed penalty notices (all types) issued (rate per 1,000 population = 70.00). This equated to 1,116 being issued in quarter 4.  
A total of 6,635 served during 2016/17.
- The rate of fixed penalty notices (dog fouling) issued (rate per 1,000 population = 0.90). This equated to 38 being issued in quarter 4.  
A total of 86 served during 2016/17.

Both activities (100%) that support the clean and tidy streets priority were completed as scheduled during 2016/17.

## ENSURING ACCESS TO GOOD QUALITY HOUSING

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

**GOOD**

The Council continues to work hard to address key priorities in the Housing Strategy. A total of 56 additional affordable homes were provided in the County in 2016/17 which equated to 30% of all new homes delivered in 2016/17 (181 in total).

Performance has continued to significantly improve and at the end of quarter 4 [the number of calendar days taken to let empty properties \(council stock only\)](#) has further reduced to 45 calendar days. This is improvement in the time taken to both complete void works and to allocate void properties and is now at an 'acceptable' level.

The 'excellent' performance trend in a range of measures continued in quarter 4:

- 2016/17 – the speed of delivering Disabled Facilities Grants, the average number of calendar days remained at an excellent level at 142 days.
- The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority increased with a final total of 131 empty homes being brought back into use during 2016/17.

## MODERNISING THE COUNCIL TO BE EFFICIENT & IMPROVE SERVICES FOR CUSTOMERS

<a href="#">Outcome 13</a>	Services will continue to develop and improve
<a href="#">Outcome 14</a>	More flexible and effective workforce supported by cost efficient infrastructure

GOOD
ACCEPTABLE

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

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

In quarter 4, the percentage of [all external stage 1 complaints were responded to within corporate timescales](#) remained a 'priority for improvement' at 89% (78 out of 88 were responded to within timescale). This indicator is automatically reported to and monitored by Scrutiny each quarter.

The [percentage of staff receiving a performance appraisal](#) has decreased slightly to 88% this quarter. Heads of Service receive monthly HR reports on the service

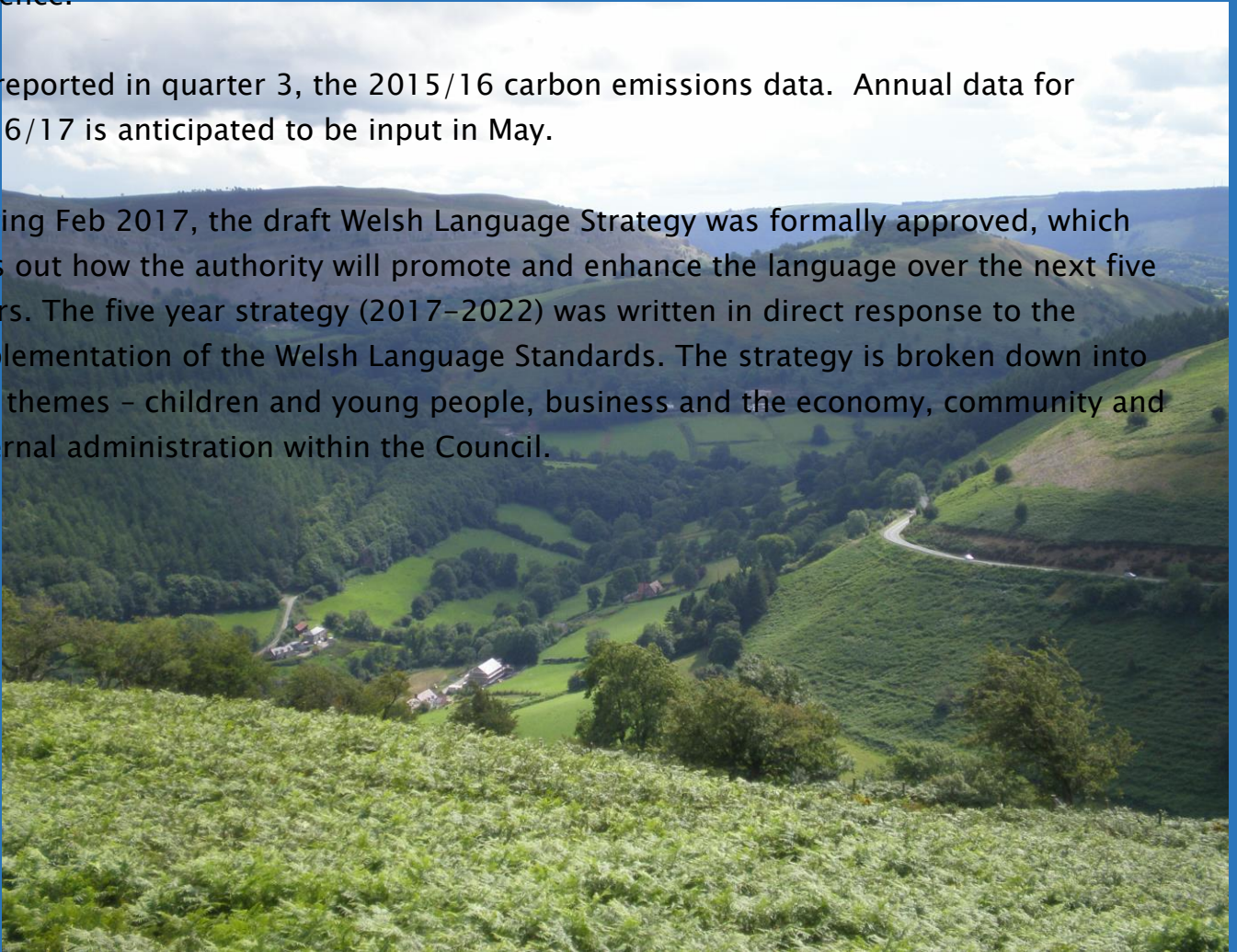


performance appraisal completion. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

[The monthly average number of working days/shifts per full time equivalent \(FTE\) local authority employee lost due to sickness absence](#) HR Officers continue to work with services to ensure absence is actively managed. As at the end March 2017 the monthly average of 8.69 remains as the previous quarter at an 'acceptable' level. The Council acknowledges the continued need to address and drive down sickness absence.

As reported in quarter 3, the 2015/16 carbon emissions data. Annual data for 2016/17 is anticipated to be input in May.

During Feb 2017, the draft Welsh Language Strategy was formally approved, which sets out how the authority will promote and enhance the language over the next five years. The five year strategy (2017–2022) was written in direct response to the implementation of the Welsh Language Standards. The strategy is broken down into key themes – children and young people, business and the economy, community and internal administration within the Council.



# Appendix 2 – Corporate Performance Report

**QUARTER 4, 2016-17**



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## KEY

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

## THE COLOURS

Colour	Action Status	Measure Status
Green	On Target	Excellent
Yellow	Experiencing Obstacles	Good
Orange	At Risk	Acceptable
Red	Compromised	Priority for Improvement
Blue	Completed	N/A
Grey	No data	No data or is a count only

## THE EVALUATION

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

## APPENDIX 2 –QUARTER 4 PERFORMANCE REPORT

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

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

### PRIORITY – DEVELOPING THE LOCAL ECONOMY

#### ECONOMY HEADLINE INDICATORS

<b>Description</b>	This cluster of indicators are economy–based aspects of the external environment in which we'd expect to see an improvement if our Outcomes were progressing well. The six Outcomes within the Economic & Community Ambition priority will have a discrete set of indicators according to their theme (e.g. infrastructure), but collectively should enable progress against this cluster of indicators by laying the foundations for economic growth.
<b>Outcome Summary</b>	The overall status for these indicators is Orange: Acceptable.

#### Indicators

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

## OUTCOME 1 – INFRASTRUCTURE FOR GROWTH

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

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

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

## OUTCOME 2 – SUPPORTED AND CONNECTED BUSINESSES

<b>Status</b>	<b>ACCEPTABLE</b>
<b>Outcome Summary</b>	The overall status for this Outcome is Orange: Acceptable.

	This outcome is supported by annual indicators.

Indicators			
FAA406m Annual	Local procurement spend as a % of total procurement spend		
BusSurv4.2	% of businesses satisfied with quality of advice/support (not included in 2016 survey)		
BusSurv4.1	% of businesses satisfied with access to advice/support		
ECA2.2i Annual	The percentage of contracts worth over £1 million with community benefit clauses (New 2016/17)		
Activities			
ECA 2.1a/2.2a/2.2c	Business Advice & Support	12/09/13	31/03/16
ECA 2.1b	Better Business for All (BFC Phase 1 – Planning & Public Protection)	06/05/14	31/03/16
ECA2.3b	PROCUREMENT: Local Supplier Development	01/06/15	06/06/16
PR003264/ECA 2.3a	PROCUREMENT: Strategy & revised CPR's	01/06/15	01/04/16

**OUTCOME 3 – OPPORTUNITIES FOR GROWTH**

<b>Status</b>	<b>EXCELLENT</b>
<b>Outcome Summary</b>	The overall status for this Outcome is Green: Excellent.

**Indicators**

CMLi10 Annual	STEAM – Total Economic Impact of Tourism (£ million)
CMLi11 Annual	STEAM – Number of Full Time Jobs Supported by Tourism
ECA3.1i	No. of businesses in the tourism sector (2016/17 will be published Nov 2018)

**Activities**

ECA 3.2a	New Growth Sectors	01/01/15	01/03/17
ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18

**OUTCOME 4 – HIGH QUALITY SKILLED WORKFORCE**

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

**Indicators**

Ed004i Annual	The percentage of children aged 16 – 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire
QECA4.6i Quarterly	% of the population aged 18 to 24 claiming JSA
AECA4.6i Annual	% of the population aged 18 to 24 claiming JSA
BusSurv3.3a	% of businesses reporting unfilled vacancies due to unsuitable applicants



BusSurv3.3b	% of businesses reporting difficulty recruiting staff with the right skills
Aeca4.10i Annual	% of people of working age in Denbighshire who are self employed

### Activities

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

## OUTCOME 5 – VIBRANT TOWNS AND COMMUNITIES

<b>Status</b>	<b>ACCEPTABLE</b>
<b>Outcome Summary</b>	<p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of these indicators are updated on a frequency more than an annual, and data relating to the WIMD (LSOA) is only updated once every three years.</p> <p>Latest quarterly data for No. of LSOA with a claimant count (%) greater than Great Britain is July 2016 which is at an `acceptable' level at 21.</p>
<b>Indicators</b>	
ECA5.1i Annual	% of vacant town centre premises (Denbighshire average)
RSQ11	% of residents reporting overall satisfaction with their town centre

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

### Activities

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

## OUTCOME 6 – WELL-PROMOTED DENBIGHSHIRE

<b>Status</b>	<b>EXCELLENT</b>
<b>Outcome Summary</b>	Two projects support this outcome. One is `on target` and the other has been `completed` as below.

### Activities

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

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

### OUTCOME 7 – STUDENTS ACHIEVE THEIR POTENTIAL

<b>Status</b>	<b>PRIORITY FOR IMPROVEMENT</b>
<b>Outcome Summary</b>	<p>The overall position for this outcome is Red: Priority for Improvement:</p> <p>There are 8 indicators and 2 measures that are `red` priority for improvement which were reported in quarter 3.</p> <p>As at the end of quarter 4, 2 activities are `red` (compromised) which are detailed below.</p>

Indicators	
Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
EDU017	The percentage of pupils achieving the level 2 threshold including English/Welsh and maths (all pupils)
Ed006i	The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)
Ed009i	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)
EDU002i	The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
EDU003	The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)
EDU016a	Percentage of pupil attendance in primary schools
EDU016b	Percentage of pupil attendance in secondary schools
EDU101i	The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools

Measures	
LMEd20a	The number of deficit places as a percentage of the total school places in Denbighshire (Primary)
LMEd20b	The number of deficit places as a percentage of the total school places in Denbighshire (Secondary)
LMEd21a	The number of surplus places as a percentage of the total school places in Denbighshire (Primary)
LMEd21b	The number of surplus places as a percentage of the total school places in Denbighshire (Secondary)
LMEd22a	The number of school places provided through mobile classrooms (Primary)
LMEd22b	The number of school places provided through mobile classrooms (Secondary)

Activities			
CES102a	Funding the 21st Century Schools Programme and wider Modernising Education Programme	01/04/14	01/08/19
CES103a	To scope options for the future of Primary Provision in the Rhyl area	01/04/15	31/07/16
CES104a	To scope options for the future of Primary Provision in the Bodelwyddan / St Asaph area	01/04/15	31/07/16
CES105a	To scope options for the future of Primary Provision in the Denbigh area	01/04/15	31/07/16

CES106a	To develop the Business Case for investment in Ysgol Pendref	01/04/15	31/07/16
	The findings of the feasibility works were presented to the Chair of Governors and Headteacher in January 2017. The findings suggested that the project could not be delivered without additional resources and that it would be now be considered as part of the Band B proposals to be submitted during 2017.		20/04/17
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/19
CES208a	To secure agreement on location for new Faith Secondary Provision in Denbighshire	01/04/13	31/03/16
CES210a	To work with Planning to understand the implications of the Community Infrastructure levy and to develop an appropriate policy	01/04/14	31/03/16
CES230a	To develop School Organisation proposals for the creation of a new area school to replace the existing Ysgol Llanfair and Ysgol Pentrecelyn schools	01/06/14	31/12/16
	The findings of the Judicial Review quashed the school organisational proposal approved by Cabinet in October 2015. Cabinet have agreed to take no further action with regard to school organisation proposals and Llanfair and Pentrecelyn will remain as two individual schools.		20/04/17
CES231a	To develop School Organisation proposals for the future of Ysgol Llanbedr	18/02/15	31/12/16
CES232a	To develop School Organisation proposals for the future of Ysgol Rhewl	01/04/14	31/12/17
ECA 4.1b,4.2a-c,4.3a	Pathways +	01/04/15	31/07/16
ECA 4.2a-c	TRAC	07/04/14	31/08/20

ECS008a	To ensure effective implementation of the school organisation proposals agreed by Cabinet to date, and to plan for the next stage of the programme	01/04/16	31/03/17
EDU117a	Health and Wellbeing Outcomes for Schools	01/04/15	29/07/16
EDUa003	Review current provision for students who access the Behaviour support Service and remodel as appropriate	01/04/13	31/03/17
EDUa005	Revisit Service Level Agreement with GwE	01/04/14	31/03/17
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	16/03/17
EDUa009	Soft skills / skills for employment	01/04/14	31/03/17
EDUa011	Careers advice and support	01/04/14	31/03/17
EDUa012	Work experience opportunities	01/04/14	31/03/17
EDUa013	Apprenticeships	01/04/14	31/03/17
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/17
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/17
EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/17
EDUa023	A consistent approach to attendance in Denbighshire schools	01/09/15	31/07/16
PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
PR000247	Extending Secondary Welsh Medium Provision – Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18
PR000319	Ruthin Town: Glasdir Development– Relocation of Ysgol Pen Barras and Rhos Street School	21/04/14	11/03/18
PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	01/01/14	30/06/18
PR000332	Ruthin Review –New Area School for Llanfair DC and Pentrecelyn	01/08/14	03/09/18
PR000359	Rhyl New School	30/01/14	17/10/16

PRIORITY – IMPROVING OUR ROADS

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

<b>Status</b>	<b>GOOD</b>	
<b>Outcome Summary</b>	The overall position for this outcome is Yellow: Good. We compare our position for the road condition indicators with a group of similar rural local authority areas in Wales on an annual basis.	
<b>Indicators</b>		
HES101i Resident Survey – Bi-Annual		The percentage of respondents reporting satisfaction with the council's work in maintaining rural roads in good condition
RSQ09A Resident Survey – Bi-Annual		The percentage of respondents reporting satisfaction with the council's work in maintaining main roads in good condition (excluding don't know)
RSQ09B Resident Survey – Bi-Annual		The percentage of respondents reporting satisfaction with the council's work in maintaining streets in towns and villages in good condition (excluding don't know)
THS012 – Annual		The percentage of principal (A) and non-principal (B) and (C) roads that are in overall poor condition
THS012a – Annual		The percentage of principle A roads that are in overall poor condition
THS012b – Annual		The percentage of non-principal/classified B roads that are in overall poor condition
THS012c – Annual		The percentage of non-principal/classified C roads that are in overall poor condition
<b>Measures</b>		
APSEPI03c Quarterly		Percentage of damaged roads and pavements made safe within target time
HES102m – Annual		The percentage of planned dropped-kerbs delivered along key routes within the year

