

To: Members of the Cabinet

Date: 12 July 2017

Direct Dial: 01824712568

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 18 JULY 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

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

3 URGENT MATTERS

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

4 MINUTES (Pages 7 - 14)

To receive the minutes of the Cabinet meeting held on 6 June 2017 (copy enclosed).

5 DENBIGHSHIRE LEARNER TRANSPORT POLICY (Pages 15 - 60)

To consider a report by Councillor Huw Hilditch-Roberts, Lead Member for Education, Children and Young People (copy enclosed) recommending adoption of Denbighshire's new Learner Transport Policy from 1 September 2018.

6 21ST CENTURY SCHOOLS PROGRAMME - BAND B PROPOSALS
(Pages 61 - 104)

To consider a report by Councillor Huw Hilditch-Roberts, Lead Member for Education, Children and Young People (copy enclosed) seeking approval of the draft Strategic Outline Programme for the 21st Century Schools and Education Programme to Welsh Government for consideration.

7 APPOINTMENT OF MEMBERS TO OUTSIDE BODIES (Pages 105 - 110)

To consider a report by Councillor Hugh Evans, Leader and Lead Member for Economy and Corporate Governance (copy enclosed) on the review and appointment of members to outside bodies.

8 ASSET MANAGEMENT STRATEGY (Pages 111 - 176)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) presenting the Asset Management Strategy for approval and adoption.

9 STRATEGIC INVESTMENT GROUP - TERMS OF REFERENCE (Pages 177 - 180)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) seeking approval of the amended Terms of Reference for the Strategic Investment Group.

10 FINANCE REPORT (Pages 181 - 194)

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

11 CABINET FORWARD WORK PROGRAMME (Pages 195 - 196)

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

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

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

12 BODELWYDDAN CASTLE (Pages 197 - 210)

To consider a confidential report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) regarding the future of Bodelwyddan Castle.

MEMBERSHIP

Councillors

Hugh Evans
Bobby Feeley
Huw Hilditch-Roberts
Richard Mainon

Tony Thomas
Julian Thompson-Hill
Brian Jones
Mark Young

COPIES TO:

All Councillors for information
Press and Libraries
Town and Community Councils

This page is intentionally left blank

LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

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

Denbighshire County Council

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

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

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

This page is intentionally left blank

CABINET

Minutes of a meeting of the Cabinet held in the Council Chamber, County Hall, Ruthin on Tuesday, 6 June 2017 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for Economy, Planning and Regulation; Bobby Feeley, Lead Member for Well-being and Independence; Huw Hilditch-Roberts, Lead Member for Children and Young People; Richard Mainon, Lead Member for Customer Services, Community Engagement and Digital; Tony Thomas, Lead Member for Housing, Environment Services and Public Realm, and Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets

Observers: Councillors Joan Butterfield, Martyn Holland, Huw Jones, Pat Jones, Barry Mellor, Glenn Swingler

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), Business Improvement and Modernisation (AS), Education and Children's Services (KE); Principal Education Support Manager (GD); Programme Manager (JC); Framework Manager (TS); Strategic Planning Team Manager (NK) and Committee Administrator (KEJ)

POINTS OF NOTICE

The Leader –

- welcomed everyone to the first Cabinet meeting of the new Council and reported that the meeting would be webcast
- advised that one minute's silence would be observed at 11.00 a.m. in remembrance of the victims of the events in London, and
- the six Cabinet members present were introduced and details given as to their portfolios. It was explained that the two remaining Cabinet seats had been offered to the Plaid Cymru Group but those appointments needed to be ratified by their National Executive. In the interim the Leader and Councillor Julian Thompson-Hill would lead on the two remaining portfolios Highways and Sustainable Travel and Corporate Standards respectively.

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 March 2017 were submitted.

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

5 PROPOSED NEW 3 - 16 CATHOLIC SCHOOL IN RHYL

Councillor Huw Hilditch-Roberts presented the report on the findings of the formal consultation on the proposal and sought approval of the publication of a statutory notice to close St. Mary's Catholic Primary School (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.

Councillor Hilditch-Roberts introduced the Right Reverend Peter Brignall, Bishop of Wrexham and thanked him for his support within the process. Details of the formal consultation undertaken by the Council in partnership with the Diocese of Wrexham had been included in the report and Councillor Hilditch-Roberts was pleased to report on the positive reaction from all sectors with an overwhelming response in favour of the proposal. He also took the opportunity to highlight the benefits of the proposal in terms of the new model of curriculum delivery. Having considered the consultation findings it was recommended that Cabinet proceed with the next steps which included publication of a statutory notice based on the current proposal.

At the Leader's invitation the Right Reverend Peter Brignall addressed Cabinet and expressed support for the proposal on behalf of the Diocese of Wrexham. He commended the proposal to Cabinet as an exciting project highlighting the opportunities that the new school would provide for those wishing for a faith based education within the area and he looked forward to its progression.

The Leader welcomed the report which demonstrated the Council's continued commitment to invest in education within the county and he paid tribute to the hard work involved in developing the proposal to date. Cabinet echoed those sentiments and was pleased to support progression of the proposal to the next stage. It was noted that the current budget estimate for the project was £23.8m and there was a small element of risk given that the Council had to provide initial funds to develop the business case before Welsh Government would commit to its funding share.

Further discussion focused on the following –

- clarification was sought regarding the merits of the new 3 – 16 model as a positive offer. Officers referred to the whole ethos and spirit of faith education around nurture and inclusion and advised that education for all learners could be configured so that the curriculum could be delivered appropriately in terms of

age requirements whilst the values of the school continued right through so that the transition between primary and secondary provision was seamless. There would be one leadership team managing curriculum and operational delivery of the school which was conducive to the spirit of the new curriculum. The new model would also support quality delivery of teaching and learning and enhance opportunities and in-house training. A 3 – 18 model operated successfully at St. Brigid's, Denbigh and the 3 – 16 model operated successfully in other areas

- whilst the outcome of the Well-being Impact Assessment was positive, it had focused primarily on the physical environment in terms of resilience with less emphasis on individuals in the community and within the school. Officers advised that the model itself would strengthen resilience by supporting skills development and qualification attainment which would leave pupils far better equipped given the environment which was being created. Councillor Hilditch-Roberts confirmed that future Well-being Impact Assessments would include more detail about the impact on people as well as the physical environment.

Councillor Joan Butterfield also welcomed the project which she felt was integral to the regeneration of Rhyl and thanked all those involved for their commitment and perseverance in progressing the proposal.

RESOLVED that Cabinet –

- notes 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;*
- approves 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 31st August 2019; and the Diocese of Wrexham to establish a new 3 – 16 Catholic School on the existing site from the 1st September 2019, and*
- confirms it has read, understood and taken account of the Well-being Impact Assessment as part of its consideration.*

6 RENEWAL OF NORTH WALES CONSTRUCTION FRAMEWORK

Councillor Julian Thompson-Hill presented the report seeking approval to commence procurement of the second phase of the North Wales Construction Framework (NWCF) to be effective following expiry of the first phase in May 2018. A further report would be presented to Cabinet on the outcome of that procurement exercise.

The NWCF was a partnership between the six North Wales councils, of which Denbighshire had the lead role, and provided a streamlined and cost effective mechanism to secure contractors to build new schools and other public buildings. There were currently six contractors on the NWCF with twenty projects being progressed across the region with a value in excess of £200m. Details of Denbighshire projects had been included within the report together with community benefits secured under the NWCF with investment in local skills and the economy.

It was noted that 80% of the supply chain spending came from within a 30 mile radius of projects. Reference was made to the existing NWCF arrangements and how to build on that success in terms of benefits and savings for the second phase.

Key changes to the new framework included –

- reduction of the financial thresholds for contracts which would increase the number of local contractors on the framework
- maximising delivery of community benefits such as training requirements and developing local supply chains, and
- introducing a framework charging fee to reduce the cost of the framework to the local authorities, whereby contractors would be charged a fee per project won

Due to the increase in work involved it was proposed to expand the current team slightly and provision in the budget had already been made. Finally reference was made to the Well-being Impact Assessment with a positive impact on all areas and a good sustainability rating.

Cabinet noted the success of the framework and commended the Framework Management Team who had won national awards for their work in the construction industry. Members considered the approach to procure the second phase and discussed the following issues in more detail –

- most of the current contractors were not based locally and it was explained that the framework had initially been established to deal with large projects for which many local contractors did not have the capacity to deliver. However within the supply chain a significant amount had been carried out by local firms and much work had been carried out with local contractors to make it easier for them to be considered for contracts and develop local companies where gaps in the supply chain existed. It was also anticipated that a significant number of local contractors would qualify for the framework as a result of the proposed reduction in the financial thresholds for contracts in the second phase
- the current framework had been in operation since 2014 and the budget was considered adequate to manage the framework with no additional funding requested; the revenue allocated by the six local authorities was sufficient to cover the slightly enhanced Framework Management Team to assist with key changes. There would also be capacity in the Design and Development Team to assist and in the event of any shortfalls additional resources could be commissioned on an ad hoc basis
- when the framework was developed Welsh Government had concentrated on targeted recruitment and training and the framework had been set up to deliver those elements of community benefits. There was flexibility with the framework to deliver physical community benefits which had been delivered in some cases, when appropriate, depending on the specific project and needs of the region
- the proposed contract fee was discussed and it was suggested that the fee be charged at the end of the process for smaller companies in order to aid cash flow and ensure it was not a barrier to participation. The Lead Member agreed to take the matter into consideration as part of the detail for the charging fee which would be included in the final document submitted to Cabinet following the procurement exercise

- the framework had not been set up to generate income and the number of contracts was defined by the funding available, which had been predominantly from the 21st Century Schools Programme. In the event of income generation monies would likely be used initially to reimburse local authorities for their annual fee with any additional monies being subject to recommendations from the Framework Management Board back to local authorities. It would likely suggest investment in targeting the principles of the framework e.g. community benefits
- the partnership was subject to an inter-authority legal agreement which included a mechanism and liability clause for those wishing to withdraw
- officers confirmed that the framework was open to scrutiny to review, at any time, how the framework was operating or had done so in phase one.

RESOLVED that Cabinet –

- (a) *endorses the approach outlined within the report to procure the next generation North Wales Construction Framework, and*
- (b) *confirms that it has read, understood and taken account of the Well-being Impact Assessment (Appendix 2 to the report) as part of its consideration.*

At this juncture (10.50 a.m.) the meeting adjourned for a refreshment break.

7 CORPORATE PLAN PERFORMANCE REPORT QUARTER 4 - 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 4 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 (no new data this quarter) 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 and elaborated upon further at the meeting. Most of the areas were annual indicators with little movement since the last quarter.

During consideration of the report members discussed the following –

- Outcome 7: Students achieve their potential – for clarity, the Head of Education and Children’s Services explained the background to the current position. In 2012 the Council had set itself an ambitious target to be the best performing Council in Wales for education attainment. Estyn measured performance according to the Council’s Free School Meal ranking of which Denbighshire was 14th, and Denbighshire’s level of success was in line with that. In April 2013 the

regional School Improvement Service, GwE, went live and the service was delegated to deliver on behalf of local authorities on a regional basis and resources were directed to those authorities most in need. As Denbighshire was performing well the approach meant improvement did not continue at the same rate, and although the Council was still achieving positively commensurate with Estyn's profile of the authority, it had not achieved its ambition. As there was now greater consistency across the region it was anticipated that Denbighshire's rate of improvement would increase. The Leader added that the Council's ambitions remained high and there was a need to ensure an improving trend. In terms of future challenges the Head of Service advised that KS2 pupils achieved well but there was a gap in the performance level from KS2 to KS4 and discussions would be held with GwE to ensure the right level of support in that regard. Councillor Hilditch-Roberts added that as there was now a greater consistency across the region there was a need to strive for a greater level of improvement and he was confident that the next report would reflect that aim. The Chief Executive advocated greater emphasis on the quality of education in schools rather than the quality of the support service and felt there may be merit in reviewing the target although it should remain ambitious

- Outcome 8: Improving our roads – the challenge of continually maintaining the quality of the county's roads was discussed and whether additional investment would be available for that purpose. It was noted that members would discuss the council's corporate priorities for investment at full Council in July
- Outcome 9: New Measure – the number of new placements of adults whom the authority supports in care homes (aged 65 and over). It was explained that this was a new measure with no figures as yet but its purpose was to identify future trends. However the overall trend was down because there were now many alternatives to care homes.