HIM006 – Annual	The percentage of Category C (Final) Street Works inspections carried out on utility works before their guarantee period ends (legislation states 10%)
HIM007 – Annual	The number of successful claims against the council concerning road condition during the year
HIM042 – Annual	The proportion of the planned Highways Capital Maintenance Programme achieved (schemes)
THS003 – Annual	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance

**Activities**

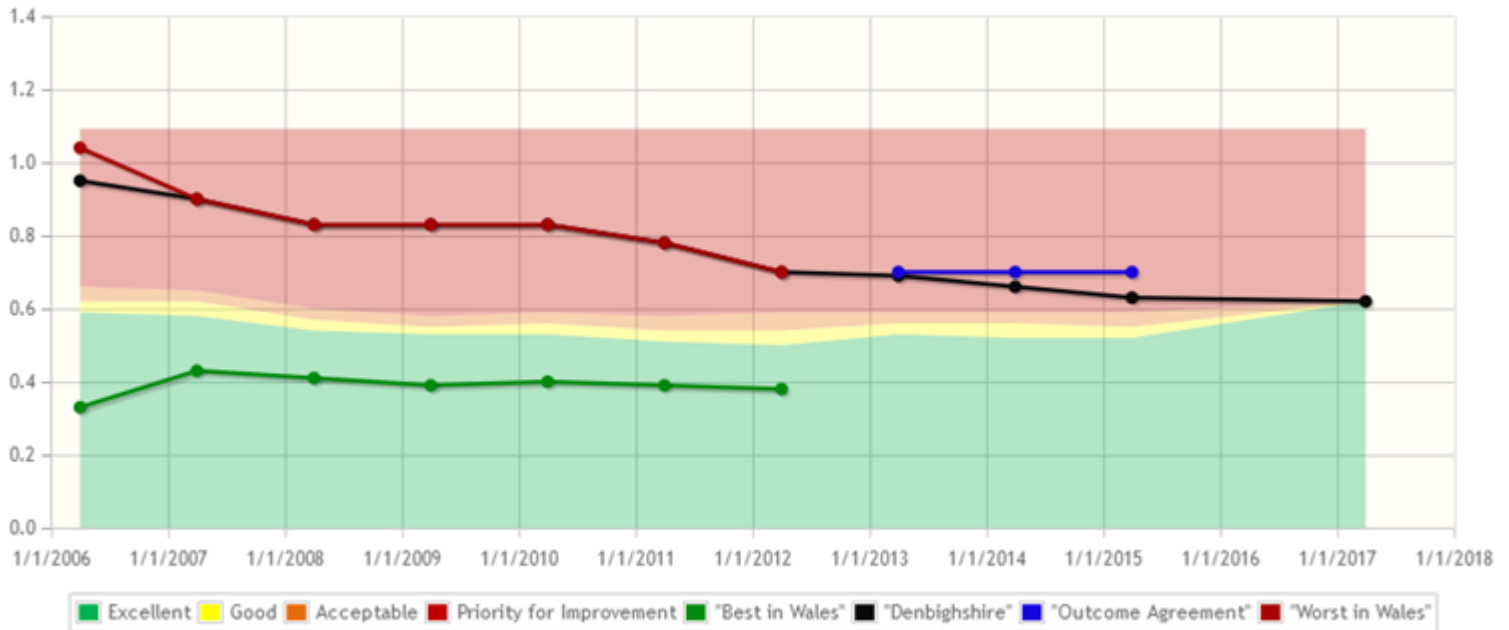
HES118a	Review the existing method for undertaking pothole repairs and minor reinstatements	01/04/16	31/10/16
HES119a	Review existing methods of ditch and water course maintenance on rural roads	01/04/16	31/10/16
HES120a	Resurfacing works	01/04/16	31/03/17
HES121a	Microasphalt laying works	01/04/16	31/03/17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



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

**OUTCOME 9 – VULNERABLE PEOPLE ARE ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE**

Status	<b>GOOD</b>	
Outcome Summary	The overall position for this outcome is Yellow : Good	
<b>Indicators</b>		
QIndependent18 Annual	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)	
QResidential18 Residential 18 Annual	The percentage of the population who cannot live independently (aged 18 or over)	



**Latest Data Comment**

Quarter 4      Quarter 4 and 2016/17 = 0.62%

**Measures**

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

### Activities

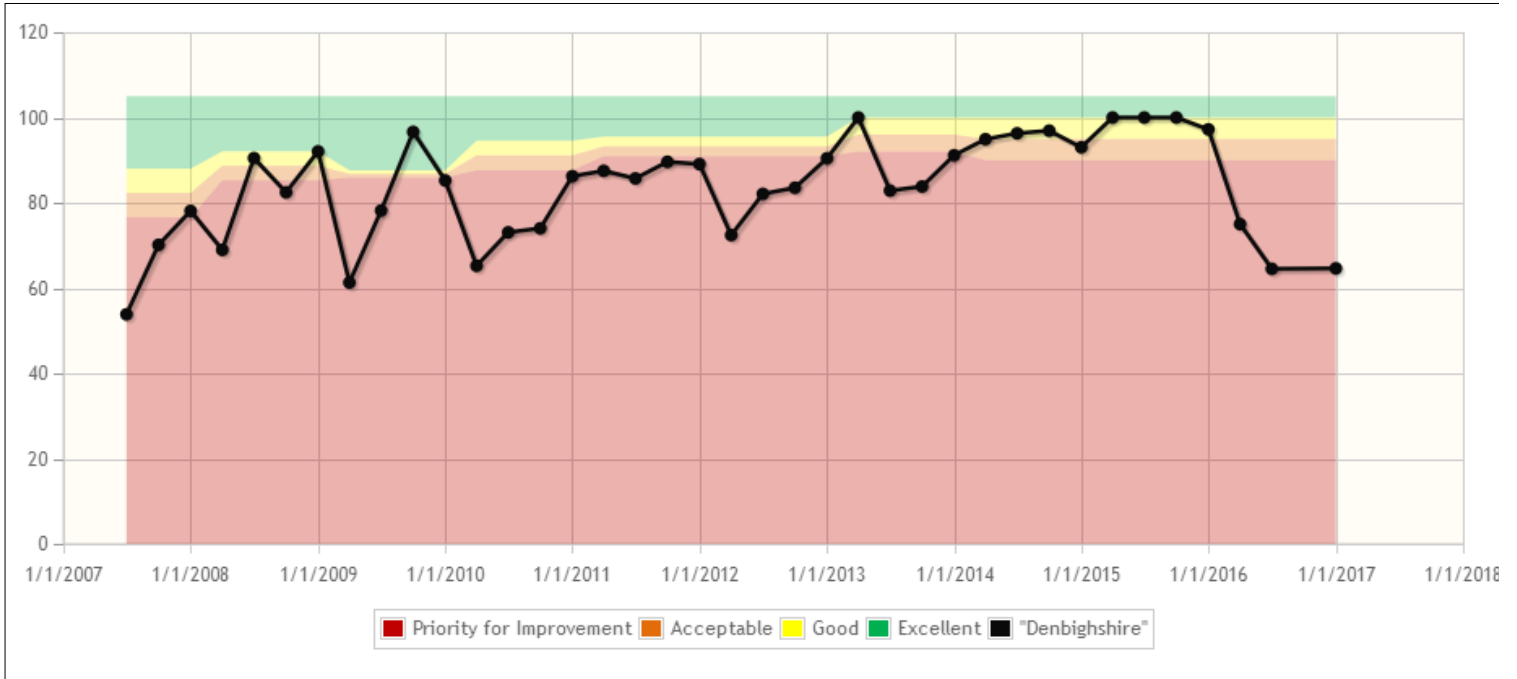
	CFS207a	Implement actions from Foster Care Profile exercise undertaken in 2014/15.	01/04/15	30/06/16
	CFS405a	Carry out a review of the assessment based service provision for children and young people with additional needs	01/04/15	30/06/16
	CFS406a	Improve the approach to inclusive practice of mainstream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

PR003057	Community Led Conversations	08/12/14	01/04/16
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**OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED**

<b>Status</b>	<b>GOOD</b>
<b>Outcome Summary</b>	The overall position for this outcome is Yellow: Good

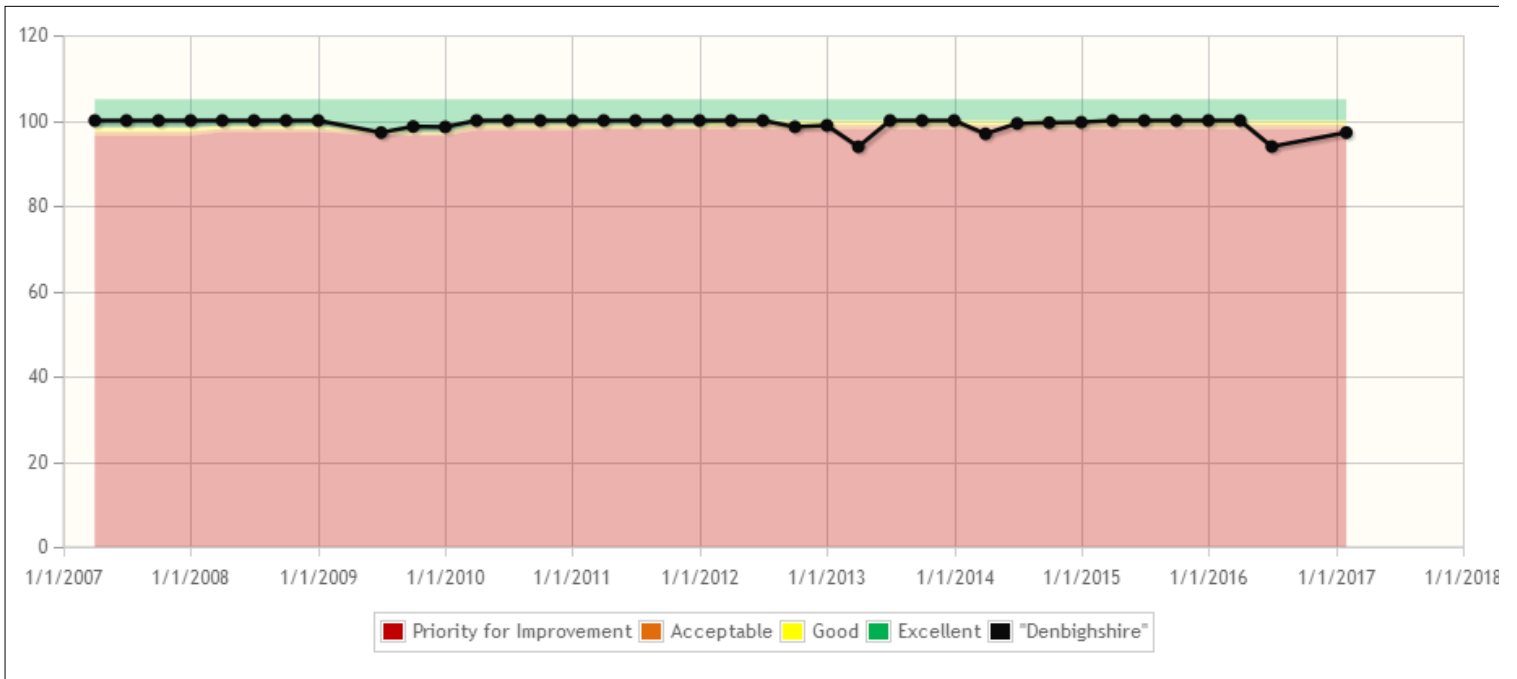
Indicators	
Measures	
QSCC015	The percentage of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference



**Latest Data Comment**

Quarter 4/Annual 82 total with 53 being carried out within timescale

QSCC034 The percentage of child protection reviews carried out within statutory timescales during the year



**Latest Data Comment**

Quarter 4/Annual 213 total with 207 being carried out within timescale = 97.18%

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

PRIORITY – CLEAN & TIDY STREETS

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

<b>Status</b>	<b>GOOD</b>
<b>Outcome Summary</b>	The overall position for this outcome is Yellow: Good.  This outcome is predominantly supported by annual indicators.

Indicators

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

Measures

STS006 – Annual	The percentage of reported fly tipping incidents cleared within 5 working days
QPPP102m Quarterly and Annual	The rate of fixed penalty notices (all types) issues per 1000 population

QPPP103m Quarterly and Annual	The rate of fixed penalty notices (dog fouling) issues per 1000 population
QPPP110m	% of untidy land cases resolved within 180 days

Activities

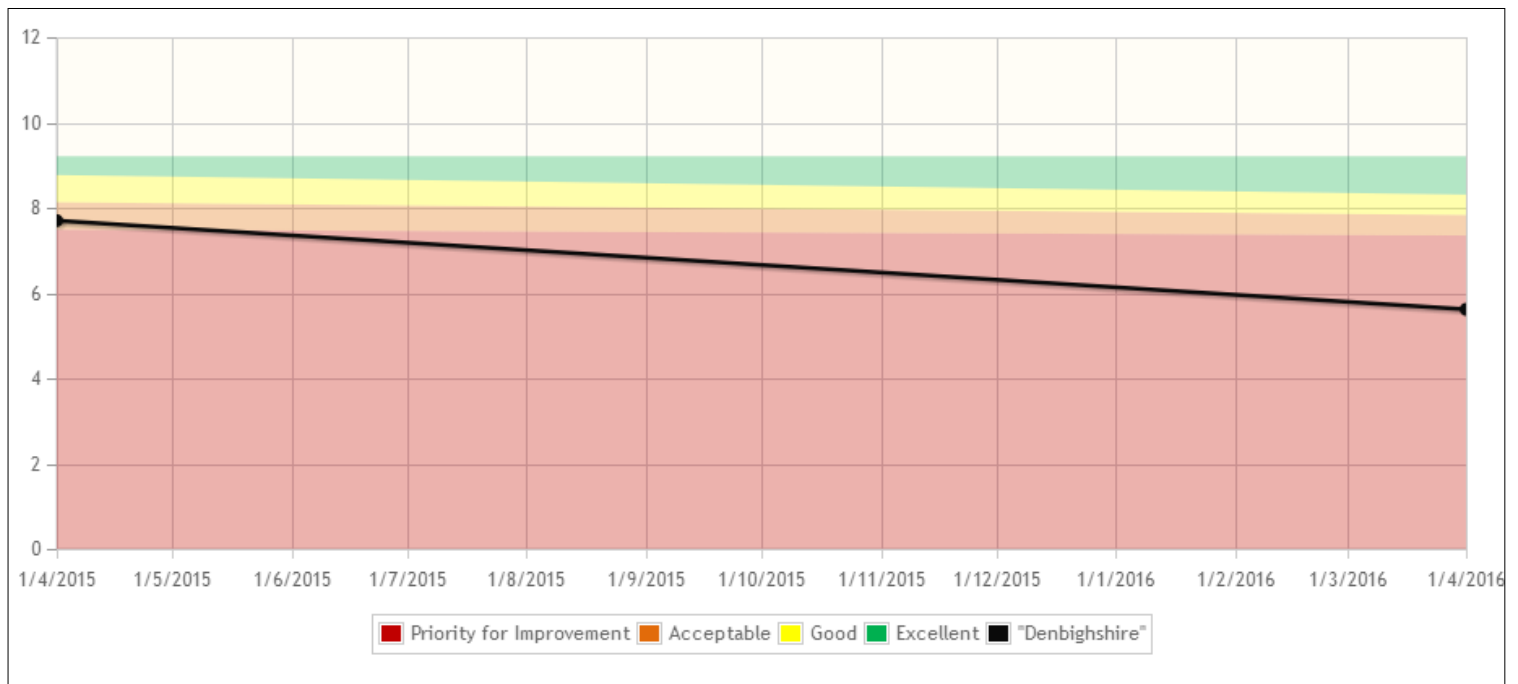
HES204a	Collaboration between Streetscene and Public Protection in relation to dog fouling	01/04/15	31/03/16
HES205a	Streetscene/Countywide engagement with the general public in relation to dog fouling	01/04/15	31/03/16