RESOLVED that Cabinet receives the report and notes the progress in delivering the Corporate Plan as at the end of quarter 4 of 2016/17.

8 FINANCE REPORT (2016/17 FINANCIAL OUTTURN)

Councillor Julian Thompson-Hill presented the report on the final revenue outturn position for 2016/17 and proposed treatment of reserves and balances. The first draft of the Annual Statement of Accounts for 2016/17 would be submitted to external auditors by 30 June and the audited accounts would be presented to the Corporate Governance Committee in September for formal approval.

Members were guided through the detail of the report and appendices. In brief the final outturn position on service and corporate budgets (including schools) was an overspend of £2.626m (1.4% of the net revenue budget). The main areas to note had been highlighted and included pressures on School Finances; Community Support Services; Education and Children's Service and Highways and Environmental Services and those issues were elaborated upon further at the meeting. In terms of schools it had been a difficult year due to higher than usual inflationary pressures and the outturn position included an overspend of £2.618m on delegated budgets – 26 schools were showing deficit balances and finance officers were working closely with them on financial recovery plans. Reference was

made to the transfers to and from earmarked reserves and a number of year-end transactions had also been recommended for approval. Given the overall position within services and the availability of corporate funds, it was proposed that services carry forward the net underspends listed as committed services balances to help deliver the 2017/18 budget strategy and meet existing commitments. It had generally been a good year for the authority although there was an underlying trend of overspend overall, and it was important to monitor the position in schools to ensure the situation did not worsen in the future.

The Leader felt it was important to better understand the pressures facing Community Support Services and the financial implications going forward as using reserves to contain the budget pressures was unsustainable. Councillor Bobby Feeley highlighted some of the financial pressures facing the service adding that pressures on social care was a universal issue. She agreed there would be some merit in discussing the issue with the Senior Leadership Team. The Head of Finance explained that the Medium Term Financial Plan did recognise the additional burdens on social care which would form part of the discussions during the next budget setting process. He confirmed that cash reserves were used in 2015/16 and 2016/17 and the final year end position allowed for the replenishment of some of those reserves. It was recognised that the use of cash reserves was not a long term solution.

RESOLVED that Cabinet –

- (a) notes the final revenue outturn position for 2016/17;
- (b) approves the proposed treatment of reserves and balances as described in the report and detailed in Appendices 1, 2 and 3, and
- (c) notes the details of transfers to and from Earmarked Reserves as set out in Appendix 4.

9 FINANCE REPORT (MAY - INCLUDING BUDGET SUMMARY BOOK 2017/18)

Councillor Julian Thompson-Hill presented the report detailing the latest financial position and service budgets for 2017/18 together with the Budget Summary Book 2017/18 (Appendix 1 to the report). He provided a summary of the Council's financial position as follows –

- the net revenue budget for 2017/18 was £189.252m (£185.062m in 2016/17)
- details of service efficiencies worth £0.902m which had already been agreed as part of the budget with the assumption that all would be delivered – any exceptions would be reported to Cabinet if required
- there being no variances to report at this stage in the financial year but a number of service pressures had been highlighted which required careful monitoring, and
- a general update on the Capital Plan, Housing Revenue Account and Housing Capital Plan.

Councillor Huw Jones queried the budget reduction shown against parking services which was predominantly the budgeted income expected to be raised from parking charges. The Head of Finance agreed to ascertain whether the amount included any other fees or elements which might account for the reduction and report back thereon.

RESOLVED that Cabinet notes the budgets set for 2017/18 and progress against the agreed strategy.

10 CABINET FORWARD WORK PROGRAMME

The Cabinet Forward Work Programme was presented for consideration and it was noted there may be a delay in submission of the 21st Century Schools Programme Band B Proposals scheduled for July.

RESOLVED that Cabinet's Forward Work Programme be noted.

The meeting concluded at 11.55 a.m.

Report To: Cabinet

Date of Meeting: 18th July 2017

Lead Officer: Karen Evans - Head of Education and Children Services

Report Author: Head of Education and Children Services

Title: Denbighshire's Learner Transport Policy

1. What is the report about?

1.1 To provide feedback following consultation on Denbighshire's new Learner Transport Policy and to seek authorisation to adopt the policy from 1st September 2018.

2. What is the reason for making this report?

2.1 A decision is required by Cabinet to confirm adoption of the policy.

3. What are the Recommendations?

3.1 That the Well-being Impact Assessment (**Appendix 5**) has been read and understood; and

3.2 - Consider the information provided herein.
- Discuss the specific consultation process; and
- Recommend adoption of the policy from 1st September 2018.

4. Report details

4.1 Background

4.1.1 A report was taken to Communities Scrutiny on 2nd February 2017 to provide details of the new policy. At this meeting Members supported the approach outlined and authorised Education Support to undertake the consultation phase; with a Wellbeing Impact Assessment being undertaken beforehand. It was also requested that the outcome of the consultation be brought back to a future scrutiny meeting.

4.1.2 A report was therefore taken to Communities Scrutiny on June 15th 2017. The consultation exercise was between 13th March to 30th April 2017. The draft policy and the consultation questions developed by Education Support are shown in **Appendix 1 and 2** respectively.

4.1.3 At the Scrutiny meeting on 15th June 2017 Members resolved

- (i) to confirm that they had read, understood and taken account of the Well-being Impact Assessment (Appendix 5);
- (ii) that Appendix 1 of the draft Policy be amended to include Ysgol Brynhyfryd in the 'other nearest suitable school' column for pupils transferring from Ysgol Carrog and Ysgol Caer Drewyn;
- (iii) that officers develop a procedure by which schools, if they so wish to move from a particular cluster, could engage in a process with the Local Authority to consider their arrangements; and report these findings to the Committee in due course, and
- (iv) subject to the above that Cabinet be recommended to approve the policy for implementation from September 2018 and that its implementation be monitored.

4.1.4 A report was taken to Council on 4th July 2017 at which Members approved the recommendation to take the Policy to Cabinet.

4.2 The Consultation

4.2.1 Requests to participate in the consultation along with relevant documents were sent to:

- All parents of pupils at Denbighshire schools; over 13,000 letters sent
- All Denbighshire head teachers and Governing bodies
- All Denbighshire school business and finance managers
- Head teachers of secondary schools near to the Denbighshire border
- All Denbighshire Councillors
- All Denbighshire Community Councils
- The Head of Education at Wrexham, Flintshire, Conwy, Powys and Gwynedd
- Relevant Diocese representatives
- Local Members of Parliament
- Local Assembly Members
- Denbighshire Unions representatives
- All Denbighshire staff
- Llandrillo and Cambria Colleges
- Pupil consultation via secondary school councils
- GWE
- Sustrans
- Documents were also made available at all Denbighshire Libraries
- Visits to Governing Bodies were arranged on request
- Consultation documents were available on Denbighshire's website
- Notifications were placed on social media

4.2.2 It is noted that prior to sending the documentation out for consultation the name of the policy was amended to reflect the fact that post 16 transport is also covered. The draft policy is therefore called '**Denbighshire's Learner Transport Policy**'.

4.2.3 From the online consultation 64 responses were received. A further 15 responses were received either via post, email or conversation. The individual responses have

been assessed and categorised. It is noted that some responses covered multiple issues each of which have been recorded and counted individually. These are shown in **Appendix 3**.

Consultation Feedback

4.2.4 The policy was positively received with a number of responses noting that it provides greater clarity on the previous version, and that recognising feeder relationships between schools, and providing free transport on that basis, was a very positive step and supported child welfare.

4.2.5 The issue of Welsh school categorisation was raised, particularly in reference to Ysgol Bro Cinmeirch (Pentre Llanrhaeadr). Concerns were expressed that pupils may move to Ysgol Pant Pastynog (Prion) to be eligible for free transport to Ysgol Glan Clwyd (St. Asaph). There were also concerns that such requests for Ysgol Pant Pastynog could be made under Faith based arrangements as it is a voluntary controlled Church in Wales school. However, this would be dependent on places being available; although the Authority would place pupils at the next nearest Faith based school for any such applications made.

Requests were also received to provide Ysgol Bro Cinmeirch with free transport to Ysgol Glan Clwyd on a discretionary basis and/or that the school should become part of the Glan Clwyd cluster.

4.2.6 Due to the positive nature of the changes made regarding feeder relations, a number of comments were received regarding the policy coming into effect from September 2017. This predominately related to the fact that some will be paying for concessionary transport in 2017/18 when it may be free from 2018/19. Under legislation changes to the Authority's transport policy cannot come into effect until September 2018.

4.2.7 The cost of concessions and/or guaranteed concession was raised. This aspect will be discussed with Passenger Transport to ensure we are benchmarked against other Welsh Local Authorities, although these costs are very much dependant on local circumstances.

4.2.8 A number of responses did not agree with some fundamental aspects of the legislative requirements within which the Authority operates; such as nearest suitable school or the rules regarding transport over 2 or 3 miles for primary and secondary respectively. These cannot be changed by Denbighshire.

4.2.9 In terms of hazardous routes, a number of comments had recognised that the Authority had positively responded, in this new policy, to the issues raised in 2015. A few had also asked for all routes throughout the County to be assessed and not just when a new transport application is received. Logistically such a request would be difficult to accommodate; however, the Authority has a robust process in place for undertaking assessments on all new routes and we have presently assessed and recorded over 150 hazardous routes.

Responses from School Councils

- 4.2.10 Thanks to colleagues in Denbighshire's 14-19 Network team, facilitated sessions were undertaken with school pupils in 6 of Denbighshire's secondary schools. The report regarding this consultation is shown in **Appendix 4**.
- 4.2.11 73 responses were gratefully received from these sessions and the process provided an appropriate forum for pupils to voice their opinions. The current policy was well received and many positive comments were received. They also provided some specific comments which mirrored the online consultation, and Education Support / Passenger Services will follow up on and provide feedback to the school councils at a future date.

Other Proposed Changes

- 4.2.12 Following recent guidance received from the Public Services Ombudsman Wales, the appeals process in the new policy will be slightly amended. It is suggested in their best practice guide that it should be 2 stage appeal process with officers assessing the appeal initially and stage 2 being an appeals panel which parents / carers can attend. This process will be adopted in the new Learner Transport Policy.

Summary

- 4.2.13 The process of consultation provided valued feedback on a number of areas. It was viewed as a significant improvement and a more balanced approach to the previous policy.
- 4.2.14 All the individual comments made, and shown in Appendices, have been noted. Some of the suggestions for minor improvements will be incorporated and Passenger Transport has also been notified of any specific issues raised regarding their functions.

4.3 Next Steps

- 4.3.1 Following the consultation phase the original time line required that the policy be finalised and ratified by Cabinet before September 2017. Implementation of the policy could then occur from September 2018.
- 4.3.2 It is proposed that the policy itself and its structure does not need to change following the consultation and that Cabinet give approval to adopt and ratify the policy.