PRIORITY – ENSURING ACCESS TO GOOD QUALITY HOUSING

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

<b>Status</b>		<b>GOOD</b>
<b>Outcome Summary</b>		The overall position for this outcome is Yellow : Good There are two indicators and one performance measure that are considered to be a priority for improvement. These are detailed below.
<b>Indicators</b>		
N/A	JHLASTAN1i Annual – N/A	The years of supply of housing land as determined by the Joint Housing Land Availability Study (published July)
	QPSR008a	% of HMOs known to the authority, that are eligible to be licensed, that have a full licence
	FAA407i	The % of Council House tenants that were at least satisfied with the quality of their home
	PPPAH001 Annual	The additional supply of affordable housing, including social housing, provided during the year
	LPIAF-01 Annual	The percentage of additional affordable housing units provided during the year per 10,000 population





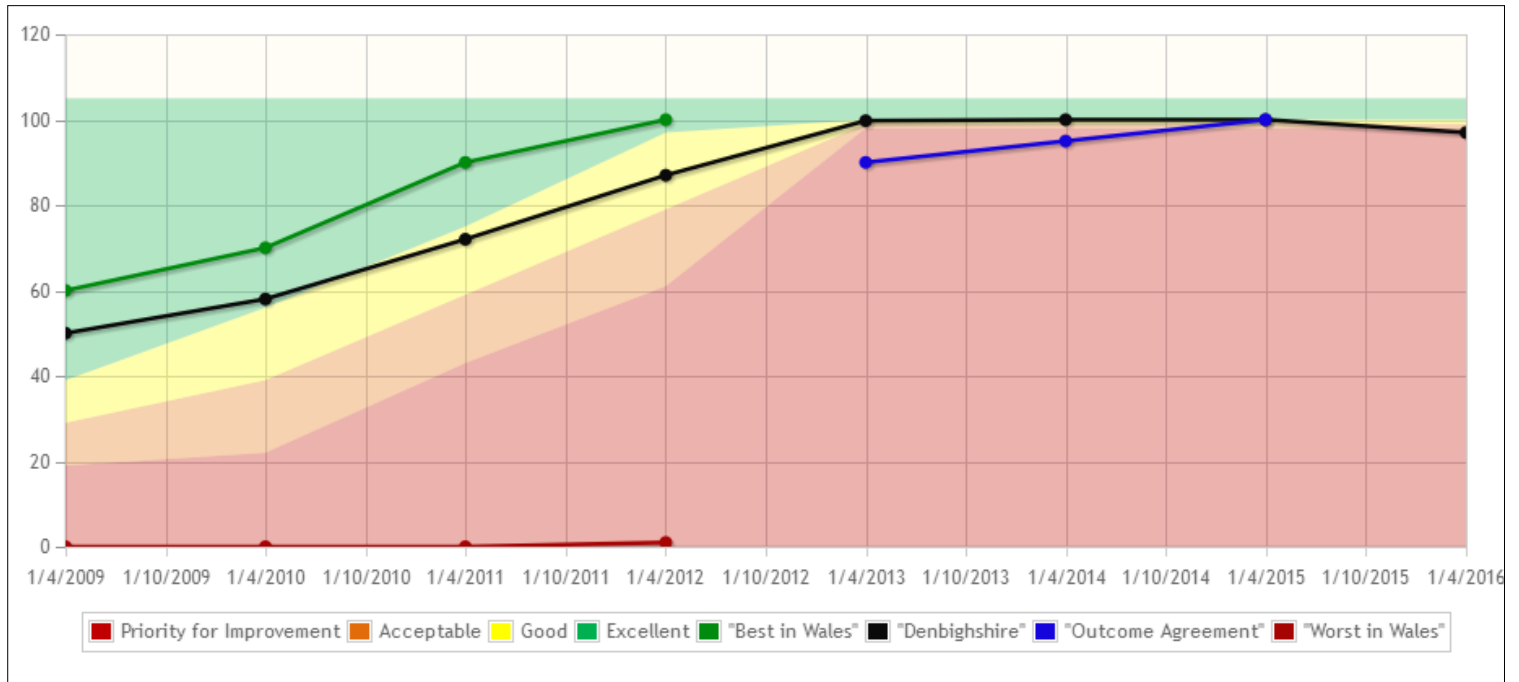
**Latest Data Comment**

**Quarter 4** Number affordable housing delivered in 2016/17 was 56.  
 This local indicator measures performance for last year (2015/16) so that comparisons with other authorities can be made. It relates to the average affordable housing delivered by each authority over the past 5 years, based on 10,000 population.

**Measures**

Q-HMPI102	Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)
Q-CMPI03	The number of calendar days taken to let empty properties (council stock only) – General Need & Housing for Older People
Q-LI/HS/13	The number of potential homeless people assisted to find a home
PLA004c Quarterly/Annual	The percentage of householder planning applications determined during the year within 8 weeks
PSR002 Quarterly/Annual	The average number of calendar days taken to deliver a Disabled Facilities Grant
PSR004 Quarterly/Annual	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority

Y-HSG304m Annual	The percentage of council properties compliant with the Welsh Housing Quality Standard
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Latest Data Comment	
Annual 2016/17	2016/17 = 97%. The only properties not at the standard are classified as 'acceptable fails'.

Activities				
	CSS301a	Develop and implement strategy to improve support to people at risk of homelessness	01/04/16	31/03/17
	FAH313a	Submit application to WG for suspension of Right to Buy Scheme	01/06/16	31/12/16
	FAH401a	Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties	01/02/16	31/03/17
	FAH402a	Review approach to surveying tenants about property condition / repairs	01/01/16	30/04/16
	FAH403a	Profiling our tenants to understand current and future needs	01/01/16	30/09/16

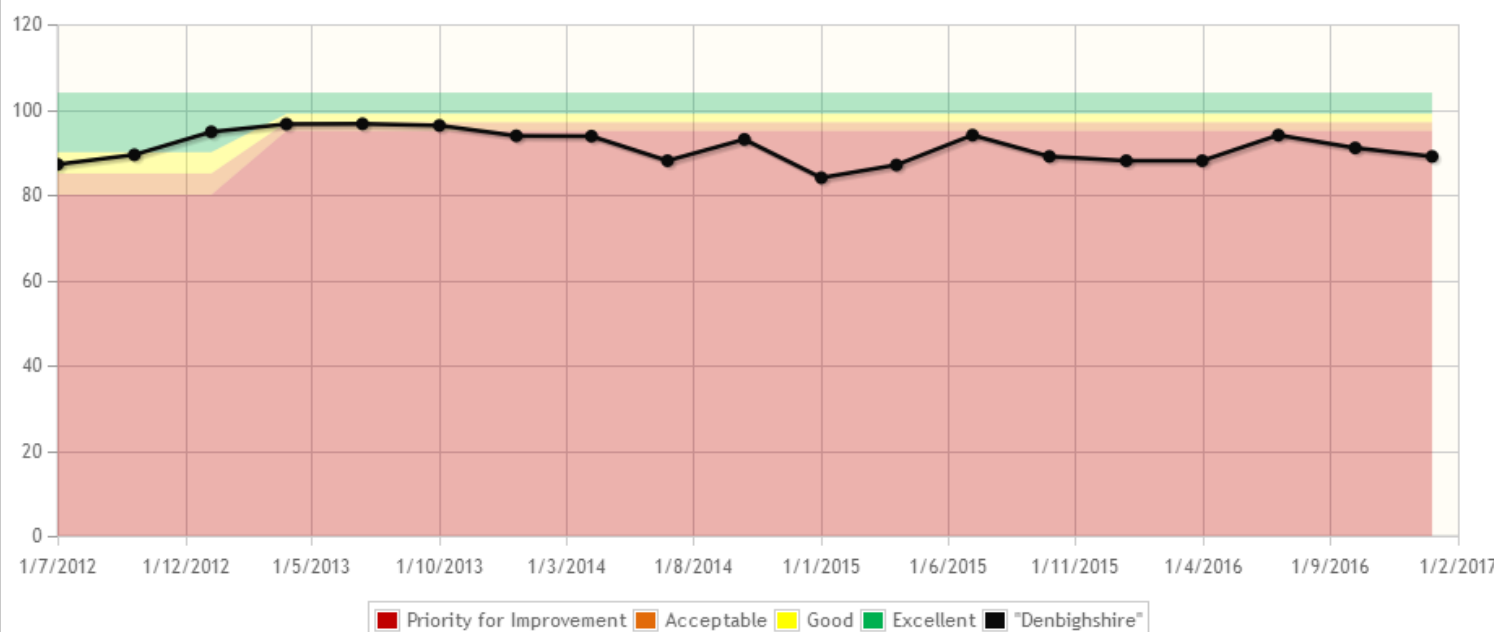
FAH404a	Create a more coherent approach to property management and maintenance in order to assure best value for money	01/12/15	30/09/16
FAH405a	Develop and implement policy to support energy efficient housing within the council's stock	01/01/16	30/06/16
FAH406a	Develop programme for the electrical testing of properties (dedicated DLO operative)	01/01/16	30/04/16
FAH407a	Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)	01/01/16	30/06/16
FAH408a	Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits	01/01/16	30/06/16
FAH409a	Evaluate the effectiveness of the Jewson supplier contract in preparation for its renewal / replacement, in partnership with neighbouring authorities	01/03/15	31/07/16
FAH410a	Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire's own housing quality standard	01/01/16	30/06/16
FAH411a	Delivery of planned upgrade works to housing stock	01/04/16	31/03/17
FAH412a	Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)	01/01/16	31/08/17
FAH413a	Improve strategic approach to the buying and selling of housing assets ('whole-street' approach), supported by intelligence around need and demand, for the benefit of housing stock	01/02/16	31/07/16
FAH414a	Undertake work to enable identified vacant private sector dwellings to be converted into social housing	01/09/15	31/03/17

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

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

## OUTCOME 13 – SERVICES WILL CONTINUE TO DEVELOP AND IMPROVE

Status	<b>GOOD</b>	
Outcome Summary	The overall status for this Outcome is Yellow: Good.	
<b>Indicators</b>		
BPP1002	The number of formal recommendations for improvement within the WAO Improvement Reports	
RSQ16B	The percentage of residents responding positively to the statement: My Council is efficient and well-run	
RSQ16C	The percentage of residents responding positively to the statement: My council acts on the concerns of residents (excluding don't know)	
BIM3110i	The percentage deviation from a good practice figure of 75% of Open projects generating a Green or Yellow ROYG status in terms of being on-track to deliver their outputs according to pre-defined scope	
<b>Measures</b>		
M102m	The percentage of Modernisation projects that were due a post-implementation review this quarter that have been subject to one	
PCOTDCC	The % of external stage 1 complaints that are responded to within corporate timescales (DCC)	



## Latest Data Comment

Quarter 4 78 of 88 stage 1 complaints responded to within timescale

ROCDCC The rate of stage 1 complaints received by Denbighshire County Council per 10,000 population

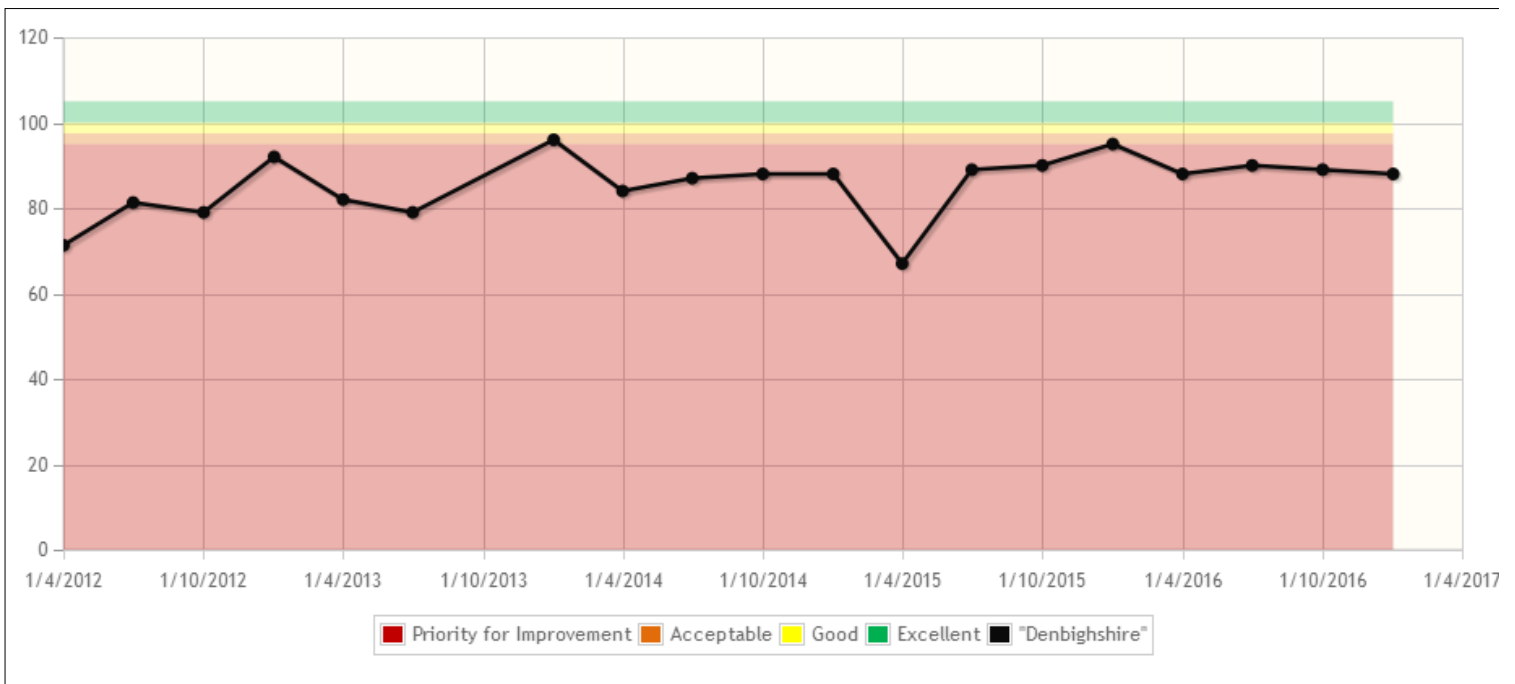
## Activities

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

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

Status	<b>ACCEPTABLE</b>
Outcome Summary	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>The three measures relating to carbon emissions as reported in quarter 3 relates to 2015/16 – data for 2016/17 will be inputted early May.</p>

Indicators		
M202a 2015 result	Staff Survey Q3a – The percentage of staff responding positively to the statement: I have the skills to do my job effectively	
SSQ13a 2015 result	The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently	
SSQ1A 2015 result	The percentage of staff responding positively to the statement: I know what is expected of me	
SACORP	(Corporate) The average number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	
Measures		
ABMCORP	The average number of business miles recorded per FTE across all corporate services	
CES301 (count only)	The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels	
FAA101m 2015/16	Corporate office space occupied by Denbighshire County Council (m2) per FTE	
FAA110i 2015/16	Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space	
FAA111i 2015/16	Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools	
FAA112i 2015/16	Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools	
SHR104i	The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)	



### Latest Data Comment

**Quarter 4**    Quarter 4 = 88% completion rate.  
 Performance Appraisal reports go out monthly to Heads of Service and middle managers to inform them of their current compliance rate. HR also support with any help with inputting the information along with support from HR BPs to services where necessary.