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

The services described herein are all in support of the priority of "Improving Education".

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

There is an expectation that the cost of service will increase to meet the statutory obligations under the Learner Travel (Wales) Measure 2008 and the changes in the policy. As mentioned at the previous Scrutiny meeting, Education Support is working with Passenger Transport on the cost implications of the new draft, particularly the proposed feeder school arrangements. However, ensuring that the school transport

budget is scaled correctly to meet the statutory requirements is of critical importance. A potential budget pressure of £300k was highlighted and has been funded as part of the Council's approved budget for 2017/18. The precise cost however will not become clear until new contracts have been let later in the year.

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

The findings of the Wellbeing Impact Assessment are shown in Appendix 5 and were also provided as part of the consultation process

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

A report was previously brought to Communities Scrutiny in February and June 2017. Council Members were all individually asked to participate in the consultation process.

9. Chief Finance Officer Statement

It is important that the council has an appropriate transport policy in place. Elected Members originally agreed to review the Transport Policy at the Freedoms and Flexibilities Members' Workshop held in June 2014. The revised policy consulted upon is an extension of this work. Additional funding has been agreed as part of the 2017/18 budget though the actual costs will become clearer when contracts are let in the new academic year.

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

There may be adverse publicity in updating this Policy, although the amendments are clarifying the obligations under the Learner Travel (Wales) 2008 and responding to issues and concerns previously highlighted in the current policy. The consultation has shown that these changes have been received positively.

11. Power to make the Decision

11.1 The Learner Travel (Wales) Measure 2008

11.2 Section 7.4.1 of the Council's Constitution outlines Scrutiny's powers with respect of policy development and review.

Contact Officer:

Head of Education

Tel: 01824 708009

This page is intentionally left blank

Denbighshire County Council

Learner Transport Policy

Education and Children Services

Document Control

Document Amendment Record

Sept 2015	Version 1
March 2017	Version 2 Draft for Consultation

CONTENTS

	PAGE		PAGE
1. INTRODUCTION	3	5. OTHER INFORMATION	
		5.1 Nursery/Reception Class	13
2. HOME TO SCHOOL TRANSPORT		5.2 Out of School Clubs	13
2.1 Qualifying Schools	4	5.3 Policy Changes	13
2.2 Distance Criteria	4		
2.3 Nearest Suitable School	4	6. TRANSPORT PROVISION	
2.4 Feeder Schools	4	6.1 Mode of Transport	14
2.5 Measurement of Distance	4	6.2 Concessionary Transport	14
2.6 Primary and Secondary School Transport	5	6.3 Transport Payments	14
2.7 Parental / Carer Preference of School	5	6.4 Behaviour on Transport	14
2.8 School Admissions	5	6.5 Monitoring of Services	15
2.9 Pick-up Points	6	6.6 DBS Checks	15
2.10 Hazardous Routes	6	6.7 Adverse Weather Conditions	15
2.11 Additional Learning Needs (ALN)	7	6.8 Monitoring of Services	15
2.12 Looked After Children (LAC)	7		
2.13 Dual Residency	8	7. APPEALS	
		7.1 The Right to Appeal	16
3. DISCRETIONARY TRANSPORT		7.2 How to Appeal	16
3.1 Discretionary Arrangements	9	7.3 Appeal Process	16
3.2 Faith Schools	9	7.4 Notification	16
3.3 Welsh Medium Education	9	7.5 Appeal Records	16
3.4 Feeders School Arrangements	9		
3.5 Post 16 Transport	10	8. CONTACT DETAILS	17
3.6 14-19 Learning Network	10		
3.7 School Reorganisation	10	9. RELEVANT DOCUMENTS	18
3.8 Moving Home	10		
3.9 Managed School Transfers	11	10. APPENDIX 1	19
3.10 Withdrawal of Transport	11	11. APPENDIX 2	21
3.11 Other Discretionary Provisions	11		
4. MAKING AN APPLICATION			
4.1 When to make an application	12		
4.2 How to apply	12		
4.3 Notification	12		
4.4 Changes during the school year	12		
4.5 Parent Handbook	12		

1.0 INTRODUCTION

- 1.1** Denbighshire County Council has a duty to provide school transport in accordance with Learner Travel (Wales) Measure 2008 and the Learner Travel: Statutory Provision and Operational Guidance 2014.
- 1.2** To meet this requirement the Authority will have regard to the following when making arrangements for learners who are ordinarily resident within Denbighshire:
- The age of the learner
 - The distance from home to school
 - The nature of the route from home to school
 - Requests for Welsh or English medium education
 - Requests for Faith based education
 - The needs of learners with disabilities or additional learning needs
 - The needs of learners who are 'looked after' by the Local Authority
 - The needs of learners with dual residency
- 1.3** This list is not exhaustive and the Authority must consider each learner's individual circumstances, taking into account any representations made by parents/carers and relevant professionals. In certain circumstances the Measure permits the Local Authority to apply discretion in relation to the services provided. These discretionary elements are outlined in section 3 of this policy.
- 1.4** Transport for post 16 students to Further Education (F.E.) Colleges is provided under the policy as a discretionary arrangement. See sections 3.5 and 3.6.
- 1.5** The Authority must provide free home to school transport in certain circumstances. These are outlined in section 2. The duty to provide such transport only applies if a child is ordinarily resident in the Authority's area.
- 1.6** The Local Authority will endeavour to provide safe, efficient and cost effective transport to those learners who qualify under this policy at all times.
- 1.7** There may be circumstances where additional or alternative transport arrangements would prove more cost effective than the provision stated in the policy. The Local Authority therefore reserves the right to apply discretion where appropriate if it can be demonstrated that the alternative is more cost effective and efficient.
- 1.8** Home to school transport is provided for eligible learners between their home address or allocated pick-up point, and the qualifying school where they are registered. Free transport is not provided from or to addresses of other family members or friends, parent's work addresses or child care facilities of any sort.
- 1.9** This Policy is effective from 1st September 2018. Transport arrangements assessed and provided under Denbighshire's previous policy will continue unless there is a material change in circumstances which would necessitate a new application being made, e.g. moving home or school / F.E. College. Details of how to make an application are outlined in section 4.

2. HOME TO SCHOOL TRANSPORT

2.1 Qualifying Schools

Denbighshire County Council will provide free transport to learners who meet the entitlement criteria set out in this policy. The policy refers to transport to and from qualifying schools in the following categories:

- a community, controlled, foundation or voluntary aided school
- a non-maintained special school
- a pupil referral unit
- an independent school named in a statement of special educational needs
- a voluntary aided trust school

2.2 Distance Criteria

The Learner Travel (Wales) Measure 2008 stipulates that free transport will only be provided to learners of compulsory school age if the distance from home to their nearest suitable school is at least:

- (a) 2 miles for Primary School pupils
- (b) 3 miles for Secondary School pupils

2.3 Nearest Suitable School

The nearest suitable school is a school that provides education appropriate to the age, ability, aptitude of the learner, and any learning needs that they may have. It will normally be a school in the area the learner resides, or another school (e.g. out of county) if this is closer to home.

Denbighshire residents can find their nearest local school by visiting the '[My Property](#)' link on Denbighshire's website homepage, or by visiting:
www.mylocalschool.wales.gov.uk

2.4 Feeder Schools

The Authority recognises that certain Primary schools are natural feeders for certain Secondary Schools. The relationships between these schools are shown in Appendix 1. Under discretionary arrangements the Authority may also provide free school transport to the designated secondary school, even if this is not the nearest suitable secondary school. Further information is shown in section 3.4 under Discretionary School Transport.

2.5 Measurement of Distance

For assessments under the distance criteria in section 2.2, the calculation from home to school will adhere to guidance provided in the Learner Travel: Statutory Provision and Operational Guidance 2014. The route to school will be measured from the home boundary to the nearest school gate, and may include public footpaths, bridleways and

other pathways, as well as adopted roads. It is not necessarily the shortest distance by road.

Where learners are reasonably expected to walk to school, the distance is measured by the shortest available route along which a child, accompanied as necessary by a responsible adult, may walk in reasonable safety; whilst having regard to the age and needs to the child. If the property is on an un-adopted road it will be measured from where the property meets the adopted highway or adopted path. All calculations of distance will be made using the Authority's chosen software package.

For assessments over the distance criteria mentioned in section 2.2, the distance from home to nearest suitable school will be measured along the shortest available road route, i.e. from the home boundary to the nearest school gate using the Authority's chosen software package. However, if the property is on an un-adopted road it will be measured from where the un-adopted road meets the adopted highway.

For all calculations the measurement of distance will be to the nearest 0.1 of a mile, as measured by the Authority's chosen software package.

2.6 Primary and Secondary School Transport

For Primary and Secondary Schools, the Authority will provide free transport to the nearest suitable school in line with the criteria of this policy. Discretionary provision may also apply, by virtue of the criteria shown in section 3.

2.7 Parental / Carer Preference of School

Parents / carers have the right to express a preference for admission of their child to any school, subject to availability of places. If the application is accepted, the parent / carer loses their entitlement to free transport if it is not their nearest suitable school or, the designated secondary school for the primary feeder school they attended.

This is consistent with meeting the requirements as outlined in the Learner Travel: Statutory Provision and Operational Guidance June 2014.

IMPORTANT - Parents/ Carers are advised to consider the school transport implications before making an expression of preference for a school place. See section 2.3 on nearest suitable school.

2.8 School Admissions

If parents / carers have been unable to secure a place for their child at their nearest suitable school, or if their designated secondary school (from the appropriate feeder primary school) is full, then free transport will be provided to the next nearest suitable school, providing the distance criteria in section 2.2 is met.

2.9 Pick-up Points

Denbighshire County Council considers that in general the provision of shared pick-up points can be part of a suitable transport arrangement within the meaning of section 3 of the Learner Travel (Wales) Measure 2008.

For learners who qualify for transport there will be an expectation that they will depart from a pre-determined pick-up point, unless otherwise stated when the application is processed. The Authority will endeavour to locate pick-up points reasonably close from to learners' homes, and no more than the statutory distances shown in section 2.2. This is in expectation that parents / carers will be able to make use of their designated pick-up point in order to ensure for their child a safe and timely journey to and from school. Any measurement of distance will follow the principles as outlined in section 2.5. The assessment will also have regard to hazardous routes, following the principles set out in section 2.10.

It is parental / carer's responsibility to ensure that their child reaches the pick-up point in a timely manner and that they board the vehicle safely. They must also ensure there is a responsible adult to meet their child on the return journey, if the age or needs of the child call for the provision of an escort.

If a responsible adult is not there to meet a child, whose age or needs call for the provision of an escort, then additional costs will be recharged; as it may be necessary for Officers to seek guidance from Children Services and, if required, arrange for the child to be taken to a Local Authority place of care.

Note: Nothing in this Policy creates an expectation that all children should walk to the pick-up points, as in some cases this will be inappropriate. The Authority keeps a register of known hazardous routes, and this forms part of the consideration given when assessing transport applications. However, if a parent / carer believes that the use of a pick-up point is not suitable for their child, they should bring their concerns to the attention of the Authority, which will then investigate the circumstances to determine whether any additional or alternative transport arrangements are required for that child; to ensure that the requirements of the Learner Travel (Wales) Measure 2008 are met.

The Local Authority reserves the right to review the pick-up points to ensure a safe route is maintained at all times and subject to ensuring the most cost effective provision is in place.

Once eligibility for school transport has been confirmed, Denbighshire's Passenger Transport department will contact parents / carers and provide details regarding the pick-up point used and the timings of the service.

2.10 Hazardous Routes

For learners who live below the statutory qualifying distance shown in section 2.2, the Local Authority will provide transport to school if the route is deemed hazardous. Hazardous routes are assessed by an appropriate Denbighshire Road Safety Officer following the guidance provided in the Learner Travel: Statutory Provision and Operational Guidance June 2014.

Where pick-up points are used the Local Authority will also consider if there are hazardous routes which could reasonably prevent learners walking to these locations, accompanied as necessary by a responsible adult. In such instances the Local Authority, after assessment, will provide transport from home to the pick-up point, or direct to school (whichever is more efficient).

It is noted that where parents / carers have exercised their right to a school by parental / carer preference (see section 2.7), the requirement for arranging home to school transport is the responsibility of the parent / carer.

The Local Authority will maintain a register of all Denbighshire routes which have been assessed, and as new routes are evaluated these will be added to the register. The Authority will review the complete register every 5 years to ensure that all routes are still categorised correctly.

2.11 Additional Learning Needs (ALN)

The Local Authority will make suitable and relevant educational provision for all children with additional learning needs to ensure they are able to develop to their maximum potential.

The level of need is assessed by relevant professionals in Denbighshire's Education department, and this informs the type of transport provided. Transport will then be provided in line with the advice given and reviewed on an annual basis.

If a child has a Statement of Special Educational Needs or an Education Health and Care Plan (EHC Plan), school transport may be included as part of the non-educational provisions made for the child as part of their Statement/EHC Plan. If it is, then transport will be provided. However, free transport may not be provided if parents / carers exercise their right to preference of school which is not the nearest suitable (See section 2.7).

If school transport is not included in a child's Statement/EHC Plan then they may still be entitled to home to school transport under the policy provided that the school they are attending is the nearest appropriate school with a place, and they meet the eligibility criteria.

2.12 Looked After Children (LAC)

A Looked After Child is the term used within the Children Act 1989 to describe children who are under the age of 18 and are provided with care and accommodation by the Local Authority's Children Services department; often with foster carers.

The Learner Travel (Wales) Measure 2008 states the same assessment criteria shall apply to Looked After Children as to children who are not looked after; however, there is no requirement that they attend the nearest suitable school to their home or placement address.

If the Looked After Child attends a school closer than the minimum distance shown in section 2.2, free transport will not be provided. Exceptions by virtue of the criteria shown in section 3 may also still apply.

If the Looked After Child attends a school over the distance shown in section 2.2, transport will be provided to the appropriate school to ensure minimum disruption and continuity of education, while also maintaining child wellbeing. For journeys from placements out of county, or entailing long journeys, a reasonableness test may be applied. This test will have regard to the distance, time of journey and the proximity of other suitable establishments.

2.13 Dual Residency

The Local Authority will provide transport for learners who, due to their family circumstances, may reside in more than one residence; with at least one residence being in Denbighshire. However, this is provided that the school attended is the nearest suitable school from the main residence, or agreed to be the most suitable school taking account of the locations of both residences. Proof of dual residency must be provided and the main residence is usually the property to which child benefit is paid.

If the second residence is in a different Local Authority area, then it is the responsibility of that Authority to consider transport arrangements for that route to school. Parents /carers should therefore apply to the relevant Local Authority.

3. DISCRETIONARY SCHOOL TRANSPORT

3.1 Discretionary Arrangements

Within the Learner Travel (Wales) Measure 2008, discretionary arrangements can be made under section 6 of the Measure. In some instances the cost of such arrangements can be charged to the parent / carer responsible.

3.2 Faith Schools

On a discretionary basis the Authority will provide transport to the nearest suitable Faith school if this is the parental / carers preference. This will apply even if the school is not their nearest suitable school. The distance criteria in section 2.2 will still apply. See the table in Appendix 1 for further details of Faith schools.

If the nearest suitable Faith school is outside of County then transport would still be provided by the Authority.

3.3 Welsh or English Medium Education

In accordance with section 10 of the Learner Travel (Wales) Measure 2008, the Authority promotes access to Welsh medium education by providing discretionary transport to the nearest suitable Welsh or English medium education, if this is parental / carer preference. This will apply even if the school is not their nearest suitable school.

For Welsh Medium education it would be a school which is categorised as either 1 or 2 within the Welsh Government guidelines on Welsh Medium Provision. For category 2 it would be a school where at least 80% of subjects (excluding Welsh and English) are taught through the medium of Welsh, but are also taught through the medium of English. The table in Appendix 1 shows Denbighshire's Welsh Medium School categories.

If the nearest Welsh or English medium school is outside of County then transport would still be provided by the Authority. Preference will only be considered against Welsh Medium or English Medium schools. The distance criteria in section 2.2 will still apply.

3.4 Feeder Schools Arrangements

On a discretionary basis the Authority recognises that certain Primary schools are natural feeder schools for certain Secondary schools. Therefore in regard to Secondary education, free school transport may be provided to either the nearest suitable Secondary School or the recognised feeder Secondary school; providing that the learner lives over the distance criteria in section 2.2, and the journey is agreed to be reasonable; this criteria is shown below.

The Authority reserves the right to apply a test of reasonableness to those parents / carers requesting secondary school transport on the basis of feeder schools. To receive free transport on this basis the learner must:

- Have been attending their nearest suitable primary school from their home location as assessed at the point of admission.
- Meet the distance criteria in section 2.2 for secondary schools.
- If learners move house before commencing secondary school, their entitlement will require re-assessment, as per the criteria shown in section 2.

- In instances where learners have not attended their nearest suitable primary school by parental / carer preference, section 3.4 will not apply. The assessment of school transport applications will then be based solely on nearest suitable Secondary school.

3.5 Post 16 Transport

The Local Authority provides discretionary transport beyond statutory school age where a Denbighshire learner resides 3 miles or more from the nearest suitable school or F.E. college. The learner must be studying full time and be less than 19 years of age on 1st September of the academic year in which the course is taken. Transport will be provided to the nearest secondary school designated by the Authority to serve the learner's home address only, or in the case of full-time vocational courses, to the nearest F.E. college. Transport between learning establishments working in a partnership is provided through the 14-19 Learning Network, as detailed in section 3.6 below.

3.6 14-19 Learning Network

The Authority currently makes provision for a network of transport routes in between some schools and F.E. colleges, working in partnership to allow access to a comprehensive range of educational courses. Transport will be provided free of charge when a learner must travel between establishments to access the necessary partnership courses. All arrangements for this travel are made through participating schools and F.E. colleges.

3.7 School Reorganisation

In cases where school reorganisation has taken place, the Local Authority will consider the most appropriate options for school transport. This may include providing free transport for a specified period of time dependant on circumstances. Such arrangements will be provided on a discretionary basis and will be documented within the reorganisation process; so that relevant schools, governing bodies, parents / carers, and any other stakeholders, are all aware of the terms of the arrangement.

3.8 Moving Home

In cases where a learner, who has been in receipt of free school transport, moves home part way through the academic year, transport will cease if they are no longer attending their nearest suitable school.

If part way through a GCSE year (school years 10 and 11) the Authority will continue to provide discretionary transport until the academic years have been completed, i.e. until the end of year 11.

This undertaking is dependent upon the learner being ordinarily resident in the Authority's area. **Note:** The Local Authority also reserves the right to test the reasonableness of the transport requested under this condition, having regard to the distance, time of journey and the proximity of other suitable establishments.

All other reassessments of eligibility will follow the criteria set out in section 2. This section shall not apply where parents / carers have previously exercised a preference as detailed in section 2.7.

3.9 Managed School Transfers

Where managed school transfers are supported by both the new destination school head teacher and Education Services, parents / carers will be aware of this action and be included in these discussions at school level. School transport in these circumstances may be supported on a discretionary basis where it forms part of the action and agreement of all parties to pursue a change of school in the interests of the learner.

It is the parent / carer's responsibility to ensure that they fully engage with the Authority and the school when pursuing a managed transfer. These matters need to be verified and evidence available. This allows Education Support to make an informed decision based upon the evidence supporting the transport request.

Where no evidence is available, and/or where parent / carers refuse to engage in the process with the school and Education Services, the transport request will be refused. This will be based upon the lack of evidence available for an informed decision to be made.

3.10 Withdrawal of Discretionary Transport

A Local Authority can withdraw the provisions of discretionary school transport, provided it has agreed and published the relevant changes to the policy before the 1st October of the year preceding the academic year in which the changes will come into force.

3.11 Other Discretionary Provisions

Other discretionary arrangements regarding school transport can be made under section 6 of the Measure. The Head of Education and Children Services may apply these powers for free transport in cases such as:

- The safeguarding of a learner, or where there is likely to be significant detrimental impact to that learner's welfare.
- Transport on medical grounds may also be applicable under this criteria, including cases where the parent has a disability that restricts the ability of a learner to travel to school without transport for period of time; or where a learner is temporarily incapacitated through illness or injury.
- Temporary or emergency housing of a family outside of the previous residential area, normally through the Authority's Housing Service, to minimise disruption of education.

This list is not exhaustive and there may be other circumstances where discretion can be applied; however, to ensure consistency of approach regarding discretion evidence may be requested from relevant professionals and the assessment will be recorded.

Where short term discretionary transport arrangements are put in place the Authority will inform parents / carers when these arrangements are to end.

4 MAKING A TRANSPORT APPLICATION

4.1 A school / F.E. College transport application is required when:

- Starting Primary School (not nursery)
- Starting Secondary School
- Moving into Year 7 in a middle school
- Going from year 11 to sixth form / F.E. college; or
- Changing home location or school

4.2 You can make a transport application online at:

<https://www.denbighshire.gov.uk/schooltransport>

Alternatively you can download the application from the website, or request a blank form be posted to you, and send to the address shown on the form.

4.3 The Authority will inform you of the outcome of the application within 15 working days of receiving your form. If you are successful, you will receive details of pick-up times and locations during the summer holidays for September starts, or as soon as possible for applications mid-school year. These details will be sent to you by Denbighshire's Passenger Transport department.

4.4 If your circumstances change during the school year, you must inform the Local Authority. If for example you move home or change school then you need to reapply for school transport at that time. If you are applying for transport during the school year, please do so as soon as you can after your new address is confirmed.

4.5 Full details of all transport related issues can be found in the Denbighshire Parent Handbook:

www.denbighshire.gov.uk/en/resident/education/school-admissions.aspx

5. OTHER INFORMATION

5.1 Nursery Education

The Authority does not provide transport for children attending nursery school or nursery classes at the age of 3 or 4. Transport is provided for eligible children from the commencement of the school year in which the child attains the age of 5 and starts full-time education, normally in reception class.

5.2 Out of School Clubs

The Authority will not provide transport to or from out of school clubs (i.e. breakfast club, after school clubs etc.) or extra-curricular activities that fall outside the statutory curriculum. It is the parent's / carer's responsibility to ensure that appropriate transport arrangements are put in place if these services are accessed.

5.3 Policy Changes

Should it be required to amend this policy, the Authority must follow the requirements as set out in the Learner Travel Information (Wales) Regulations 2009. This requires that the Authority consult, agree and publish changes to the policy before the 1st October of the year preceding the academic year in which the changes come into force.

Should it be required, the Authority can also issue additional clarification guidance alongside this policy. Any such guidance will be available on the Authority's website.

6. Transport Provision

6.1 Mode of Transport

The Authority will endeavour to provide the most suitable mode of transport for all eligible learners that is safe and provides the most cost effective method of transport. This may be via bus, coach, minibus, or taxi school contracts, or existing public transport. These services and the associated contracts are arranged and managed by Denbighshire's Passenger Transport department.