Activities				
LHRD10a	Roll out e-learning for staff and Members	01/04/16	31/03/17	
LHRD12a	Raise awareness of employee health and well-being by establishing quarterly health and well-being campaigns and alcohol awareness training	01/04/16	31/03/17	
LHRD21a	Raise awareness of employee health and well-being by managing sickness absence	01/04/16	31/03/17	
PR000073	Brighton Road Office Closure			
PR000157	Electronic Document and Record Management System (EDRMs)	01/04/13	31/03/17	
PR000251	Centralised Mailroom Project	01/04/15	30/04/17	
PR000264	Denbighshire Telephony	06/01/14	30/03/17	
PR000344	Flexible Working	01/08/14	31/12/15	





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Report To: Cabinet  
Date of Meeting: 6<sup>th</sup> June 2017  
Lead Officer: Richard Weigh, Head of Finance  
Report Author: Steve Gadd, Chief Accountant  
Title: Finance Report (2016/17 Financial Outturn)

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## 1. What is the report about?

Cabinet has received regular monitoring reports throughout the financial year on the performance of expenditure against budget and savings agreed as part of the Medium Term Financial Plan. This report details the final position at financial year end.

The first draft of the Annual Statement of Accounts for 2016/17 will be submitted to the external auditors by 30<sup>th</sup> June. The audited accounts will then be presented to the Corporate Governance Committee in September for formal approval.

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

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

## 3. What are the Recommendations?

Cabinet Members are recommended:

- i) To note the final revenue outturn position for 2016/17
- ii) To approve the proposed treatment of reserves and balances as described in the report and detailed in Appendices 1, 2 and 3
- iii) To note the details of transfers to and from Earmarked Reserves as set out in Appendix 4

## 4. Report details

The final Revenue Outturn figures are detailed in Appendix 1, along with the proposed treatment of service year end balances. The final position on service and corporate budgets (including schools) is an overspend of £2.626m (1.4% of the net revenue budget). The main areas to note are reported below:

**Schools** - As reported throughout last financial year, this has been a difficult year for school finances due to the higher than usual inflationary pressures, and the outturn position of £2.626m includes an overspend on delegated school budgets of £2.618m. Although schools received protection of 1.85% (£1.173m) they have also had to find savings to fund inflationary pressures of approximately £2.5m. School balances at the end of the financial year show a net deficit balance of £1.056m (£0.973m when reported in February - a reduction of £2.618m on the balances brought forward from 2015/16 of £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 26 schools with

deficit balances, all of which continue to work closely with finance colleagues to develop and agreed action plan. Inflationary pressures for 2017/18 are more than accounted for in total investment of £2.1m and it is hoped the financial position for most schools will be consolidated during 2017/18. Individual school balances are detailed in Appendix 3.

**Community Support Services** – inflationary pressures such as the implementation of the statutory National Living Wage (NLW) will continue to increase care home fees. As projected the pressure in 16/17 has been contained within existing budgets and through the use of reserves. Community Support Services utilised reserves of £0.386m in 2015/16 in response to such pressures and it has had to call on £1.4m of reserves in 2016/17. These pressures were considered as part of the 2017/18 budget process and an investment above inflation of £0.750m was agreed and included in the Medium Term Financial Plan. Finance is also currently working with the service to amend the method of dealing with deferred income from clients which may result in more income being recognised in the accounts next financial year. This is a technical accounting issue that does not affect amounts owed by clients.

**Education and Children's Service** - the overspend within Children's Services of £0.569m is offset by the use of reserves in 2016/17, however it is likely that this pressure will continue next financial year. 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 17/18 and beyond.

**Highways and Environment Services** – the service has overspent by £0.297m, however £0.330m of this relates to School Transport. This pressure has been reported throughout the year and a £0.300m pressure has been included in the budget for 2017/18. However this area will continue to be monitored closely.

Appendix 4 details the transfers to and from Earmarked Reserves in full. The majority of the movements have been budgeted for or have been approved in previous monitoring reports to cabinet, however the following year-end transactions should be noted and are recommended for approval:

- As reported in February it was hoped that the remaining underspend within Corporate Budgets such as the call on the Council Tax Reduction Scheme budget, as well as any increase in availability of cash due to the efficiency of Council Tax collection, can be used to partly reimburse the reserves required to fund the substantial pressures in Community Support Services and Children's Services. It can be confirmed that the outturn position takes account of a £0.500m re-investment in the Specialist Children's Placements Reserve and £0.928m re-investment in the Adult Social Care Reserve. It is hoped that this investment provides the services with a further year of financial stability and that this is supported by Cabinet.
- An under spend within Non-Delegated Schools budgets amounting to £0.154m has been placed in a reserve to help build financial resilience within schools.

The position on the yield from Council Tax is impacted upon by the number of dwellings in the County and the collection rate. The council has maintained a relatively high level

of tax collection of 97.73% (97.6% last year). In addition the Council Tax arrears collected during the year of 43.02% exceeded the target set for 2016/17 (38.7%). Methods of calculating bad debt provisions also resulted in less costs being borne by the funding account. As a consequence, the final net funding position is £422k (0.9%) higher than the original estimate and the Council therefore has a one off benefit. It is recommended that this is used to fund service overspends and therefore help facilitate the re-imburement of social care reserves.

Given the overall position within services and the availability of corporate funds, it is proposed that services carry forward the net under spends listed as Committed Service Balances in **Appendix 1** to help deliver the 2017/18 budget strategy and meet existing commitments. In previous reports proposals for the use of service underspends have been included pending final figures amounting to £204k, additional proposals of £209k have now been put forward and require formal approval. **Appendix 2** summarises the service proposals.

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

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

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

The council's net revenue budget for 2016/17 was £185m. The final position on service and corporate budgets was a net overspend of £2.626m (1.4% of the net budget). Taking account of funding, the variance on the total budget was £2.204m. Where services have highlighted legitimate expenditure commitments against 2016/17 balances, it is proposed that those services carry the net balance forward to 2017/18. The position within each service and intended use of brought forward service balances will be reviewed during 2016/17.

**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 was considered by CET, SLT, Cabinet Briefing and Council Briefing meetings. Specific proposals were reviewed by scrutiny committees and there was a public engagement exercise to consider the impact of budget proposals. The council consulted its partners through the joint Local Service Board and specific discussions took place with the Police. All members of staff were kept informed during 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 were consulted through the 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 years.

The Council has delivered revenue budgets savings of £3.6m during 2016/17 which was 70% of the budgeted level of savings with 25% of savings (£1.3m) anticipated to be achieved during 2017/18.

This report has highlighted the key pressure areas for 2017/18 and the plans in place to help manage those pressures such as investment and growth in social care, school transport and schools alongside the prudent re-investment in key reserves to help build financial resilience for the coming year.

During the year we have also continued the funding of the Corporate Plan and placed an additional £1m in the Budget Mitigation Reserve as per the agreed budget strategy in order to help smooth the impact of future budget reductions.

The Council's record of delivery in identifying and achieving savings while managing reserves effectively strengthens the confidence that the council will continue to deliver effective services while delivering investment in the Corporate Plan during the difficult funding climate anticipated over the coming few years.

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

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

**11. Power to make the Decision**

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

	Outturn Position			Schools Position £'000	Committed Service Balances £'000	Service Balances £'000
	Budget £'000	Outturn £'000	Variance £'000			
<b>Services</b>						
Business Improvement & Modernisation	4,572	4,436	-136		-92	-45
Legal, HR & Democratic Services	2,396	2,396	0			
Facilities, Assets and Housing	6,411	6,302	-109		-109	
Highways & Environmental Services	17,055	17,352	297			297
Planning & Public Protection	2,956	2,795	-160		-160	
Community Support Services	31,279	31,279	0			
Finance	2,888	2,864	-24		-24	
Education & Children's Service	14,131	14,131	0			
Customers, Communication & Marketing	2,855	2,928	73			73
<b>Service Budgets</b>	<b>84,543</b>	<b>84,483</b>	<b>-60</b>		<b>-385</b>	<b>325</b>
<b>Schools</b>						
Schools Delegated	69,098	71,716	2,618	2,618		
Schools Non-delegated	-4,108	-4,108	0			
<b>Corporate Budgets</b>						
Corporate	17,951	18,019	68		-29	97
Capital Financing/Investment Interest	13,214	13,214	0			
Levies	4,364	4,364	0			
<b>Total Services &amp; Corporate Budgets</b>	<b>185,062</b>	<b>187,688</b>	<b>2,626</b>	<b>2,618</b>	<b>-414</b>	<b>422</b>
<b>FUNDING</b>						
Welsh Government Funding						
RSG B03	111,212	111,212	0			
NNDR B15	28,396	28,396	0			
	<b>139,608</b>	<b>139,608</b>	<b>0</b>			
Council Tax & Balances	45,454	45,876	-422			
<b>Total Funding</b>	<b>185,062</b>	<b>185,484</b>	<b>-422</b>			
<b>In-year Position</b>	<b>0</b>	<b>2,204</b>	<b>2,204</b>	<b>2,618</b>	<b>-414</b>	<b>422</b>

**RESULTING POSITION AT 31/03/2016**

School Balances Brought Forward	1,562
In Year requirement	<u>-2,618</u>
School Balances Carried Forward	<u><u>-1,056</u></u>

**Earmarked Balances**

<b>Services</b>	
Business Improvement & Modernisation	92
Facilities, Assets and Housing	109
Planning & Public Protection	160
Finance	24
Corporate Services	<u>29</u>
<b>Total</b>	<u><u>414</u></u>

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## Appendix 2 - Summary of Service Commitments & Proposals

<b>Service:</b> Description of Request for Carry Forward	<b>Requested in February £000</b>	<b>Additional Items / Changes £000</b>	<b>Service Total £000</b>
<b>Facilities, Assets and Housing :</b>			
➤ To support the agreed investment in St Asaph Leisure Centre to reduce overall borrowing costs		80	
➤ To contribute to planned leisure developments in 2017/18, at various sites.		29	
			109
<b>Business Improvement and Modernisation</b>			
➤ Improvements to the Archives Service.	24		
➤ Transitional support for corporate information relating to new Data Protection regulations	10		
➤ Employment of a temporary information assistant to support the development of the new corporate plan	25		
➤ Match funding for a temporary Hiraethog Co-operation Project Officer role (Economic and Community Regeneration) with Cadwyn Clwyd.	8		
➤ To fund a project management role to work on a number of non fee-earning Corporate Projects such as the Phase 2 of the Mailroom Project which involves modernising back office processes to save officer time and other administrative costs.		25	
			92
<b>Planning and Public Protection</b>			
➤ Investment in parking equipment replacement which will not be delivered until next financial year.	41		
➤ The Rhyl TC Masterplan Project Team have recommended that an Economic and Business Development underspend of £32k is allocated to pay for the contribution to the traffic modelling work to match Welsh Government grant that the service have secured. The spend will not be incurred until next financial year.	32		
➤ £65k of the underspend relates to a delay in providing 'move-on' accommodation for start-up business that the Council has supported in St. Asaph. The spend will not now be incurred until next financial year and the service has carried forward these funds to help contribute to the continued growth of these businesses.	65		
➤ This underspend arose due to Business Grant Applicants not returning their paperwork in time for payment before 31st March as anticipated, it is proposed to use this underspend to honour these outstanding 16/17 grant applicants.		22	
			160
<b>Finance</b>			
➤ The service has carried forward a modest underspend relating to vacancy savings in order to invest in a Financial Systems Replacement Project.		24	
			24
<b>Corporate Budgets</b>			
➤ The Members budget has underspent by £29k and this amount has been carried forward with a view to funding the increased member training requirements following the recent County Elections.		29	
			29
<b>TOTAL COMMITTED SERVICE BALANCES</b>			<b>414</b>

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Primary School Balances As at 31.03.2017

0.5 = Nursery

(Red) = DEFICIT

Cost Centre	School	Balance as at 31.03.2016	Balance as at 31.03.2017	Movement in Year	Total Pupil Nos Sept 2016	Balance per Pupil	School Budget 2016/2017	Balance as %age of Budget
114	Ysgol Betws Gwerfil Goch	12,446	16,885	4,439	32	536	208,942	8.08%
116	Ysgol Y Faenol	37,707	36,271	(1,436)	142	256	569,677	6.37%
117	Ysgol Bodfari	6,115	(3,759)	(9,875)	30	(125)	196,754	-1.91%
136	Ysgol Carrog	28,187	22,759	(5,428)	42	542	217,830	10.45%
140	Ysgol Cefn Meiriadog	5,099	2,940	(2,159)	62	48	294,053	1.00%
147	Ysgol Carreg Emlyn	15,142	48,695	33,553	80	609	475,314	10.24%
162	Ysgol Caer Drewyn	75,414	56,929	(18,485)	95	602	440,701	12.92%
165	Ysgol Bro Dyfodwy	(12,705)	10,361	23,066	101	103	442,192	2.34%
168	Ysgol Y Parc Infants	(77,438)	(45,736)	31,702	176	(261)	701,427	-6.52%
169	Ysgol Frongoch Juniors	(2,431)	(35,238)	(32,807)	206	(171)	657,395	-5.36%
172	Ysgol Twm o'r Nant	21,936	10,803	(11,133)	283	38	1,002,632	1.08%
173	Ysgol Pendref	(69,398)	(74,785)	(5,387)	149	(502)	816,922	-9.15%
176	Ysgol Hiraddug	49,425	5,900	(43,525)	207	29	750,796	0.79%
196	Ysgol Gellifor	51,312	42,536	(8,776)	72	595	303,629	14.01%
210	Ysgol Bro Elwern	(327)	8,434	8,761	43	198	232,067	3.63%
219	Ysgol Henllan	34,059	20,211	(13,848)	49	417	249,665	8.10%
247	Ysgol Bro Ffawc	(13,400)	(8,537)	4,863	80	(107)	437,732	-1.95%
249	Llanbedr Controlled	4,475	(3,741)	(8,215)	39	(96)	227,120	-1.65%
251	Ysgol Dyffryn Ial	27,548	(8,020)	(35,568)	51	(157)	280,940	-2.85%
255	Ysgol Bryn Clwyd	10,790	(5,008)	(15,798)	29	(173)	226,876	-2.21%
258	Ysgol Llanfair D.C.	27,568	23,709	(3,859)	100	237	414,396	5.72%
266	Ysgol Bryn Collen	(42,018)	(29,945)	12,072	163	(184)	608,816	-4.92%
268	Ysgol Bro Cwmrech	24,045	10,562	(13,484)	81	131	384,469	2.75%
284	Ysgol Melyd	12,644	24,287	11,643	140	173	626,272	3.88%
325	Ysgol Pentrecelyn	(21,904)	(25,454)	(3,550)	41	(628)	219,263	-11.61%
332	Ysgol Bodnant Community School	(115,358)	(145,703)	(30,345)	432	(337)	1,480,271	-9.84%
333	Clawdd Offa	(32,323)	59,458	91,781	383	155	1,304,247	4.56%
336	Ysgol Penmorfa	(39,600)	(107,892)	(68,291)	428	(252)	1,484,072	-7.27%
337	Ysgol Y Llys	49,293	(8,275)	(57,569)	347	(24)	1,210,360	-0.68%
338	Ysgol Pantpastynog	12,716	(4,680)	(17,396)	69	(68)	343,495	-1.36%
351	Ysgol Rhewl	8,957	9,334	377	29	322	196,586	4.75%
361	Ysgol Y Castell	12,833	(13,689)	(26,522)	194	(71)	757,523	-1.81%
364	Ysgol Bryn Hedydd	48,113	33,486	(14,627)	447	75	1,417,756	2.36%
365	Christ Church C.P.	(47,472)	(53,494)	(6,023)	419	(128)	1,763,546	-3.03%
366	Ysgol Dewi Sant	42,088	32,206	(9,882)	512	63	1,724,007	1.87%
367	Ysgol Emmanuel	54,897	73,477	18,580	430	171	1,688,533	4.35%
368	Ysgol Llywelyn	(114,993)	(128,831)	(13,839)	618	(209)	2,065,858	-6.24%
369	Ysgol Mair R.C.	5,397	22,920	17,523	308	75	1,080,134	2.12%
373	Ysgol Borthyn Controlled	(52,592)	(87,118)	(34,526)	123	(708)	555,923	-15.67%
374	Rhos St. C.P.	25,826	19,225	(6,602)	172	112	605,681	3.17%
375	Ysgol Penbarras	68,114	46,608	(21,507)	238	196	880,114	5.30%
390	St. Asaph Infants V.P.	4,735	18,113	13,378	87	209	405,468	4.47%
392	Ysgol Esgob Morgan	46,839	17,779	(29,060)	114	156	427,471	4.16%
405	Ysgol Treinant Controlled	23,412	37,759	14,347	84	450	371,399	10.17%
408	Ysgol Tremerchion	4,922	1,115	(3,808)	65	17	327,267	0.34%
467	Ysgol Gymraeg Y Gwernant	(3,093)	(14,866)	(11,773)	144	(103)	610,307	-2.44%
<b>TOTAL</b>		<b>207,006</b>	<b>(92,011)</b>	<b>(299,017)</b>	<b>8,127</b>		<b>31,685,899</b>	<b>-0.29%</b>
				<b>Average</b>			<b>(11)</b>	