6.2 Concessionary Transport

If a learner does not qualify for free school transport as set out in this policy, and there are spare seats available on an Authority service, these may be offered as concessionary seats. The following conditions will apply:

- A reasonable charge per term will be applied. This will be reviewed annually before the new school year.
- Concessions may be withdrawn at short notice when seats become unavailable or if they are required for an eligible learner. In such cases a proportional refund will be calculated and given back to the parent / carer.
- Concessionary passes cannot be issued at short notice at the start of the academic year as it is necessary to identify whether there are spare seats on contract vehicles.
- Concessionary seats would not normally be offered where public transport runs alongside school transport. In such circumstances, parents / carers are expected to use existing public transport.

6.3 Transport Payments

There may be circumstances where parents can be offered a nominal payment towards the cost of transporting their children. This is an option only used in exceptional circumstances, and if there are difficulties in arranging school transport for eligible learners. Parents / carers are under no obligation to accept the offer of reimbursement which would usually be a set mileage rate for the miles travelled during two return journeys per day; however this may be deemed the most reasonable mode of transport.

6.4 Behaviour on Transport

Learners travelling on service or contract vehicles provided by the Authority are expected to behave well at all times and comply with the requirements of the School Travel Code, see Appendix 2. This full document is [available here](#).

Any Learners who misbehave, cause, or risk causing damage or injury to the vehicle, driver or passengers, or in any way threaten the safety of the other passengers and/or vehicle, may have their transport eligibility withdrawn. Any learners who are not entitled to free school transport but travel on contract services on a concessionary basis, will also be subject to the same rules.

The behaviour of learners on school transport services is of the utmost importance, so parents / carers are therefore expected to support the Authority, the schools, transport operators and their staff in maintaining good behaviour. It should be clearly understood

that in cases of misbehaviour the ultimate sanction is the removal of the right to receive transport. In such cases the responsibility and full cost of transport to and from school will then fall to the parent / carer.

The Authority encourages feedback from service providers and schools regarding use of the school transport services provided. A log will be maintained of incidents and any related investigation. If necessary parents / carers will be informed of incidents if it can be shown that a child or children have been causing problems.

6.5 Monitoring of Services

The Authority reserves the right to randomly check school transport services to ensure that those travelling are all eligible. Where learners are found to be travelling who are not eligible, Passenger Transport will record these instances and contact the relevant parents / carers to inform them of their options.

6.6 Disclosure and Barring Service (DBS) Checks

Denbighshire's Passenger Transport department manage and arrange all the necessary school transport contracts with the appropriate service providers. This includes undertaking DBS checks for all drivers and passenger school escorts. Note: school escorts are only employed on Primary School Services where deemed appropriate, or if the child's additional learning needs make it appropriate.

6.7 Adverse Weather Conditions

Adverse weather can have an impact on school transport services and their continued provision; therefore, with safety paramount, the transport providers will take the ultimate decision as to whether a service will operate. In severe weather, especially if forecasts are predicting worsening weather, contractors will be advised not to run services.

The Passenger Transport department will make every effort to inform schools when home to school transport is likely to be disrupted. Details of such changes will also be available on the Council's website.

7. APPEALS

- 7.1** The parent / carer will normally be notified in writing within 15 working days of an unsuccessful school transport application. The Authority will also offer the parent /carer an opportunity to appeal, and advise on the procedure. The appeal must be sent to the Authority no later than 20 working days after the date of refusal.
- 7.2** Parents / carers should write to the Authority indicating their wish to appeal. This should be sent to admissions@denbighshire.gov.uk stating the reasons for the appeal and raising any circumstances which they believe relevant, and may impact the decision. Additional evidence in support of these circumstances should also be provided to the Local Authority along with the appeal. The appeal and any additional information may also be posted to the following address:

Education Support,
Denbighshire County Council,
PO Box 62,
Ruthin,
LL15 9AZ

- 7.3** A panel of independent officers from within Denbighshire Council will consider the appeal against the Home to School Transport Policy and make a decision based on the information provided. The decision of the appeal panel will be available within 20 working days of the appeal being received.

The panel will be made up of Local Authority officers who were not involved in the initial request for school transport. The panel meeting will be recorded and minutes provided. The panel will consider all the evidence provided in support of the appeal. If they so wish, parents / carers may attend to provide a brief summary of their appeal. Education Support officers will also have opportunity to provide details of their assessment to the panel.

- 7.4** After the appeal hearing the parent / carer will be notified by Education Support of the outcome of their appeal in writing. Following this decision there are no further grounds for appeal.
- 7.5** Records of previous appeals will be maintained by Education Support to ensure consistency of approach. If any additional supportive information provided by the appellant, as requested under 7.2, is consistent with previous appeals which have been upheld, then the formal appeal stage may not be required and after assessment the appellant may be directly informed of the outcome.

8. CONTACT DETAILS

8.1 Transport Applications

For queries related to applications please email admissions@denbighshire.gov.uk or telephone 01824 706000

8.2 Passenger Transport Services

For queries related to operational service issues please email passenger.transport@denbighshire.gov.uk or telephone 01824 706000

8.3 14-19 Transport

For queries related to inter-establishment transport for the 14-19 learning network, please email admissions@denbighshire.gov.uk or telephone 01824 706000

8.4 Transport Complaints

If you wish to make a complaint please email passenger.transport@denbighshire.gov.uk or telephone 01824 706000

8.5 School Admissions

For queries related to School Admissions please email admissions@denbighshire.gov.uk or telephone 01824 706000

8.6 ALN Transport

For queries related to ALN Transport please email admissions@denbighshire.gov.uk or telephone 01824 708064

9. **Links to Relevant Documentation**

The Learner Travel (Wales) Measure 2008

[Available here](#)

Mesur Teithio gan Ddysgwyr (Cymru) 2008

[Ar gael yma](#)

Learner Travel Statutory Provision and Operational Guidance 2014

[Available here](#)

Teithio gan Ddysgwyr Darpariaeth Statudol a Chanllawiau Gweithredol Mehefin 2014

[Ar gael yma](#)

The Travel Behaviour Code

[Available here](#)

Cod Ymddygiad wrth Deithio

[Ar gael yma](#)

Learner Travel Information (Wales) Regulations 2009.

[Available here](#)

Rheoliadau Gwybodaeth am Deithio gan Ddysgwyr (Cymru) 2009

http://www.legislation.gov.uk/wsi/2009/569/pdfs/wsi_20090569_mi.pdf

10. APPENDIX 1

FEEDER SCHOOLS

Secondary School Cluster	Recognised Feeder Primary Schools	Faith School	Other Nearest Suitable School
Ysgol Dinas Bran Welsh Language Category 2	Bryn Collen	No	
	Caer Drewyn	No	
	Carrog	No	
	Gwernant Welsh Category 1	No	Ysgol Morgan Llwyd
	Bro Dyfrdwy Welsh Category 1	No	Y Berwyn / Ysgol Brynhyfryd
Ysgol Glan Clwyd Welsh Language Category 1	Dewi Sant Welsh Category 1	No	
	Henllan Welsh Category 1	No	
	Tremeirchion Welsh Category 1	Yes Church in Wales	
	Twm o'r Nant Welsh Category 1	No	
	Y Llys Welsh Category 1	No	
	Pant Pastynog Welsh Category 1	Yes Church in Wales	Ysgol Brynhyfryd
Denbigh High School	Bodfari	No	
	Cefn Meiriadog	No	Emrys Ap Iwan
	Esgob Morgan	Yes Church in Wales	St Brigid's / Rhyl HS / BEJ
	Faenol	No	Emrys Ap Iwan
	Frongoch	No	
	Pendref	No	
	St Asaph	Yes Church in Wales	Infants only: Esgob Morgan, Trefnant, St. Brigid's or BEJ
	Trefnant	Yes Church in Wales	
Y Parc Infants	No		
Rhyl High School	Bryn Hedydd	No	
	Christchurch	No	
	Emmanuel	No	
	Llywelyn	No	
	Y Castell	No	Emrys Ap Iwan

Secondary School Cluster	Recognised Feeder Primary Schools	Faith School	Other Nearest Suitable School
Ysgol Brynhyfryd Welsh Language Category 2	Betws GG Welsh Category 1	No	
	Borthyn	Yes Church in Wales	St Brigid's
	Bro Cinmeirch Welsh Category 1	No	Ysgol Glan Clwyd
	Bro Elwern Welsh Category 1	No	
	Bro Famau	No	Mold Alun
	Bryn Clwyd	No	Denbigh High School
	Carreg Emlyn Welsh Category 1	No	
	Dyffryn Ial Welsh Category 2	Yes Church in Wales	Mold Alun, St Brigid's, Maes Garmon
	Gellifor	No	
	Llanbedr	Yes Church in Wales	
	Llanfair Welsh Category 2	Yes Church in Wales	St Brigid's
	Pen Barras Welsh Category 1	No	
	Pentrecelyn Welsh Category 1	No	
	Rhewl Welsh Category 2	No	
Rhos Street	No		
Prestatyn High School	Bodnant	No	
	Clawdd Offa	No	
	Hiraddug	No	
	Melyd	No	
	Penmorfa	No	
Blessed Edward Jones Roman Catholic High School	Ysgol Mair	Yes Roman Catholic	Rhyl High School
St. Brigid's 3-19 School Roman Catholic character and tradition	As a through school, it is recognised that St. Brigid's has its own feeder Primary on site.		

11. APPENDIX 2

SCHOOL BUS TRAVEL BEHAVIOUR CODE

- When at the bus stop, always wait sensibly, off the road.
- Make an agreement with your parent / carer what to do if the bus does not arrive or if you miss it.
- When the bus arrives, wait for it to stop. Never push or rush for the door.
- Show your bus pass (if you have been given one) when you get on the bus.
- On a school bus stay in your seat for the whole journey.
- On a public bus find a seat if one is available.
- Never block the aisle with your bag or other belongings.
- Always wear a seatbelt if one is provided.
- You must not distract the driver when he or she is driving.
- Never eat or drink on the bus.
- Never throw anything in or from the bus.
- Never damage or vandalise any part of the bus.
- Never operate the bus doors or exits, except in an emergency.
- Always follow the instructions of the driver or passenger assistant at all times.
- If there is an accident, stay on the bus until you are told to leave. If it is unsafe to stay on the bus then leave by the safest exit.
- Never try and get on or off the bus until it has stopped.
- Always get off the bus sensibly, taking all your belongings with you.
- Never cross the road in front of or close behind the bus.

Travel Behaviour Code

Your safety is very important. You must behave responsibly and safely when travelling to and from school or college, whether you go there by bus, train, taxi, bicycle, walking or any other way. If you get a bus to school or college, you must also follow the rules in the School Bus Travel Behaviour Code.

If you do not follow this Code, for your own safety, and other people, local authorities, schools and colleges can take action against you. This might involve taking away your right to school transport and even excluding you from school.

<h2>Your Responsibility</h2> <ul style="list-style-type: none">• Always respect others, including other pupils, drivers and the public.• Always respect vehicles and property.• Always be polite.• Never drop litter.• Always obey the law.	<h2>Your Safety</h2> <ul style="list-style-type: none">• Always behave well when travelling.• Always follow the driver's instructions when travelling.• You must not distract drivers.• Always cross the road safely and sensibly.• Always travel by a safe route.	<h2>Your Rights</h2> <ul style="list-style-type: none">• To be safe when travelling.• To be treated fairly and with respect.• To tell someone if somebody or something is causing you problems.• Not to be bullied or picked on.
<p>Please tell a teacher, parent or driver about any bad behaviour or bullying you see.</p>		

**Polisi Cludiant i Ddysgwyr Sir Ddinbych
Denbighshire's New Learner Transport Policy
Ymgynghoriad / Consultation**

1) Nodwch eich enw / Please state your name.