## Secondary School Balances

Cost Centre	School	Balance as at 31.03.2016	Balance as at 31.03.2017	Movement in Year	Total Pupil Nos Sept 2016	Balance per Pupil	School Budget 2016/2017	Balance as %age of Budget
513	Denbigh High School	47,541	(166,751)	(214,292)	537	(311)	3,010,590	-5.54%
527	Ysgol Dinas Bran	(66,971)	(86,745)	(19,774)	982	(88)	5,092,229	-1.70%
537	Prestatyn High School	349,716	(65,675)	(415,391)	1,608	(41)	7,184,781	-0.91%
541	Rhyl High School	102,507	(278,901)	(381,408)	917	(304)	4,816,285	-5.79%
543	Blessed Edward Jones High School	151,068	27,154	(123,914)	302	90	1,765,954	1.54%
549	Ysgol Brynhyfryd	(303,841)	(865,197)	(561,356)	975	(887)	5,116,676	-16.91%
553	Ysgol Glan Clwyd	312,331	161,851	(150,480)	985	164	4,947,961	3.27%
<b>TOTAL</b>		<b>592,351</b>	<b>(1,274,265)</b>	<b>(1,866,616)</b>	<b>6,306</b>		<b>31,934,477</b>	<b>-3.99%</b>
<b>Average</b>						<b>(202)</b>		

## Special School Balances

Cost Centre	School	Balance as at 31.03.2016	Balance as at 31.03.2017	Movement in Year	Total Pupil Nos Sept 2016	Balance per Pupil	School Budget 2016/2017	Balance as %age of Budget
619	Ysgol Plas Brondyffryn	637,326	586,018	(51,308)	126	4,651	2,971,719	19.72%
655	Ysgol Tir Morfa	200,573	(56,263)	(256,836)	124	(456)	2,152,256	-2.61%
<b>TOTAL</b>		<b>837,899</b>	<b>529,755</b>	<b>(308,144)</b>	<b>250</b>		<b>5,123,975</b>	<b>10.34%</b>
<b>Average</b>						<b>2,123</b>		

## Middle School Balances

Cost Centre	School	Balance as at 31.03.2016	Balance as at 31.03.2017	Movement in Year	Total Pupil Nos Sept 2016	Balance per Pupil	School Budget 2016/2017	Balance as %age of Budget
790	St. Brigid's	(75,667)	(219,640)	(143,973)	495	(444)	2,272,112	-9.67%
<b>TOTAL</b>		<b>(75,667)</b>	<b>(219,640)</b>	<b>(143,973)</b>	<b>495</b>		<b>2,272,112</b>	<b>-9.67%</b>
<b>Average</b>						<b>(444)</b>		

<b>TOTAL ALL SCHOOLS</b>		<b>1,561,589</b>	<b>(1,056,160)</b>	<b>(2,617,749)</b>	<b>15,177</b>		<b>71,016,462</b>	<b>-1.49%</b>
<b>Average balance per pupil - all schools</b>						<b>(70)</b>		

## Appendix 4

### Transfers to/from Earmarked Reserves

	Balance at 31/03/2015 £000	Transfers Out 2015/16 £000	Transfers In 2015/16 £000	Balance at 31/03/2016 £000
<b>Schools</b>				
School Balances	(1,562)	2,904	(286)	1,056
Schools Financial Resilience	(46)		(154)	(200)
Out of County/Recoupment	(359)	133		(226)
Schools IT Network Development	(120)	60		(60)
ALN Reforms	(111)	27	(28)	(112)
NW Schools Framework	0		(12)	(12)
	<b>(2,198)</b>	<b>3,124</b>	<b>(480)</b>	<b>446</b>
<b>Grant &amp; Capital Related</b>				
Capital Schemes	(9,038)	5,930	(2,355)	(5,463)
Planning Delivery for Wales	(181)	17		(164)
Sustainable Waste Management	(3,347)			(3,347)
Revenue Grants Unapplied	(593)	343	(210)	(460)
External Funding Administration	(117)	1		(116)
	<b>(13,276)</b>	<b>6,291</b>	<b>(2,565)</b>	<b>(9,550)</b>
<b>Legal Obligations/Commitments</b>				
Town & County Planning Act (s.106) Requirements	(1,228)	63	(9)	(1,174)
Single Status	(294)			(294)
S.117 Mental Health Act	(52)			(52)
CESI Pooled Budget	(44)	6		(38)
Coroner	(170)		(69)	(239)
	<b>(1,788)</b>	<b>69</b>	<b>(78)</b>	<b>(1,797)</b>
<b>Social Care</b>				
Adult Social Care Reserve	(2,606)	1,866	(1,378)	(2,118)
Specialist PSS Placements	(591)	569	(500)	(522)
Care Home Fees	(358)			(358)
Social Care Amenity Fund	(14)			(14)
Local Safeguarding Children's Board	(97)	97		0
Modernising Social Care	(212)			(212)
Children with Disabilities	(104)	34	(9)	(79)
Health & Social Care Support Workers	(45)		(2)	(47)
	<b>(4,027)</b>	<b>2,566</b>	<b>(1,889)</b>	<b>(3,350)</b>
<b>Service &amp; Corporate</b>				
Environmental Services	(186)	8	(11)	(189)
Modernising Education	(93)		(88)	(181)
Leisure Strategy	(382)	9		(373)
Insurance Fund	(743)		(91)	(834)
Major Events Reserve	(69)	23	(21)	(67)
Elections	(113)		(10)	(123)
Risk Management Fund	(272)		(59)	(331)
IT Networks Development	(162)		(405)	(567)
IT Systems Development (EDRMS)	(80)	26		(54)
Delivering Change	(502)	382	(505)	(625)
Regeneration Project (VAT Refund)	(120)		(36)	(156)
Severe Weather (incorporating Winter Maintenance)	(922)	357		(565)
Major Highways Projects	(159)			(159)
LDP Future Costs	(87)		(20)	(107)
Design & Development	(120)			(120)
Area Member Reserve	(41)	26		(15)
Superannuation Recovery	(1,062)	5	(875)	(1,932)
Training Collaboration	(30)			(30)

**Appendix 4**

	<b>Balance at 31/03/2015 £000</b>	<b>Transfers Out 2015/16 £000</b>	<b>Transfers In 2015/16 £000</b>	<b>Balance at 31/03/2016 £000</b>
Finance & Legal Reserves	(100)	16		(84)
Signing Schemes	(62)	20	(44)	(86)
Corporate Plan	(2,050)	22	(2,488)	(4,516)
Resident Survey	(15)		(22)	(37)
Town Plans/Economic Development	(623)	432		(191)
Channel Shift	(125)	53	(5)	(77)
Digitisation Project	(23)	23		0
Revenues & Benefits	(402)			(402)
Budget Mitigation	(1,511)		(1,000)	(2,511)
Cefndy Enterprises	(140)		(1)	(141)
Facilities	(184)			(184)
Picturesque Project	(152)			(152)
Rhyl Waterfront	0		(150)	(150)
	<b>(10,530)</b>	<b>1,402</b>	<b>(5,831)</b>	<b>(14,959)</b>
<b>Total</b>	<b>(31,819)</b>	<b>13,452</b>	<b>(10,843)</b>	<b>(29,210)</b>

# Agenda Item 9

**Report To:** Cabinet

**Date of Meeting:** 6<sup>th</sup> June 2017

**Lead Officer:** Richard Weigh, Head of Finance

**Report Author:** Steve Gadd, Chief Accountant

**Title:** **Finance Report (May - including Budget Summary Book 2017/18)**

## 1. What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2017/18. 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 2017/18.

## 3. What are the Recommendations?

It is recommended that Members note the budgets set for 2017/18 and progress against the agreed strategy.

## 4. Report details

The Budget Summary Book for 2017/18 has been included as **Appendix 1** which provides details of the council's revenue budget including departmental budget summaries, an update of the Capital Plan as well as the Housing Revenue Account and Housing Capital Plan. The council's net revenue budget is £189.252m (£185.062m in 16/17).

Service efficiencies of £0.902m were agreed as part of the budget and a list of the savings is shown as **Appendix 2** and a summary by category of efficiency is included below. These efficiencies form part of 'business as usual' for services and therefore it is assumed that all efficiencies will be delivered. Any exceptions will be reported to Cabinet if required.

Category of Efficiency	£000	%age
Efficient Working	-235	26%
Reduction in Supplies and Services Spend (ancillary budgets)	-61	7%
Service Restructures	-93	10%
Staff Reductions (choice, eg retirement))	-346	38%
Technical Budget reduction (match budget to expenditure)	-167	19%
<b>Grand Total</b>	<b>-902</b>	<b>100%</b>

**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?**

Although at this stage there are no variances to report it is anticipated that a number of risks will need to be monitored carefully.

- **School Transport** – although a pressure of £0.300m was included in the budget for 2017/18, the effects of the implementation of the new policy will need to be monitored carefully throughout the year.
- **Social Care** – Both Childrens' and Adult's Social Care significantly overspent in 2016/17 due to a combination of ongoing demographic demand and inflationary pressures alongside adverse volatility in case numbers which varies year on year. Although significant resources have been invested in Community Support Services in particular both areas remain a cause for concern and will be monitored closely throughout the year.
- There also remains a number of demand-led and therefore volatile budgets such as Out of County Placements and Winter Maintenance. Reserves have been put in place to help manage annual variances, however they remain areas of risk in 17/18 and beyond and will be monitored closely.
- **Schools** - Although schools received protection of 1.85% (£1.173m) for 2016/17 they also had to find efficiency savings to fund inflationary pressures of approximately £2.5m. Schools had a net deficit balance of £1.056m last financial year which represented a reduction of £2.618m 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. Schools received total funding of £2.1m for 2017/18 which is more than both inflation and demographic growth and it is hoped the financial position for most schools will be consolidated during 2017/18, however the position will be monitored closely and reported to Members.

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

A Wellbeing Assessment was completed for the efficiency savings element of the budget proposals and was presented to Council on 31<sup>st</sup> January. The Assessment concluded that the efficiency proposals are either positive or neutral when assessed against the seven wellbeing goals.

**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. There were regular budget workshops held with elected members to examine service budgets and consider the budget proposals. 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 due to the investment in service pressures and the re-imburement of service reserves at year end it is hoped that these pressures will be contained in the current year. The position for both service will be monitored carefully and further considered as part of the budget process for 2018/19.

Forecasts indicate school balances will continue to decline and the position will be kept under close review. Not only are Education Finance working closely with schools to help develop robust plans, but chief and senior officers in Education and Finance meet regularly to review those plans and take remedial action if necessary.

**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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# **Budget Summary**

## **2017/18**

# Contents

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# INTRODUCTION & SUMMARY

The purpose of this Budget Book is to highlight to Members, Officers and other interested parties, how Denbighshire County Council proposes to spend its Revenue and Capital budgets. It will also give details of the Housing Revenue Account and the Housing Capital Budget for 2017/18.

The information presented in this booklet provides details of the direct costs of services which are under the control of budget holders. The budgets for 2016/17 have been restated here to take account of service re-structures in order to make comparisons more meaningful.

The Council's financial strategy is laid out in the Medium Term Financial Plan (MTFP). This is a rolling three-year financial strategy and helps provide the context for the current year's activity. The plan can be found on the Council's website.

## **Welsh Government (WG) Settlement 2017/18**

The Final Local Government Settlement for 2017/18 was received on 21<sup>st</sup> December 2017 and provided a cash increase of 0.62%. Although the Settlement provides for a cash increase, in real terms it is a cut as it takes no account of inflation or service demand pressures. For the funding position to have been neutral, the Settlement would have needed to be around +4%.

The final settlement showed a slight decrease in capital funding. The funding has been decreased by 0.12% (equivalent to around £0.006m) to £4.865m.

## **Revenue Budget 2017/18**

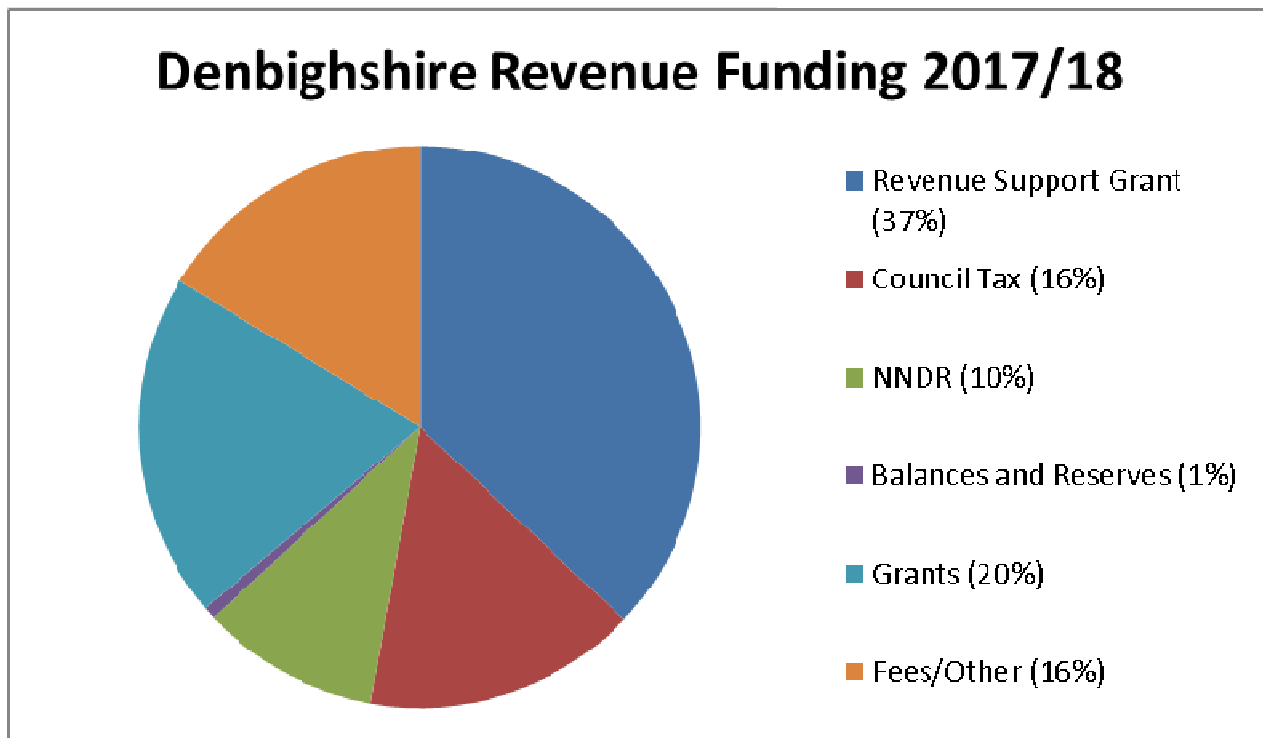
At the Council meeting on the 31 January 2017 members considered and approved Cabinet's budget proposals and resulting impact on Council Tax for next financial year.

The main features of the proposal included:

- A cash increase in the Council's Local Government revenue settlement from Welsh Government of 0.6%.
- A reduction in Welsh Government general capital funding of -0.12%.
- The provision of additional resources for the impact of some inflationary pressures.
- An increase in funding to schools of £1.9m.
- The provision of £0.750m in recognition of the continuing financial pressures facing social care.
- Inflationary pressures met by service efficiency savings of £0.902m, PFI/Capital Financing savings of £1.355m, use of balances and increased Council Tax funding.
- Investment of £0.2m in priority areas.
- Use of £2.122m reserves (£1.5m Budget Mitigation Reserve) and general balances (£0.622m)

The gross revenue budget for 2017/18 is £296.529m. The Council will generate or receive £48.340m in fees and charges and receive £58.937m in specific grants, leaving a net

revenue budget of £189.252m to be met from the Welsh Government and Council Tax payers. The Revenue Support Grant (RSG) for 2017/18 is £109.860m and the expected yield from Council Tax is £46.656m. The council's allocation from the National Non Domestic Rating (NNDR) pool is £30.614m. The budget of £189.252m is £3.632m above the Standard Spending Assessment of £185.620m – the Welsh Government's estimate of what is needed to provide a 'standard level of service'.



The build up for the budget is as follows:

	£000
<b>2016/17 Base Budget</b>	<b>185,062</b>
Protection & Inflation	5,852
Grants now included within or transferred out of the settlement	68
Targeted Efficiency Savings	(2,257)
New Responsibilities	327
Investment in priorities	200
<b>Net Revenue Budget 2017/18</b>	<b>189,252</b>

i) *Inflation*

A provision has been made for an increase in staff pay for 2017/18 to cover a 1% pay award. Increases have also been made to cover rising pension costs, the effect of the increase in the National Living Wage, the introduction of the Apprenticeship Levy, reductions in various welfare payments, an above inflationary increase in the Fire Service Levy and a projected significant increase in energy costs. It is also assumed that there will be small percentage increases in business rates for council properties and insurance.

It is assumed that services will absorb any other inflationary pressures.

i) *Schools Protection*

Since 2011/12 there has been a ministerial pledge to financially 'protect' school budgets. The mechanism for this has been to suggest that local authorities uplift school budgets by 1% more than the revenue 'block grant' to Wales. The council has always met this pledge and has actually exceeded the requirement over the period. The current settlement makes no reference to this pledge, however the council's budget proposals include additional funding of £1.9m for schools in 2017/18. Schools then have to absorb all inflationary pressures.

ii) *Grants transferred to and from the Settlement*

As part of the Revenue Settlement, the following grants were transferred into and out of the base:

	£000
<b>Transfers In:</b>	
Delivering Transformation Grant	94
Deprivation of Liberty Standards	6
Food Hygiene Rating Scheme	2
<b>Transfer Out:</b>	
Education Workforce Council Teachers Registration Fees	(34)
<b>Net Total</b>	<b>68</b>

iv) *Balancing the Budget*

A budget gap of £4.4m was identified for 2017/18. Saving proposals totalling £2.3m were agreed to meet this gap, including an ongoing commitment by services to achieve 1% efficiencies. The budget also includes the use of £2.1m of cash balances and reserves.

Page 7 shows the summary revenue budget by service for 2017/18 and 2016/17 with the following pages giving a more detailed breakdown of each service.

## **Balances**

The council has built up general balances of £7.608m at 31 March 2016, as well as a prudent level of specific reserves. The 2017/18 budget has been set using £2.1m of cash balances and reserves with agreement to use £1.4m for the following year. This is sustainable in the short-term but is not a long-term solution. The use of cash has to be recovered over future years but can and has been used to smooth the impact of funding reductions in a planned way.

## **Council Tax**

This year elected members agreed a Council Tax increase of 2.75%. Council Tax payable for each property band for services provided by Denbighshire County Council is detailed below:

<b>Tax Band</b>	<b>Council Tax 2017/18 £</b>	<b>Council Tax 2016/17 £</b>
A	794.17	772.90
B	926.54	901.72
C	1,058.90	1,030.53
D	1,191.26	1,159.35
E	1,455.98	1,416.98
F	1,720.71	1,674.62
G	1,985.43	1,932.25
H	2,382.52	2,318.70
I	2,779.61	2,705.15

### **Capital Plan 2017/18**

The Council has to account for its investment in its fixed assets separately from the day to day running of the organisation. Capital projects will buy, repair, refurbish and develop assets so they can continue to be used in the future.

The Welsh Government's capital settlement for 2017/18 has seen a decrease of 0.12% (£0.006m) compared to 2016/17. This continues the very poor capital settlements provided by the Welsh Government over the past seven years. In addition to this, future specific grants are likely to be set at a lower level than in previous years.

With the lack of capital investment from the Welsh Government, the Council has no choice but to continue to rely on its own resources to invest in key projects. This means earmarking resources to generate cash, using prudential borrowing or even selling assets to generate receipts.

Each year the Council produces a 3 year capital plan that details where it is likely to spend its funds. Every bid for capital resources is reviewed by the Strategic Investment Group (a group made up of elected members and senior officers) before being considered for inclusion in the Capital Plan. The Capital Plan for 2017/18 to 2019/20 was agreed by Council at its meeting on 14 February 2017. The Capital Plan summary is shown on page 16, together with a breakdown by service on page 17-19.

### **Housing Stock**

The Council has two roles in housing. The first is a statutory role to address homelessness in the County. The second is as the landlord of the Council's housing stock of approximately 3,417 dwellings. While the homelessness budget is included in the Council's general revenue budget, the housing stock has to be accounted for separately.

The budget for the housing stock is held in the Housing Revenue Account (HRA). By law this must be kept completely separate from other services. Council Tax cannot be used to fund any HRA expenditure nor can housing rents be used for anything other than housing services. The 2017/18 HRA Budget was approved by Cabinet on 24 January 2017. It is estimated it will spend £15.179m, funded by housing rents of £14.330m and other income of £0.534m. The housing capital plan for 2017/18 totals £10.057m to be spent on improving the housing stock, investment in acquisitions and new builds and other improvements.



The current Housing Stock Business Plan assumes a balance of £2m is maintained over the mid-term to mitigate against any future risks. This level of retained balance exceeds 10% of the annual revenue turnover and is deemed prudent and sensible in the current economic climate, allowing some scope in the event of any unforeseen circumstance arising over the short to mid- term of the Plan. Maintaining the balance at a manageable level reduces the need to extend the current level of borrowing with the resultant savings in annual capital financing costs. This strategy also allows for further scope in future years of the Plan to extend the borrowing requirement if needed but at the same time ensuring the Authority remains within the HRA Limit on Indebtedness as set by the Welsh Government.

The Council achieved the Welsh Housing Quality Standard to all the Housing Stock in September 2014. Capital spend has been included in the HSBP which ensure sufficient resources are available to continue to maintain this standard over the 30 year plan. The stock condition survey has identified repairs, maintenance and improvement costs for the next 30 years which have subsequently been built into the business plan.

A summary of the Housing Revenue Account is included in this Budget Book.

## **Conclusion**

The aim of the budget process is to ensure that the council delivers a balanced budget. The uncertainty over the level financial settlements in recent years has made financial planning in already difficult circumstances even more challenging. Whilst the revenue settlement for 2017/18 is better than the council had been led to believe it would be and this is clearly welcomed, there is still a lack of meaningful financial planning indications for the future.

It is likely that real terms funding reductions to local authorities in Wales will continue in the medium term and while the council will always endeavour to be more efficient to save money, this in itself may not be sufficient in future years.

Social care budget pressures are forecast to continue into the medium term and will present a challenge to the delivery of future budgets.

The budget proposals include the use of cash. This is sustainable in the short-term but is not a long-term solution. It merely buys time for the council to smooth the impact of funding reductions.

The co-operation and hard work of officers and members in preparing the budget is gratefully acknowledged.

**RICHARD WEIGH**  
**HEAD OF FINANCE (SECTION 151 OFFICER)**

## DENBIGHSHIRE COUNTY COUNCIL - REVENUE BUDGET

REVENUE BUDGET	
2017/18	2016/17
£	£

<b>SUMMARY COUNCIL REVENUE BUDGET</b>		
CUSTOMERS, COMMUNICATIONS AND MARKETING	2,719,148	2,695,689
FINANCE	2,914,573	2,888,374
EDUCATION AND CHILDRENS SERVICES	14,115,970	14,126,020
SCHOOLS	66,307,450	64,439,280
BUSINESS IMPROVEMENT AND MODERNISATION	4,574,600	4,572,241
LEGAL, HR & DEMOCRATIC SERVICES	2,432,429	2,396,015
FACILITIES, ASSETS AND HOUSING	7,531,928	6,962,531
HIGHWAYS & ENVIRONMENTAL SERVICES	17,367,334	17,064,946
PLANNING & PUBLIC PROTECTION	3,029,820	2,940,719
COMMUNITY SUPPORT SERVICES	32,389,117	31,218,298
<b>TOTAL SERVICES</b>	<b>153,382,369</b>	<b>149,304,113</b>
CORPORATE & MISCELLANEOUS	18,380,317	18,179,859
CAPITAL FINANCING	4,524,683	4,363,962
PRECEPTS & LEVIES	12,964,631	13,214,451
<b>TOTAL COUNCIL BUDGET</b>	<b>189,252,000</b>	<b>185,062,385</b>

**Appendix 1**  
**REVENUE BUDGET**  
**2017/18**      **2016/17**  
**£**                      **£**

<b>CUSTOMERS, COMMUNICATIONS AND MARKETING</b>		
<b>MANAGEMENT AND SUPPORT</b>	<b>146,677</b>	<b>144,543</b>
<b>DESTINATION MARKETING &amp; COMMUNICATION</b>		
CORPORATE COMMS	186,642	185,730
LLANGOLLEN INTERNATIONAL EIST.	6,080	6,080
TOURISM	343,147	342,128
CORPORATE PROJECTS	-14,130	-14,130
<b>TOTAL DESTINATION MARKETING &amp; COMMUNICATION</b>	<b>521,739</b>	<b>519,808</b>
<b>LIBRARIES &amp; ARTS SERVICES</b>		
LIBRARIES	1,051,400	1,036,822
HOME LIBRARY SERVICE	26,710	26,154
MANAGEMENT & SUPPORT	56,869	73,578
BIBLIOGRAPHY	37,231	37,231
Y CAPEL	47,130	45,412
ONE STOP SHOPS	608,212	593,070
BOOKSTART	2,786	2,786
<b>TOTAL LIBRARIES &amp; ARTS SERVICES</b>	<b>1,830,338</b>	<b>1,815,053</b>
<b>CUSTOMER SERVICES</b>		
CUSTOMER CARE	220,394	216,285
<b>TOTAL CUSTOMER SERVICES</b>	<b>220,394</b>	<b>216,285</b>
<b>TOTAL CUSTOMERS, COMMUNICATIONS AND MARKETING</b>	<b>2,719,148</b>	<b>2,695,689</b>

<b>FINANCE</b>		
<b>CENTRAL FINANCE</b>		
TREASURER & SUPPORT	392,477	389,457
ACCOUNTS	1,238,152	1,229,548
EXCHEQUER	431,944	417,369
<b>TOTAL CENTRAL FINANCE</b>	<b>2,062,573</b>	<b>2,036,374</b>
<b>REVENUES &amp; BENEFITS</b>		
REVENUES	1,516,374	1,516,374
COST OF COLLECTION	-664,374	-664,374
<b>TOTAL REVENUES &amp; BENEFITS</b>	<b>852,000</b>	<b>852,000</b>
<b>TOTAL FINANCE</b>	<b>2,914,573</b>	<b>2,888,374</b>

**Appendix 1**  
**REVENUE BUDGET**

	<b>2017/18</b>	<b>2016/17</b>
	<b>£</b>	<b>£</b>

<b>EDUCATION AND CHILDRENS SERVICES</b>		
<b>EDUCATION</b>		
MANAGEMENT & SUPPORT	34,351	33,557
ASSET MANAGEMENT	250,720	248,800
BUSINESS SUPPORT	222,265	218,898
MODERNISING EDUCATION	149,977	144,582
GOVERNOR SUPPORT	2,763	2,763
SCHOOL REORGANISATION COSTS	1,229,059	1,229,059
ALN & INCLUSION MANAGEMENT	2,547,059	2,510,220
RECOUPMENT & OCC	1,306,351	1,389,757
SI & I GRANTS	-1,315,405	-1,265,405
SCHOOL IMPROVEMENT	345,555	345,555
SCHOOL IMPROVEMENT & INCLUSION	1,108,269	1,101,048
<b>TOTAL EDUCATION</b>	<b>5,880,823</b>	<b>5,958,693</b>
<b>CHILDRENS SERVICES</b>		
FAMILY SUPPORT SERVICES	807,767	802,910
LOOKED AFTER CHILDREN SERVICES	3,371,167	3,384,167
OTHER CHILDRENS SERVICES	221,416	221,416
SAFEGUARDING & REVIEWING	278,487	274,178
SERVICE STRATEGY	3,325,236	3,255,748
YOUTH OFFENDING	231,074	228,908
<b>TOTAL CHILDRENS SERVICES</b>	<b>8,235,147</b>	<b>8,167,327</b>
<b>EDUCATION AND CHILDRENS SERVICES</b>	<b>14,115,970</b>	<b>14,126,020</b>

<b>SCHOOLS</b>		
<b>SCHOOLS - DELEGATED</b>	70,873,522	69,005,352
<b>SCHOOLS - NON DELEGATED</b>		
PRIM. ED. - NON DELEGATED	-1,899,312	-1,899,312
SECONDARY - NON DELEGATED	-2,710,444	-2,710,444
SPECIAL SCHOOLS - NON DELEG.	43,684	43,684
<b>TOTAL SCHOOLS - NON DELEGATED</b>	<b>-4,566,072</b>	<b>-4,566,072</b>
<b>TOTAL SCHOOLS</b>	<b>66,307,450</b>	<b>64,439,280</b>

**Appendix 1**  
**REVENUE BUDGET**  
**2017/18**      **2016/17**  
**£**                      **£**

<b>BUSINESS IMPROVEMENT AND MODERNISATION</b>		
<b>BUSINESS IMPROVEMENT AND MODERNISATION</b>		
INFORMATION MANAGEMENT	319,468	315,790
BIM MANAGEMENT TEAM	417,299	411,274
STRATEGIC PLANNING	345,083	346,298
CORPORATE PROGRAMME OFFICE	321,039	324,299
AUDIT	166,803	172,635
COMMUNITY SAFETY	28,795	28,107
<b>TOTAL BUSINESS IMPROVEMENT AND MODERNISATION</b>	<b>1,598,487</b>	<b>1,598,403</b>
<b>ICT</b>		
ICT MANAGEMENT	2,537,111	2,513,836
SERVICE DELIVERY SUPPORT	356,403	377,403
ICT INFRASTRUCTURE	82,599	82,599
<b>TOTAL ICT</b>	<b>2,976,113</b>	<b>2,973,838</b>
<b>TOTAL BUSINESS IMPROVEMENT AND MODERNISATION</b>	<b>4,574,600</b>	<b>4,572,241</b>