2) Rhowch gyfeiriad e-bost dilys yma i dderbyn cadarnhad ar ôl ichi gwblhau'r ymgynghoriad. Please provide a valid email address for confirmation to be sent after completion.

3) Nodwch fel pa un rydych yn ymateb:
Indicate whether you are responding as a:

- Rhiant / Parent
- Disgybl / Pupil
- Aelod o Staff Ysgol / School Staff Member
- Cyngorydd / Councillor
- Aelod o'r Gymuned / Community Member
- Arall (nodwch) / Other (please specify)

4) Rhowch eich sylwadau ynglŷn â newidiadau arfaethedig y Polisi newydd Cludiant i Ddysgwyr. Please provide your comments regarding the changes proposed in the new Learner Transport Policy.

5) A oes unrhyw beth yn y Polisi newydd Cludiant i Ddysgwyr y byddech yn ei newid? Is there anything in the new Learner Transport Policy that you would change?

6) A oes unrhyw beth arall yr hoffech ei godi mewn perthynas â'r Polisi newydd Cludiant i Ddysgwyr neu Gludiant i'r Ysgol yn gyffredinol? Is there anything else you wish to raise in connection with the new Learner Transport Policy or School Transport in general?

Os oes unrhyw gwestiynau penodol rydych yn dymuno eu gofyn
ynghlŷn â'r ymgynghoriad, yna cysylltwch â
derbyniadau@sirddinbych.gov.uk neu ffoniwch 01824 706000

If there are any specific questions you wish to ask regarding this
consultation then contact admissions@denbighshire.gov.uk or
telephone
01824 706000

Appendix 3

Summary of Responses and Comments Provided	Number of Responses
Liked the changes regarding feeder relationships in support of child welfare	21
Liked the clarity of wording in the policy	17
Parents / carers should be able to choose category 1 Welsh language schools over category 2 as they are not the same.	14
Ysgol Bro Cinmeirch should be part of Ysgol Glan Clwyd cluster and/or they should get free transport to Glan Clwyd by discretion	10
Want changes to come in to effect Sept 2017 and/or doesn't want to pay in 2017/18	9
Responded to consultation but no comments provided and/or issues noted	8
Concessions should be cheaper and/or guaranteed	7
Concerns over Bro Cinmeirch losing pupils, losing its 'Welshness' and/or pupils going to Pant Pastynog by preference of Faith education.	7
Glad Denbighshire will provide free transport for all pupils attending Pant Pastynog to Ysgol Glan Clwyd	5
Don't agree with nearest suitable school and feel they should get transport to any school requested.	4
Doesn't agree with the 2 and 3 miles rule under legislation and that it should be changed	4
Out of County resident who wants free transport to Ysgol Dinas Bran or is complaining about existing arrangements	4
All routes in Denbighshire should be assessed for hazards and not just when applications are received	4
Concerns about having to walk to school during winter / autumn months and/or how parents get information re services not running in bad weather	4
Suggestions of extra content and/or to change layout of the policy	4
All parents / carers should pay for school transport and/or it should be means tested	3
Calculation of distance should not be by shortest route and / or don't agree with current method of calculation	3
Feels the policy is negatively biased against Welsh language	3
Continuity for siblings going to the same school when policies change	3
Post 16 transport should allow students to go where they want and/or it should go beyond 19 years of age.	2
Concerns regarding safety on Denbighshire transport services	2
Positively liked the changes made regarding hazardous routes assessment	2
Dyserth walking route to Prestatyn is still hazardous	2
Route from Rhuddlan to Ysgol Dewi Sant is still hazardous	2
Wants hazardous routes assessed by non-Denbighshire staff	1

All current hazardous routes should be available online or in policy	1
Wants Denbighshire to provide nursery transport	1
Routes change over time and need to be reassessed for hazards. Denbighshire should be aware	1
Wants regular SEN drivers to reduce the stress of change on pupils	1
Denbighshire should provide free transport for extra curricula activities	1
Denbighshire should pay allowances if parents / carers want to transport themselves	1
Wants an adult to accompany children in each taxi service	1
Not sure what the consultation is about and/or why it has been sent to them	1
Concerned about conduct of drivers on Council services	1
Are Denbighshire looking how the current policy has adversely affected families?	1
Pick-up points should be properly assessed for hazards	1
Could rail be an option for Corwen students to get to Ysgol Dinas Bran?	1
Denbighshire's consultation process for this policy is far improved from last time	1
Pupils should not be using public transport	1
Poor quality of the transport provided	1
Disagrees that Welsh language should receive free transport by preference	1
Policy should have more information re criteria for nearest suitable school	1
Post 16 travel information requires further clarification in policy	1
Make sure parents are aware of transport policy before admissions process	1
If parents are prepared to take pupils to the pick-up points even though they didn't attend their nearest suitable school, they should be allowed to do so.	1

Report Title:	School Council Responses – Learner Transport Policy
Detail of Consultation:	Learner Transport Policy Consultation
Lead Officer:	Ian Land
Report Author:	Elin Kerry
Date:	18/05/2017

1. Outline

The purpose of this consultation was to provide learners within Denbighshire secondary schools an opportunity to respond to the Local Authority's Draft Learner Transport Policy which has recently been reviewed

2. Method

The consultation with learners was conducted in a way which was accessible and clear for learners to understand. A young people's version of the consultation document was produced, which detailed the reason for the consultation, as well as highlighting the main content of the policy. At the end of this document, the 3 consultation questions were situated where learners were able to provide their individual response.

As well as individual responses, the consultation was held within a focus group setting, where learners were able to discuss the policy within a group setting, and a series of questions were asked to gain an understanding of the level of the learners' knowledge.

A total of 73 responses have been received to date following visits to 6 Secondary Schools Councils within the Local Authority.

3. Focus Groups

In order to gain qualitative responses, and gain an understanding of what knowledge the learners had in relation to the existence of the policy, a series of questions were agreed and these were asked during the consultation sessions. The main points to consider are as follows:

- i) The majority of learners who took part in the consultation were not aware of the policy
- ii) Some learners were aware of the '3 mile radius' eligibility criteria
- iii) Learners had an understanding of 'hazardous routes'
- iv) Learners thought it was fair that some schools work in partnership with transition
- v) A proportion of the learners were not aware of the Travel Behaviour Code, and suggested that consequences were needed if these rules were broken

4. Consultation Document

As the reviewed policy and consultation were lengthy, it was agreed that a version for young people would be produced in order to make it clearer to understand, and to highlight main points. The document detailed why the consultation was happening, the main points within the policy, and concluded with the 3 consultation questions. It was made clear at the beginning of the session by the facilitator that it is important that young people have an opportunity to respond to the consultation, though not all comments and suggestions would be implemented or changed. If that would be the case, a response would be provided to the learners to explain why the changes / comments have not been considered. Additional comments in relation to learner transport were welcome, again, learners were encouraged to leave a name and school detail in order for officer to provide them with a timely response if required.

5. Responses

A total of 73 responses were received following sessions with 6 Secondary School Councils. As there were 3 main questions, responses were pooled into themes or common responses. Details below.

Question 1:

What do you think about the changes to the Learner Transport Policy?

Summary of Comments	No.
The changes are fair	13
They are good ideas and policies	12
They are positive and will benefit a lot	12
The changes have made it easier to understand	13
They are very helpful	6
The policy is improved	4
Helps GCSE students	2

Other comments include:

Some elements of the Travel Behaviour Code are unrealistic e.g. not eating / drinking
Need to make people more aware of the Travel Behaviour Code

Question 2:

Is there anything in the policy you would change?

Summary of Comments	No.
Reduce the mile radius from 3 as its far to walk	12
People shouldn't have to pay for transport	4
Not fair to exclude some from house move transport provision	4
Have a policy for paying for the bus	2
Families on low income or receive benefits get it free or cheaper	2

Other comments include:

Make people more aware of the Travel Behaviour Code
Allow people to eat or drink on the bus

Question 3:**Is there anything else you'd like to tell us about School Transport?**

Summary of Comments	No.
What happened if someone need temporary transport e.g. after injury?	6
Buses need cleaning	3
How would bullying affect transport if moved to a new school?	2
Bus drivers need to know about Travel Behaviour Code	2
Make the policy more accessible for all to know about it	2

Other comments include:

Need consequences if disobey Travel Behaviour Code

Need more security on buses

Service buses are full

6. Conclusion

At the end of each session, the facilitator made the participants aware that any questions or issues raised which required a response would receive so; and that all responses would form part of a wider response to the consultation.

If any changes were as a result of anything that would said, the facilitator would ensure that participants are aware of these changes.

Denbighshire's Draft Learner Transport Policy

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:	183
Brief description:	The Policy relates to how Denbighshire meets the School Transport requirements outlined in the Learner Travel (Wales) Measure 2008. It is an update to the current Policy which came into effect from September 2015. The assessment was undertaken in a facilitated session with staff from Education, Passenger Transport, Finance, Sustainable Transport & Planning, the Chair of Denbighshire's School Governors Association, representatives from Ysgol Brynhyfryd and Ysgol Glan Clwyd, and a Councillor. Feedback was also sought from Denbighshire's Quality Assurance Group, which considers Impact Assessments from across the Authority.
Date Completed:	02/03/2017 20:47:30 Version: 2
Completed by:	Education Resources and Support Manager
Responsible Service:	Education & Children 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 you do more to make your approach more sustainable?

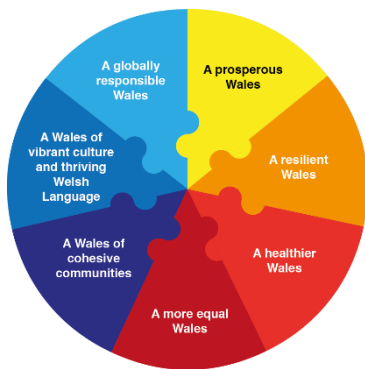


(2 out of 4 stars)

Actual score: 15 / 24.

Summary of impact

Wellbeing Goals



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

Main conclusions

In respect of the sustainable development score, the intention of the policy is to be a long-term solution to learner transport in Denbighshire. The policy is not budget-driven, and aims to meet the demands to ensure learners can get to school or Further Education College safely. During the process of the impact assessment, it was concluded that a more joined up approach to developing schools and transport, between Education and Sustainable Transport & Planning teams. This would ensure that new schools/footpaths/cycle paths and so on, are developed in a way that is mutually beneficial and meets the needs of communities. The Local Development Plan (LDP) is also important to this policy, e.g. new housing developments could have implications for home to school transport. The new amendments made to the policy are seeking to address issues with the current policy and which have previously been raised by parents, carers and Councillors. The initial review of the draft policy by Denbighshire's Communities Scrutiny Committee was welcomed and Members acknowledged that the latest draft of the policy was a far better, clearer and more flexible policy than the original. It has previously been recognised that some parents / carers may disagree with the 2 or 3 mile rule for providing transport, particularly in rural areas, although these distances are stipulated in legislation. Routes are assessed and if there are

hazards these will always be taken into account. On the whole the policy has many positive impacts and has a neutral impact in respect of a resilient and a globally responsible Denbighshire. Parents / Carers can make a preference for Welsh or English medium provision and the policy promotes access to Welsh medium education by providing discretionary transport, where this is a parental / carer preference and the criteria is met. Some parents / carers may still have concerns around the categorisation of schools and we have acknowledged this within this impact assessment. Whether mobile network not-spots could affect the safety of children waiting at isolated pick up points is not certain and should be understood (parents / carers are encouraged to ensure there are 'back up' plans). Overall though, the impact on Welsh language and culture and people with protected characteristics is positive. The policy also supports Faith based education, if this is a parental / carer preference and the eligibility criteria is met. The impact assessment has identified the potential to maximise information about active travel and opportunities to enable schools/ parents / carers to develop walking buses in their communities.

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	Positive Impact on local economy for service providers. Enabling children to access Education. Fewer individual journeys to school by parents / carers.

Positive consequences identified:

Routes are profiled to ensure they are most efficient and therefore impact is reduced. Having learners on one bus together is better than individual families travelling in cars and decreases car journeys. However, it is noted that there is an eligibility criteria and parents / carers can express a school preference, for which they may then be required to provide transport.

In terms of economic development, this policy is important demand for local transport suppliers. Many could not exist on excursions and tours alone, and this ensures their businesses are sustainable.

Can help parents / carers get to work and manage their work/life balance. Creates jobs for individual drivers.

There are skills involved in the provision of transport, e.g. maintaining Driver Certificate of Professional Competence.

We need to ensure links with local bus services to ensure the viability/sustainability of local bus services. Our passenger transport team monitors this to see where public transport can be optimised.

In terms of care for children whilst using home to school transport, some buses will have passenger escorts. However, it is a parent's / carer's responsibility to ensure child care arrangements are in place.

Unintended negative consequences identified:

We are not proposing to use hybrid/electric vehicles at the moment. Denbighshire has explored battery-operated buses (this is constantly kept under review), but we don't have any emissions 'hot spots'. School transport in Denbighshire would predominantly be provided using diesel vehicles.

Some families may find that the timing of school transport might not meet their work needs, although it is their responsibility to make necessary care arrangements (especially in secondary schools).

If the policy were not in place, it could impact on transport provision more broadly, e.g. we rely on local bus services to take children to school.

Using transport could result in families missing out on wraparound care.

Mitigating actions:

Low carbon consideration for contracts will continue to be kept under review. Parents / carers are encouraged to have back up plans as they are responsible for making necessary care arrangements.

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	Reduced journeys to school. Lower carbon footprint. DCC Biodiversity Plan is accommodated within the requirements of route assessment by Highways.

Positive consequences identified:

A reduction in the number of vehicles on the road is positive.

When assessing potential hazards, all aspects of the environment are considered, which can include things such as hedgerows. This may result in designating routes as hazardous if, for example, it impacted on visibility.

Unintended negative consequences identified:

If safer walking routes are ever needed, these could result in loss of habitats, e.g. hedgerows.

In terms of energy/fuel consumption, we keep cleaner vehicles under review. Hybrids are costly to suppliers. We don't use double-deckers and refer to use 70 seat single decks. Double decks can cause a problem because of the inability to fit seat belts to older vehicles. They use more fuel but seat for seat they are not that inefficient, though 70 seat saloons are more fuel efficient than double decks.

Currently this policy does not aim to raise people's awareness of environment/biodiversity issues, but information could be inserted into the policy.

Some lanes (walking routes) are at risk of flooding, and do flood occasionally. Closure of a lane can reinstate the duty to provide free school transport where distances are extended. Where roads are flooded, you cannot prevent walkers from passing through the flooded lane. The Authority risk assesses such locations and the services provided.

Mitigating actions:

Lower carbon technology will continue to be a consideration on transport contracts (the market needs to mature however). The Policy could signpost to relevant information and websites regarding safer walking / cycling routes to school. This will be incorporated. The flooding issue has been explored and the safest solution has been to reinstate a transport service (in the case of Caer Drewyn) between November - April. We will be doing another assessment in April 2017. This does form part of the consideration given to any new school development sites - as part of the planning process.

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	The legislation encourages walking to school if under the stipulated distances from school, and there are no hazards which would prevent this. Introducing feeder schools is in the welfare and well-being interests of learners. They can stay with their friends as they transition to secondary school - if they so wish.

Positive consequences identified:

Where safe and below the statutory distances, children/families are encouraged to walk/cycle to school.

This policy enables children to access education and remain with their friendship group. This draft new policy approach is in the interests of the learner. Revised appeals process with a panel considering discretionary provision and supportive information presented by parents / carers. Process designed to be easier. Discretionary provision is documented to ensure consistency.

Unintended negative consequences identified:

Potential to maximise info/links to active travel.

Mitigating actions:

The Policy could signpost to relevant information and websites regarding safer walking / cycling routes to school. This will be incorporated. Signpost to relevant departments to ensure schools and parents / carers can access information on setting up walking buses and safe routes to school. Road Safety and Sustainable Transport can offer officer support to establish walking buses.

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	We are not aware of any positive/negative impacts on gender reassignment; pregnancy and maternity; race; sexual orientation. The team will always review provision in cases where individual's circumstances change. The team takes into consideration aspects of financial hardship if we are presented with such information and are asked to consider family circumstances.

Positive consequences identified:

This policy positively affects the 'age' protected characteristic because it is about facilitating children's education. We do recognise sibling relationships as part of the Admissions process to schools. Where families move during GCSEs, the policy still includes provision for meeting the transport needs of learners (where reasonable). For disabled children and young people, on a closed school contract the buses are inaccessible but when we are aware of a need and the provision will always be delivered via accessible vehicles. Signage on the bus is clear. The authority will ensure appropriate solutions in place (e.g. home pick up where that is necessary). We also consider the ability of the parent / carer to get the child to school (e.g. in short term situations). The document provides support for divorced / separated couples (dual residency). The policy supports faith-based education, where eligible.

It benefits parents / carers in that if the eligibility criteria is met the Authority will pay for transport. Financial hardship may be an element under discretionary considerations if this is raised and evidenced.

Unintended negative consequences identified:

There have previously been incidents of bullying on buses but not in relation to children and young people with protected characteristics, as far as we are aware. Some parents / carers might find it harder to understand the information about the policy.

Some parents / carers may make a choice about the secondary school based on financial considerations of transport. Feeder school arrangements should positively improve this.

Mitigating actions:

The new draft policy now includes details of the Behaviour Code on Authority services, and the processes followed for reported incidents. It has also strengthened the aspects of parental / carer responsibility and working with the Authority to resolve issues. A frequently asked questions (FAQ) section will be developed and this will be informed by the consultation process. Parents / Carers will be able to provide views regarding the Authority's process for dealing with behaviour on services as part of the formal consultation.

A Denbighshire of cohesive communities

Overall Impact	Positive
Justification for impact	Application of the policy ensures safe access to education for learners. Parents / Carers are responsible for ensuring learners get to and from the pickup points safely, and that they are met by a responsible adult if their age or needs calls for this. Process in place if learners are not met at the pickup point. Passenger transport advises on where pick up points should be. They are all risk assessed. Information about adverse weather and service cancellations or school closures is published online.

Positive consequences identified:

The policy is about ensuring safe routes to school (either in a bus, or walking/cycling). Safeguarding is a concern while children at bus stops, especially if they are in a group. Safe/hazardous routes are assessed.

Policy can positively support rural communities in that transport is provided free of charge if the eligibility criteria is met.

Reduces the impact on private motoring. The policy is a considered approach to Denbighshire's specific circumstances and is more flexible than approaches of other Local Authorities.

Unintended negative consequences identified:

There are perceptions that cars are safer than buses but this is not the case. Safeguarding of pupils where they are picked up on their own, but the pick-up points are assessed by professionals to ensure they are appropriate. Not spots could be an issue if there were to be problems with the service on a particular day/or the child needed to contact someone (999 calls can always be made). Circa 160 routes are currently assessed as hazardous (there might be more than one section of hazards on one stretch of road).

There are opportunities to maximise the participation of families to increase resilience in the respect of transport to school. Information for schools/families about walking buses is being considered. Some schools in Denbighshire have taken this forward.

Mitigating actions:

The pick-up points are assessed by professionals following relevant guidance to ensure they are appropriate. We know where the main hazards are in Denbighshire; these are documented and are considered as part of the application process. There may be other routes not currently assessed but we will assess those as required. All known hazardous routes are reassessed every 5 years.

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Positive
Justification for impact	If the policy didn't exist then access to Welsh medium education would be affected. The policy promotes access to Welsh medium education by providing discretionary transport, where this is a preference and the eligibility criteria is met. The legislation ensures Local Authorities promote access to Welsh medium education.

Positive consequences identified:

Parents / Carers can make a preference for Welsh or English medium provision. Promotes access to Welsh medium education by providing discretionary transport, where this is a preference and the eligibility criteria is met.

The policy does promote Welsh language and access to Welsh medium education. Signage on services is bilingual, Welsh first.

The policy supports access to Welsh-medium education and the language is important to culture and heritage.

Unintended negative consequences identified:

The schools categorisation can be sometimes be difficult for parents / carers to understand. However, we have to work within this Welsh Government categorisation scheme. Some parents / carers may express a preference for a category 1 school but this is not distinguished from category 2 provision by Welsh Government. Extra detail regarding the categorisation has been added to the new policy.

Some primary-aged children may be travelling alone and be Welsh-speaking only. No example of this ever being a problem however. Statutory signage is in English only

Mitigating actions:

The policy is likely to attract further discussion regarding categorisation. The Welsh in Education Strategic Plan (WESP) group will be considering the draft policy. Some parents / carers would like to see category 1 schools in their own right, separate to category 2 - however this is an issue for Welsh Government consideration. Extra detail has been provided in the new policy regarding categorisation.

A globally responsible Denbighshire

Overall Impact	Neutral
Justification for impact	Contracts held with local transport providers which benefits the local economy.

Positive consequences identified:

Procurement through tender tends to favour larger firms. Local contractors do benefit as they are more cost effective.

Conditions of contract include human rights. This policy ensures access to education.

The policy ensures children could access nearest Welsh language school or Faith School, even if out of county.

Unintended negative consequences identified:

No negative impacts have been identified.

Mitigating actions:

No negative impacts have been identified by the impact assessment.

Report To:	Cabinet
Date of Meeting:	18 th July 2017
Lead Member / Officer:	Councillor Huw Hilditch Roberts, Lead Member for Children and Young People / Karen Evans – Head of Education and Children’s Services
Report Author:	Karen Evans – Head of Education and Children’s Services
Title:	21 st Century Schools Programme – Band B Proposals

1. What is the report about?

The report seeks approval for the submission of the Band B proposals to the Welsh Government for consideration.

2. What is the reason for making this report?

A decision is required on whether the Strategic Outline Programme for investment in 21st Century Schools should be submitted to the Welsh Government.

3. What are the Recommendations?

3.1 That the draft Strategic Outline Programme for the 21st Century Schools and Education Programme be submitted to the Welsh Government.

3.2 That the Committee confirms that it has read, understood and taken account of the Well-being Impact Assessment (Appendix 3) as part of its consideration.

4. Report details

4.1 Denbighshire schools have benefited over the last 7 years from significant investment in the school estate via the 21st Century Schools and Education Programme which has been delivered in partnership between the Welsh Government and Denbighshire County Council.

4.2 The Welsh Government have invited all Local Authorities and Further Education Institutions to submit their intended programmes for future Capital Investment by the end of July 2017. This will enable the Welsh Government over the coming months to determine the overall programme for Wales which is expected to be of the value of approximately of £1.7 billion should all funding sources be maximised.