<b>LEGAL, HR &amp; DEMOCRATIC SERVICES</b>		
<b>LEGAL &amp; DEMOCRATIC SERVICES</b>		
MANAGEMENT & SUPPORT	164,839	159,135
ADMINISTRATION	365,175	425,901
COUNTY SOLICITORS	721,957	631,578
CIVICS	8,050	12,050
TRANSLATION	175,000	175,000
REGISTRAR - BIRTHS/DEATHS/MAR.	42,237	37,486
REGISTRATION OF ELECTORS	133,873	132,525
<b>TOTAL LEGAL &amp; DEMOCRATIC SERVICES</b>	<b>1,611,131</b>	<b>1,573,675</b>
<b>STRATEGIC HUMAN RESOURCES</b>		
MANAGEMENT & SUPPORT	-74,747	-62,747
TRAINING	53,253	52,310
OCCUPATIONAL HEALTH	27,289	26,021
EMPLOYEE RESOURCES & RELATIONS	772,561	764,116
TRAINEES	42,942	42,640
<b>TOTAL STRATEGIC HUMAN RESOURCES</b>	<b>821,298</b>	<b>822,340</b>
<b>TOTAL LEGAL, HR &amp; DEMOCRATIC SERVICES</b>	<b>2,432,429</b>	<b>2,396,015</b>

**Appendix 1**  
**REVENUE BUDGET**  
**2017/18**      **2016/17**  
**£**                      **£**

<b>FACILITIES, ASSETS AND HOUSING (EXCL HRA)</b>		
<b>LEISURE SERVICES</b>		
ARMS LENGTH ORGANISATIONS	14,407	16,824
LEISURE COMMERCIAL	2,175,478	1,743,117
STRATEGIC LEISURE	307,177	290,049
<b>TOTAL LEISURE SERVICES</b>	<b>2,497,062</b>	<b>2,049,990</b>
<b>MANAGEMENT &amp; SUPPORT</b>	<b>373,598</b>	<b>367,555</b>
<b>YOUTH SERVICES</b>	<b>530,060</b>	<b>524,637</b>
<b>PROCUREMENT</b>	<b>229,180</b>	<b>217,038</b>
<b>HEALTH AND SAFETY</b>	<b>169,885</b>	<b>164,603</b>
<b>FACILITIES</b>		
BUILDING CLEANING	127,006	79,664
CATERING	557,220	500,214
PUBLIC CONVENIENCES	293,923	293,482
OFFICE ACCOMMODATION	1,068,269	1,053,656
SCHOOL FACILITIES MGMT SECTION	2,635	-39
RECEPTION - FACILITIES MNGMNT	47,446	46,087
<b>TOTAL FACILITIES</b>	<b>2,096,499</b>	<b>1,973,064</b>
<b>PROPERTY</b>		
COASTAL FACILITIES	-164,187	-157,032
AGRICULTURAL ESTATES	-69,618	-71,645
MISCELLANEOUS PROPERTY	33,230	34,360
ALLOTMENTS	-5,166	-5,166
VALUATION & ESTATES	123,449	115,484
STRATEGIC ASSETS	264,847	258,727
FACILITIES & MAINTENANCE	1,232,525	1,220,287
DESIGN & CONSTRUCTION	80,589	65,873
HEALTH & SAFETY	178,000	178,000
PRINCIPAL PROPERTY MANAGER	420,260	499,636
INDUSTRIAL ESTATES	-458,285	-472,880
<b>TOTAL PROPERTY</b>	<b>1,635,644</b>	<b>1,665,644</b>
<b>TOTAL FACILITIES ASSETS AND HOUSING (EXCL HRA)</b>	<b>7,531,928</b>	<b>6,962,531</b>

**Appendix 1**  
**REVENUE BUDGET**  
**2017/18**      **2016/17**  
**£**                      **£**

<b>HIGHWAYS &amp; ENVIRONMENTAL SERVICES</b>		
<b>COUNTRYSIDE, CULTURE, HERITAGE</b>		
ENVIRONMENT - COUNTRYSIDE	648,510	657,772
CULTURE	187,770	187,334
HERITAGE	257,755	248,089
<b>TOTAL COUNTRYSIDE, CULTURE, HERITAGE</b>	<b>1,094,035</b>	<b>1,093,195</b>
<b>HIGH &amp; ENVIRONMENT SERV MANAGEMENT</b>		
DEPOTS	-57,505	132,244
MANAGEMENT	329,481	323,460
STORES MANAGEMENT	-81,012	27,835
<b>TOTAL HIGH &amp; ENVIRONMENT SERV MANAGEMENT</b>	<b>190,964</b>	<b>483,539</b>
<b>STRATEGIC HIGHWAYS</b>		
BRIDGES & STRUCTURES	281,943	279,909
EMERGENCY PLANNING	97,000	97,000
FLOOD RISK MANAGEMENT	31,535	29,416
HIGHWAYS ASSET MANAGEMENT	1,148,652	1,146,108
RIGHTS OF WAY	249,411	246,150
PUBLIC TRANSPORT	528,262	526,366
SCHOOL TRANSPORT	4,218,954	3,901,346
STREET WORKS	-89,004	-72,230
<b>TOTAL STRATEGIC HIGHWAYS</b>	<b>6,466,753</b>	<b>6,154,065</b>
<b>STREETSCENE</b>		
MANAGEMENT & ADMIN	926,581	689,412
COUNTYWIDE	724,038	730,458
STREETSCENE NORTH	1,721,204	1,738,343
STREETSCENE SOUTH	1,033,205	1,033,087
<b>TOTAL STREETSCENE</b>	<b>4,405,028</b>	<b>4,191,300</b>
<b>WASTE &amp; FLEET</b>		
FLEET	-40,163	-60,005
WASTE	4,456,275	4,410,745
<b>TOTAL WASTE &amp; FLEET</b>	<b>4,416,112</b>	<b>4,350,740</b>
<b>WORKS UNIT</b>		
MAJOR PROJECTS GROUP	-241,708	-221,238
STREET LIGHTING	1,036,150	1,013,345
<b>TOTAL WORKS UNIT</b>	<b>794,442</b>	<b>792,107</b>
<b>TOTAL HIGHWAYS &amp; ENVIRONMENTAL SERVICES</b>	<b>17,367,334</b>	<b>17,064,946</b>

**Appendix 1**  
**REVENUE BUDGET**  
**2017/18**      **2016/17**  
**£**                      **£**

<b>PLANNING &amp; PUBLIC PROTECTION</b>		
<b>TRAFFIC &amp; PARKING</b>		
TRAFFIC & PARKING MANAGEMENT	61,456	60,082
PARKING SERVICES	-700,268	-720,622
HIGHWAYS DEVELOPMENT CONTROL	113,695	110,636
ROAD SAFETY	321,317	314,313
TRAFFIC MANAGEMENT	299,290	297,256
<b>TOTAL TRAFFIC &amp; PARKING</b>	<b>95,490</b>	<b>61,665</b>
<b>PLANNING</b>		
HOUSING STRATEGY	68,466	67,155
RENOVATION GRANTS	42,523	36,877
RENEWAL SERVICES	5,434	3,817
PLAN. - MANAGEMENT & SUPPORT	322,144	346,051
DEVELOPMENT PLAN. & POLICY	254,639	249,521
CONSERVATION & IMPLEMENTATION	62,017	61,722
DEVELOPMENT CONTROL	54,537	43,156
BUILDING CONTROL	30,022	24,546
LAND CHARGES	-37,891	-38,755
<b>TOTAL PLANNING</b>	<b>801,891</b>	<b>794,090</b>
<b>PUBLIC PROTECTION</b>		
PUBLIC PROT. - MAN. & SUPPORT	249,019	243,597
FOOD SAFETY	234,122	227,115
COMMUNITY ENFORCEMENT	118,114	114,705
HEALTH & SAFETY - ENFORCEMENT	118,597	116,536
PUBLIC HEALTH	196,568	192,315
LICENSING	-69,818	-73,419
TRADING STANDARDS	277,257	272,075
HOUSING ENFORCEMENT	265,484	259,438
<b>TOTAL PUBLIC PROTECTION</b>	<b>1,389,343</b>	<b>1,352,362</b>
<b>ECONOMIC &amp; BUSINESS DEVELOPMENT</b>	<b>743,096</b>	<b>732,602</b>
<b>TOTAL PLANNING &amp; PUBLIC PROTECTION</b>	<b>3,029,820</b>	<b>2,940,719</b>



**Appendix 1**  
**REVENUE BUDGET**  
**2017/18**      **2016/17**  
**£**                      **£**

<b>COMMUNITY SUPPORT SERVICES</b>		
<b>BUSINESS SUPPORT</b>		
CLIENT SERVICES	619,215	602,514
RECEIVERSHIP PROVIDER	2,736	72
WORKFORCE DEVELOPMENT & ADMIN	2,857,975	2,796,219
CUSTOMER CONNECTIONS	936,814	962,508
WORK OPPORTUNITIES	201,516	227,721
	729,806	716,978
<b>TOTAL BUSINESS SUPPORT</b>	<b>5,348,062</b>	<b>5,306,012</b>
<b>LOCALITIES</b>		
LONG TERM LOCALITY NORTH	8,377,063	8,241,362
REABLEMENT	633,667	664,605
LONG TERM SOUTH	4,892,141	4,814,219
TELECARE STORES	194,689	167,531
SUPPORTED INDEPENDENT LIVING	8,827	-195
SINGLE POINT OF ACCESS	79,588	119,903
<b>TOTAL LOCALITIES</b>	<b>14,185,975</b>	<b>14,007,425</b>
<b>COMMUNITIES AND WELLBEING</b>		
CARERS SERVICE	229,887	229,173
COMMISSIONING	107,895	145,397
COMMUNITY DEVELOPMENT	58,273	57,103
OPERATION STRATEGY	2,560	24,560
VOLUNTARY ORGANISATIONS AND GRANTS	561,023	561,023
WELFARE RIGHTS	507	507
HOUSING SUPPORT	622,773	462,754
<b>TOTAL COMMUNITIES AND WELLBEING</b>	<b>1,582,918</b>	<b>1,480,517</b>
<b>SPECIALIST SERVICES</b>		
COMMUNITY CARE	4,532,104	4,532,104
COMMUNITY LIVING	4,238,325	3,488,325
MENTAL HEALTH	2,642,525	2,626,382
STAFFING	974,160	947,705
<b>TOTAL SPECIALIST SERVICES</b>	<b>12,387,114</b>	<b>11,594,516</b>
<b>CEFNDY HEALTHCARE</b>	<b>0</b>	<b>0</b>
<b>ADULT CENTRAL SERVICES</b>		
ADULT SERVICES	-633,808	-594,158
OTHER ADULT SERVICES	-481,144	-576,014
<b>TOTAL ADULT CENTRAL SERVICES</b>	<b>-1,114,952</b>	<b>-1,170,172</b>
<b>TOTAL COMMUNITY SUPPORT SERVICES</b>	<b>32,389,117</b>	<b>31,218,298</b>

**Appendix 1**  
**REVENUE BUDGET**  
**2017/18**      **2016/17**  
**£**                      **£**

<b>CORPORATE &amp; MISCELLANEOUS</b>		
<b>COUNCIL TAX BENEFITS</b>	<b>9,116,772</b>	<b>9,166,772</b>
<b>CORPORATE BUDGETS</b>		
CONTINGENCY	450,000	50,000
CHIEF EXEC. - SECRETARIAT	181,644	178,436
UNISON	25,241	24,911
CORONERS	184,560	212,093
CORPORATE DIRECTORS	259,940	275,535
MEMBERS	971,784	964,784
ELECTIONS	26,660	26,660
RHYL WATERFRONT DEVEL PROJECT	204,422	0
CORPORATE EMERGENCY PLANNING	1,500	1,500
CORPORATE ITEMS	638,082	646,081
CORPORATE INVESTMENT & CONTINGENCIES	4,634,545	4,847,235
CENTRALLY HELD BUDGETS	1,685,167	1,785,852
<b>TOTAL CORPORATE BUDGETS</b>	<b>9,263,545</b>	<b>9,013,087</b>
<b>TOTAL CORPORATE &amp; MISCELLANEOUS</b>	<b>18,380,317</b>	<b>18,179,859</b>

**Position to end January 2017**

## General Capital Plan

**Capital Expenditure**

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

2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
18,835	9,946	242	171
19,917	15,572	937	0
184	500	500	500
<b>38,936</b>	<b>26,018</b>	<b>1,679</b>	<b>671</b>

**Capital Financing**

**External Funding**  
**Receipts and Reserves**  
**Prudential Borrowing**  
**Unallocated Funding**

**Total Capital Financing**

2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s
15,730	15,258	5,286	4,869
13,611	2,567	138	
9,595	8,193	624	171
0	0	(4,369)	(4,369)
<b>38,936</b>	<b>26,018</b>	<b>1,679</b>	<b>671</b>

## Corporate Plan

Revised February 2016

**Approved Capital Expenditure included in above plan**

Cefndy Healthcare Investment  
 Extra Care  
 Highways Maintenance and bridges  
 Bridges  
 New Ruthin School  
 Feasibility Study - Carreg Emlyn  
 Llanfair New School  
 Rhyl High School  
 Ysgol Bro Dyfrdwy - Dee Valley West Review  
 Bodnant Community School  
 Ysgol Glan Clwyd  
 Faith Based Secondary

**Estimated Capital Expenditure****Total Estimated Payments****Approved Capital Funding included in above plan**

External Funding  
 Receipts and Reserves  
 Prudential Borrowing

**Estimated Capital Funding**

External Funding  
 Receipts and Reserves  
 Prudential Borrowing

**Total Estimated Funding**

Position to January 2017

<b>HEAD OF SERVICE CAPITAL PROGRAMME SUMMARY</b>	<b>2016/17 Estimated Programme £000</b>	<b>2017/18 Estimated Programme £000</b>	<b>2018/19 Estimated Programme £000</b>	<b>2019/20 Estimated Programme £000</b>
Economic and Business Development	4,352	477		
Highways and Environmental Services	7,448	6,568		
Education and Childrens Services	19,839	14,864	937	
Customers, Communication and Marketing	112			
Planning and Public Protection	3,760	1,310		
Facilities, Assets and Housing	1,837	1,386		
Business Improvement and Modernisation	964	277	242	171
Community Support Services	287	570		
Legal, HR and Democratic Services	153	66		
Contingency	184	500	500	500
<b>TOTAL HEAD OF SERVICE SUMMARY</b>	<b>38,936</b>	<b>26,018</b>	<b>1,679</b>	<b>671</b>

<b>CAPITAL PROGRAMME DETAILS OF SCHEMES</b>	<b>2016/17 Estimated Programme £000</b>	<b>2017/18 Estimated Programme £000</b>	<b>2018/19 Estimated Programme £000</b>	<b>2019/20 Estimated Programme £000</b>
<b>Economic and Business Development</b>				
Rhyl Harbour Development	60			
Rhyl Waterfront Development	3,500	277		
Business Development Grants	17			
Community Projects	20			
Vibrant and Viable Places Grant	650			
West Rhyl Housing Improvement Programme - Main Programme works	105	200		
<b>Total Economic and Business Development</b>	<b>4,352</b>	<b>477</b>	<b>0</b>	<b>0</b>
<b>Highways and Environmental Services</b>				
Playgrounds	16			
Loggerheads - Car Park Extension	309			
Streetscene vehicles	151			
Highways Maintenance and Other	3,301	3,190		
Bridges	227	220		
Rights of Way	98			
Asset Management	59			
Street Lighting	198			
Street Lighting - Rechargeable energy reduction measures	30			
Street Lighting - Sustainable LED Lighting	226	269		
Coastal Defence - Inspections and Essential maintenance	246	50		
Coastal Defence - West Rhyl Ph 3	214			
East Rhyl Coastal Defence Scheme	20	2,639		
Coastal Floods 2013	165			
Rhyl Yacht Club Replacement Wall - Project Appraisal	130			
Rhyl Golf Club - Coastal Defence Phases 1 - 4	710	200		
Flood Prevention Schemes - Denbigh and others	272			
Flood prevention Scheme - Dyserth Design & Development	101			
Glasdir Flood Bund	18			
Lon Parcwr Depot - Improvement Works	57			
Vehicles, Plant and Equipment	900			
<b>Total Highways and Environmental Services</b>	<b>7,448</b>	<b>6,568</b>	<b>0</b>	<b>0</b>
<b>Education and Childrens Services</b>				
Schools Capital Maintenance	2,240	2,025		
School Safeguarding	30			
School Workplace Transport	70			
DDA Works	58			
Ysgol Plas Brondyffryn - Entrance Remodelling	13			
Transforming 3-18 Welsh Medium Education in North Denbighshire	59			
21st Century Schools - Ysgol Bro Dyfrdwy -Ext. and Refurb	33			
21st Century Schools - Rhyl New school Build	2,585	340		
21st Century Schools - Bodnant Community School - Ext. and Refurb.	928	43		
21st Century Schools - Ysgol Glan Clwyd - Ext. and Refurb.	9,328	3,806	569	
21st Century schools - Rhos Street and Ysgol Penbarras	3,898	6,891	368	
21st Century schools - Llanfair - New school build	29	407		
21st Century Schools - Ysgol Carreg Emlyn Feasibility/Design	273			
21st Century Schools - Faith School	81	1,352		
Adaptations to Foster Carer Homes	214			
<b>Total Education and Childrens Services</b>	<b>19,839</b>	<b>14,864</b>	<b>937</b>	<b>0</b>
<b>Customers, Communication and Marketing</b>				
Prestatyn Library - Re-location	15			
Prestatyn Nova - Works to Car Park	97			
<b>Total Customers, Communication and Marketing</b>	<b>112</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>CAPITAL PROGRAMME DETAILS OF SCHEMES</b>	<b>2016/17 Estimated Programme £000</b>	<b>2017/18 Estimated Programme £000</b>	<b>2018/19 Estimated Programme £000</b>	<b>2019/20 Estimated Programme £000</b>
<b>Planning and Public Protection</b>				
Housing Improvement Grants	1,716	1,200		
Renewal Areas	1,014			
Maximising ECO - Private Sector Housing Phase 2	144			
Town and Country Planning - Section 106	51			
Traffic Block Allocation	178	110		
Car Parks	46			
Local Transport Fund 2016/17	257			
Safe Routes in Communities 2016/17	263			
Local Road Safety 2016/17	91			
<b>Total Planning and Public Protection</b>	<b>3,760</b>	<b>1,310</b>	<b>0</b>	<b>0</b>
<b>Facilities, Assets and Housing</b>				
Agricultural Estates	293	140		
Asbestos	351	50		
DDA works/Equalities	42	20		
Property Block Allocation	650	1,050		
Fire Risk Assessment Works - Public Buildings	28	20		
Asset Energy and Carbon Efficiency Programme	60			
Essential H & S Works (capital receipts)	20			
Energy Efficient Lighting schemes	65			
Radon Gas Exposure Monitoring	5			
Brighton Road Office Closure	313			
Haul Road, Prestatyn - Informal Wildlife Area	10			
Health and Safety Works - School Kitchens		46		
Public Conveniences Refurbishment Programme		60		
<b>Total Facilities, Assets and Housing</b>	<b>1,837</b>	<b>1,386</b>	<b>0</b>	<b>0</b>
<b>Business Improvement and Modernisation</b>				
ICT Strategy - Phase 2	822	277	242	171
Town and Area Plans	142			
<b>Total Business Improvement and Modernisation</b>	<b>964</b>	<b>277</b>	<b>242</b>	<b>171</b>
<b>Community Support Services</b>				
Minor Adaptations, Community Equipment and Telecare	248	220		
PARIS Enhancements	19	40		
Cefndy Healthcare Investment		103		
Cysgod y Gaer - Biomass		127		
Extra Care - Denbigh	19	80		
Extra Care - Corwen	1			
<b>Total Community Support Services</b>	<b>287</b>	<b>570</b>	<b>0</b>	<b>0</b>
<b>Legal, HR and Democratic Services</b>				
Legal Estate Improvement project		21		
Rhyl Resister Office - Relocation to Rhyl Town Hall	50	45		
County Hall, Ruthin - Improvements to Council Chamber	103			
<b>Total Legal, HR and Democratic Services</b>	<b>153</b>	<b>66</b>	<b>0</b>	<b>0</b>
<b>Contingency</b>	<b>184</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Total Capital Plan Services</b>	<b>38,936</b>	<b>26,018</b>	<b>1,679</b>	<b>671</b>

## HOUSING REVENUE ACCOUNT (HRA) & HOUSING CAPITAL PLAN SUMMARY BUDGET 2017/18

### Introduction

At its meeting on 24 January 2017, Cabinet adopted the revenue budget and capital plan for the Housing Revenue Account. By adopting the budget, rent increases for dwellings and garages were agreed in accordance with rent setting policy with effect from Monday 3 April 2017.

### Housing Revenue Budget

The 2017/18 HRA budget adopted by Cabinet is shown in the next page and has been calculated on the following basis:

- There have been 9 Right to Buy (RTB) Sales in 2016/17. The Business Plan has been tested with the assumption of no sales in future and there is no detrimental effect on the plan.
- 2 former council homes have been purchased during the year.
- A programme of new build has been assumed in the HSBP for planning purposes until specific schemes are delivered.
- **Welsh Government Rent Policy** - Welsh Government developed a policy for social housing rents that will be applied consistently by all social landlords and reflect the type; size; location and quality of the Landlord's properties. The mechanism for uplifting rents is based on the following:
  - Between 2015/16 and 2018/19, the annual uplift is CPI plus 1.5%, plus up to £2 per week for individual tenants, where a landlord is seeking to bring its average weekly rent within the 'target rent band' (Target rent is the Government's calculation of what average rents for housing association and council tenants should be.)
  - The only exception to this would be where CPI falls outside a range of between 0% and 4%. Where this occurs, a Ministerial decision will be required on the level of rent increase to be applied in that year

In December 2016 the Welsh Government confirmed the uplift as previously agreed. This means that the rent uplift is 2.5% (CPI + 1.5%) plus £2 (where applicable).
- The Housing Stock Business Plan remains both viable and robust and the assumptions made are prudent.

### Housing Capital Plan

Capital spend has been included in the HSBP which ensure sufficient resources are available to continue to maintain this standard over the 30 year plan. The stock condition survey has identified repairs, maintenance and improvement costs for the next 30 years which have subsequently been built into the business plan.

## HOUSING REVENUE ACCOUNT BUDGET 2017/18

2015/16 Final Outturn £		2016/17		2017/18
		Budget £	Forecast Out-turn £	Proposed Budget £
	<b><u>EXPENDITURE</u></b>			
2,225,141	Supervision & Management - General	2,418,597	2,437,483	2,503,284
370,100	Supervision & Management - Service Charges	427,271	423,968	399,870
593	Welfare Services	0	0	0
3,001,464	Repairs and Maintenance	3,191,157	3,838,281	3,883,526
<b>5,597,298</b>	<b>Total Housing Management</b>	<b>6,037,025</b>	<b>6,699,732</b>	<b>6,786,680</b>
6,001,985	Item 8 Capital Charges	6,016,334	5,981,681	6,601,569
1,405,066	Capital Funded from Revenue	1,821,480	1,703,061	1,709,824
0	Subsidy	0	0	0
-10,302	Provision for Bad Debts	134,050	34,118	80,888
<b>12,994,047</b>	<b>Total Expenditure</b>	<b>14,008,889</b>	<b>14,418,592</b>	<b>15,178,961</b>
	<b><u>INCOME</u></b>			
13,224,121	Rents (net of voids)	13,734,736	13,611,508	14,329,877
341,886	Service Charges	342,888	339,585	349,001
166,965	Garages	178,439	166,429	175,057
13,484	Interest on Balances & Other Income	10,100	11,891	10,355
<b>13,746,456</b>	<b>Total Income</b>	<b>14,266,163</b>	<b>14,129,413</b>	<b>14,864,290</b>
<b>752,409</b>	<b>Surplus / Deficit (-) for the Year:</b>	<b>257,274</b>	<b>-289,179</b>	<b>-314,671</b>
1,851,441	Balance as at start of year ~ General	2,603,850	2,603,850	2,314,671
2,603,850	Balance as at end of year ~ General	2,861,124	2,314,671	<b>2,000,000</b>



# HOUSING STOCK BUSINESS PLAN 2016/17 - 2020/21

SUMMARY	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
<b>CAPITAL EXPENDITURE</b>					
Planned Improvements	6,871	6,004	6,108	6,627	4,526
New Build	0	2,248	4,802	2,901	6,229
Acquisition of existing properties/land	3,838	1,325	0	650	0
Other improvements	475	480	489	770	785
	<b>11,184</b>	<b>10,057</b>	<b>11,399</b>	<b>10,948</b>	<b>11,540</b>
<b>CAPITAL FUNDING</b>					
Major Repairs Allowance	2,420	2,420	2,420	2,420	2,420
Usable Capital Receipts	177	20	1,100	0	0
Capital Funded From Revenue	1,703	1,705	1,053	1,245	785
Prudential Borrowing	6,884	5,912	6,826	7,283	8,335
	<b>11,184</b>	<b>10,057</b>	<b>11,399</b>	<b>10,948</b>	<b>11,540</b>
<b>REVENUE EXPENDITURE</b>					
Management ~ General	2,861	2,899	2,975	3,074	3,184
Repairs & Maintenance	3,838	3,878	3,929	4,005	4,151
Capital Funded From Revenue	1,703	1,705	1,053	1,245	785
Provision for Bad Debts	34	81	137	139	140
Capital Financing Costs	5,981	6,601	7,061	7,586	8,157
	<b>14,417</b>	<b>15,164</b>	<b>15,155</b>	<b>16,049</b>	<b>16,417</b>
<b>REVENUE INCOME</b>					
Rental Income	13,801	14,516	14,817	15,716	16,079
Voids	-191	-199	-203	-216	-221
Service Charges	340	349	352	356	360
Garage Income	166	174	178	183	189
Interest on Balances	12	11	11	10	10
	<b>14,128</b>	<b>14,851</b>	<b>15,155</b>	<b>16,049</b>	<b>16,417</b>
<b>BALANCES</b>					
Balance brought forward	2,604	2,315	2,002	2,002	2,002
Surplus / Deficit (-) For Year	-289	-313	0	0	0
Balance carried forward	<b>2,315</b>	<b>2,002</b>	<b>2,002</b>	<b>2,002</b>	<b>2,002</b>

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# Summary of Efficiencies 2017/18

## Appendix 2

Ref	Service	Efficiency Title	Category	2017/18 £000
CCM E001	Customers, Communications and Marketing	Staff Efficiencies	Staff Reductions (Choice)	-25
ECS E001	Education and Children's Service	Retirement of officer in school effectiveness and performance	Staff Reductions (Choice)	-44
ECS E002	Education and Children's Service	Reduction in Out of County placements budget to match expenditure	Technical Budget reduction (match budget to expenditure)	-50
ECS E003	Education and Children's Service	Savings as a result of service restructure	Service Restructures	-48
BIM E001	Business Improvement and Modernisation	Reduction in Service support budgets in BT&ICT	Reduction in Supplies and Services Spend (ancillary budgets)	-39
BIM E002	Business Improvement and Modernisation	Reduced hours in Internal Audit	Staff Reductions (Choice)	-11
BIM E003	Business Improvement and Modernisation	Savings in ancillary budgets (SPT and Corporate Information)	Reduction in Supplies and Services Spend (ancillary budgets)	-15
BIM E004	Business Improvement and Modernisation	Increase in fee earning for Programme Office	Technical Budget reduction (match budget to expenditure)	-10
LHD E001	Legal, HR and Democratic Services	HR - Childcare Vouchers Admin. Fee reduction 3-4%, will be 0.3%	Technical Budget reduction (match budget to expenditure)	-12
LHD E002	Legal, HR and Democratic Services	HR - Licence fee saving from previous learning platform; t/f to free NHS e-Learning Platform	Technical Budget reduction (match budget to expenditure)	-12
FAH E001	Facilities, Assets and Housing	Realignment of budgets and streamlining of service delivery models	Staff Reductions (Choice)	-83
FIN E001	Finance	Reduction in FTE numbers in management accounts (through vacancy management)	Staff Reductions (Choice)	-23
HES E001	Highways and Environmental Services	Waste - Staff Restructure	Efficient Working	-50
HES E003	Highways and Environmental Services	Kerbside Green waste round rationalisation	Efficient Working	-75
HES E004	Highways and Environmental Services	Realignment of Countryside Information/Interpretation duties	Efficient Working	-19
HES E005	Highways and Environmental Services	Non replacement of a part time post in Streetscene	Staff Reductions (Choice)	-32
HES E007	Highways and Environmental Services	Increased enforcement activity & lower costs - streetworks service	Staff Reductions (Choice)	-20
HES E008	Highways and Environmental Services	Flexible Retirement within Archaeology service	Staff Reductions (Choice)	-8
PPP E001	Planning and Public Protection	Housing strategy grant contribution no longer required (SARTH)	Technical Budget reduction (match budget to expenditure)	-6

## Summary of Efficiencies 2017/18

## Appendix 2

Ref	Service	Efficiency Title	Category	2017/18 £000
PPP E002	Planning and Public Protection	Development Management postage costs	Technical Budget reduction (match budget to expenditure)	-3
PPP E003	Planning and Public Protection	Mineral & Waste Management Contribution to Regional Collaboration	Technical Budget reduction (match budget to expenditure)	-10
PPP E004	Planning and Public Protection	Service wide Software rationalisation	Reduction in Supplies and Services Spend (ancillary budgets)	-7
PPP E005	Planning and Public Protection	Kennelling Fee Reduction	Technical Budget reduction (match budget to expenditure)	-3
CSS E001	Community Support Services	Re-prioritisation of workload in the Customer Connections Team	Efficient Working	-30
CSS E003	Community Support Services	Review of administration	Efficient Working	-39
CSS E004	Community Support Services	Management structure review - Communities & Wellbeing	Staff Reductions (Choice)	-60
CSS E005	Community Support Services	Reduction in match-funding for SCWDP	Technical Budget reduction (match budget to expenditure)	-11
CSS E006	Community Support Services	Rationalisation of Older People's Strategy costs through sub-regional work or change to internal arrangements	Efficient Working	-22
CSS E007	Community Support Services	Reduce Commissioning Team	Staff Reductions (Choice)	-40
CSS E008	Community Support Services	Restructure Reablement Management Team	Service Restructures	-45
CSS E009	Community Support Services	External grant funding (Intermediate Care Fund) to replace base budget. The ICF contributes to the CSS Budget funding for SPOA	Technical Budget reduction (match budget to expenditure)	-50
				<b>-902</b>

## Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
<b>18 July</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Richard Weigh
	2	Bodelwyddan Castle	To consider the future of Bodelwyddan Castle	Tbc	Jamie Groves / Rebecca Williams / Gerald Thomas
	3	21st Century Schools Programme – Band B Proposals	To seek approval of Denbighshire’s Strategic Outline Programme for Band B of the 21st Century Schools Programme for submission to the Welsh Government	Yes	Karen Evans
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention	Tbc	Scrutiny Coordinator
<b>26 Sept</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention	Tbc	Scrutiny Coordinator

## Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
<b>24 Oct</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>21 Nov</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>12 Dec</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	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

## Cabinet Forward Work Plan

<i>Meeting</i>	<i><b>Deadline</b></i>	<i>Meeting</i>	<i><b>Deadline</b></i>	<i>Meeting</i>	<i><b>Deadline</b></i>
<i>July</i>	<i><b>4 July</b></i>	<i>September</i>	<i><b>12 September</b></i>	<i>October</i>	<i><b>10 October</b></i>

Updated 12/05/17 - KEJ

Cabinet Forward Work Programme.doc

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