4.3 The Council prior to Christmas submitted its aspirational outline proposals for Band B of the 21st Century Schools and Education Programme to the Welsh Government on the 10th December. The Welsh Government have confirmed in May 2017 that the intervention rate will be 50/50 for traditional capital projects and 75% Welsh

Government / 25% Local Authority for projects to be funded via the alternative “Mutual Investment Model”. This model will see the maintenance and management costs of the school over a 25 year period being included in the overall project costs. Any schemes which involve Voluntary Aided schools will be funded at an intervention rate of 85% by Welsh Government and 15% by the Voluntary Aided body.

- 4.4 The proposals from Denbighshire have been drafted on the need to continue the theme of proposals emerging from Area Reviews. Appendix 1 (not attached) details the outcomes of the reviews to date and the next priority review areas have been identified for the Denbigh and Rhyl areas as outlined below:-

	Project	DCC	WG	VA	Total
1	Denbigh - Review of Provision inc. YPB	£10.9m	£23.6m	£2.2m	£36.7m
2	Rhyl Primary Provision	£5.15m	£5.15m		£10.3m
3	Centre to provide additional pastoral support for pupils	£3.95m	£3.95m		£7.9m
4	Review of Llangollen Provision	£11.9m	£11.9m		£23.8m
5	Extension at Ysgol y Faenol, Bodelwyddan	£900k	£900k		£1.8m

- 4.5 Following confirmation of the proposed intervention rate the Strategic Outline Programme has been drafted for consideration by the Welsh Government (see Appendix 2). At this stage the Council is preparing its Corporate Priorities and confirming any funding that may be identified that might enable some or all of the revised priorities to be delivered. Should investment in schools not be identified as a priority the scale of the Programme will be required to be reduced significantly. The submission of the Strategic Outline Programme includes these caveats within the Financial Case section of the document.

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

The Council is presently preparing revised Corporate Priorities which are expected to be confirmed by Council in the autumn. The continued investment in Education would be expected to contribute to the draft priority to ensure that Denbighshire is a place where younger people will want to live and work and they have the skills to do so.

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

The overall submission for Band B would cost Denbighshire £32m as illustrated in paragraph 4.4. The funding for the Band A proposals came from a mixture of savings through the school organisation process and more significantly from corporate savings which were re-invested into the Corporate Priorities.

Should the proposals be progressed the development of the Programme would continue to have workstreams for other teams within the Council in particularly

Design, Construction and Maintenance. The costs of these teams are absorbed in the overall outline costs.

- 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 Well-being Impact Assessment has led to the following conclusions:-

The development of a programme for investment for 21st Century Schools should have a positive impact on Denbighshire. The construction phase will lead to increased investment in local companies and improve employment prospects. Site selection may have a negative impact on a resilient Denbighshire and this will need to be carefully considered. The provision of modern buildings should impact positively on a healthier and equal Denbighshire whilst providing an opportunity for a more cohesive community. The impact on Welsh Language will be guided by where investment is made.

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

The initial aspirational list was identified following an informal meeting with Councillors in December 2016 prior to the submission of the list to the Welsh Government.

- 9. Chief Finance Officer Statement**

The priorities have been suggested for Band B based on need. Currently, no funding has been agreed to support the council's contribution and this is reflected in the submission to the Welsh Government. The intervention rate has remained at 50:50 for most schemes within Band B which limits the scope from the Council's perspective. As the new council develops its priorities, it may decide to identify resources to support 21st Century Schools as part of that process, though the resources identified so far in support of corporate priorities would not be sufficient to fund all of programme identified. Members however will have choices to make as part of budget rounds and could elect to identify additional funding to support 21st Century Schools, but this would generate an additional budget pressure within the Medium Term Financial Plan. So far, proposals for Band B do not include assumptions around future closures and the recycling of budget to fund investment in new schools. The Welsh Government has developed an additional option to fund new build schools called the Mutual Investment Model. The merits and suitability of this model are still being assessed.

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

The current Modernising Education Programme includes clear procedures for the management and escalation of risks at both the Programme and Project level. Should the programme be progressed these procedures would continue. The risks associated with the reduction in the programme would mainly impact two areas. By accepting the risk around maintaining poor or life expired buildings the costs around

maintenance are expected to increase over time. For pupils in such buildings their learning opportunities may be impacted upon.

11. Power to make the Decision

Section 14 of the Education Act 1996 places a duty on local authorities to secure sufficient schools for providing primary and secondary education.

Appendix 1



Ysgolion yr 21ain Ganrif

21st Century Schools

Llywodraeth Cymru
Welsh Government

What has the Modernising Education Programme achieved to date?

The Modernising Education Programme is responsible for reviewing school provision in Denbighshire and investing in school buildings and facilities. Over the last 7 years the Programme has seen projects developed to the value of £100m developed to improve facilities for Denbighshire's school children. Projects will be delivered in all areas of Denbighshire from Llangollen and Cynwyd in the South, Ruthin and Denbigh in the centre and Rhyl and Prestatyn in the North.

By the close of Band A of 21st Century Schools Programme nearly 28% of Denbighshire pupils will be educated in facilities where investment has been made.



Background

Modernising Education Policy Framework

Based on the recommendation from the Modernising Education report, commissioned in 2005, a set of 10 draft policies were developed following extensive consultation with headteachers, governors and parents.

The policies cover a wider range of issues including models for school organisation, mobile classrooms and surplus places.

The Modernising Education Policy Framework was adopted by Denbighshire's Cabinet in January 2009.

21st Century Schools – Story to date across Wales

Strategic programme of investment.

The first wave of investment is £1.4 billion over the five year period ending 2019.

Funding split 50% Welsh Government, 50% Local Authorities / Others

Rebuild and refurbishment of over 150 schools and colleges.

Programme Aims

Reduce numbers of poor condition school and college buildings

Reduce surplus capacity

Improve efficiency of the building stock = more resources to invest in our learners

Includes provision for Welsh medium and Faith education

Start of Programme

Where we were – May 2010

- 14,812 pupils
- 53 Primary Schools
 - Capacity 8,684
 - Number of pupils 7,201
 - Overall Surplus 1,483 (17.1%)
- 8 Secondary Schools
 - Capacity 8,602
 - Number of pupils 7,611

– Overall Surplus 991 (11.5%)

Primary Reviews to date

Dee Valley East (Llangollen) Area Review

This review looked at the issues impacting four schools in the area - Ysgol Bryn Collen & Ysgol Y Gwernant in Llangollen, Ysgol Llantysilio and Ysgol Glyndyfrdwy.

The review resulted in:-

- Closure of Ysgol Llantysilio;
- Ysgol Glyndyfrdwy to be considered in the Edeyrnion (Dee Valley West) review;
- Extension and refurbishment work at Ysgol Bryn Collen and Ysgol Y Gwernant;

The future of Ysgol Dyffryn Ial was also considered due to a shared headteacher with Ysgol Llantysilio.

	<p>Ysgol Dyffryn Ial, Llandegla Opened November 2013 Cost £900k Funded by Denbighshire County Council Enabled school to operate from single site</p>
	<p>Ysgol Gwernant / Ysgol Bryn Collen, Llangollen Opened September 2011 Cost £900k Funded by Denbighshire and Welsh Government Three classroom extension and refurbishment – growth accommodated displacement of pupils following closure of Ysgol Glyndyfrdwy</p>

Prestatyn Area Review

The review was seen as a priority following the opening of Ysgol Clawdd Offa, a new £8m school in the West of Prestatyn.

This review looked at the issues impacting five schools in Prestatyn Town (Bodnant Infants, Bodnant Juniors, Ysgol Clawdd Offa, Ysgol Penmorfa & Ysgol Y Llys) and Ysgol Hiraddug and Ysgol Melyd.

The review resulted in:-

- Amalgamation of Bodnant Infants and Bodnant Juniors which became Bodnant Community School as of January 2012 – In 2015 the project for the extension of the Key Stage 2 site started and the new facilities were opened in September 2016;
- The expansion of Ysgol Y Llys completed in September 2014;
- The removal of mobile accommodation at Ysgol Penmorfa and Ysgol Hiraddug

	<p>Ysgol y Llys, Prestatyn Opened September 2014 Cost £2.8m Funded by Denbighshire County Council and Welsh Government Eight classroom extension and refurbishment – accommodate growing demand for Welsh Medium education</p>
	<p>Bodnant Community School Opened September 2016 Cost £3.5m Funded by Denbighshire County Council and Welsh Government as part of 21st Century Schools Programme Seven classroom extension and refurbishment together with new reception area, school administration facilities and hall– enabled amalgamated school to operate from one site</p>

Edeyrnion Area Review

This review looked at the issues impacting seven schools in the area.

The review resulted in:-

- Closure of Ysgol Glyndyfrdwy as of August 2012;
- Closure of Ysgol Llandrillo & Ysgol Maes Hyfryd and the establishment of a new area school serving Cynwyd & Llandrillo – Ysgol Bro Dyfrdwy which opened in extended and refurbished premises in September 2014;
- Federation of Ysgol Betws Gwerful Goch & Ysgol Bro Elwern in Gwyddelwern;

- Federation of Ysgol Caer Drewyn in Corwen and Ysgol Carrog;



Ysgol Bro Dyfrdwy, Cynwyd
 Opened June 2014
 Cost £1.4m
 Funded by Denbighshire County Council and Welsh Government as part of 21st Century Schools Programme
 Three classroom extension and refurbishment together with new reception area and school administration facilities – enabled amalgamated school to operate from one site and removal of mobile.

Ruthin Area Review

This review looked at the issues impacting eleven schools in the area.

The review resulted in:-

Amalgamation of Ysgol Cyffyllog and Ysgol Clocaenog in September 2014 with approval granted for funding for the opening of a new building for Ysgol Carreg Emlyn for the 2018/19 academic year

Replacement buildings for Ysgol Pen Barras and Rhos Street scheduled to be opened in Spring 2018

Closure of Ysgol Rhewl scheduled for August 2018.

Replacement building for Ysgol Llanfair – scheduled to be completed early in 2019

Closure of Ysgol Llanbedr – to be determined by Welsh Government



Rhos Street School / Ysgol Pen Barras
 Scheduled to open Spring 2018
 Cost £11.3m
 Funded by Denbighshire County Council and Welsh Government as part of 21st Century Schools Programme
 New school building to replace existing sites which are overcrowded and have extensive use of mobiles

	<p>Ysgol Carreg Emlyn, Clocaenog Scheduled to open Autumn 2018 Cost £5m Funded by Denbighshire County Council and Welsh Government as part of 21st Century Schools Programme New school building to replace 2 existing sites which are currently operating as a Foundation Phase and a Key Stage 2 site</p>
	<p>Ysgol Llanfair Scheduled to open Spring 2019 Cost £5.3m Proposed to be funded by Denbighshire County Council and Welsh Government as part of 21st Century Schools Programme New school building to replace existing site which is overcrowded, lacks key facilities and includes mobile accommodation.</p>

Additional Investment

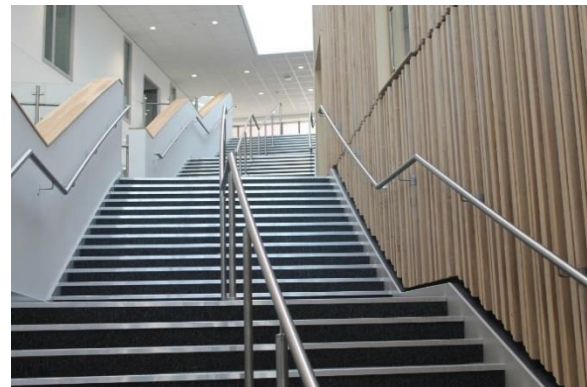
	<p>Ysgol Twm o'r Nant, Denbigh Opened September 2014 Cost £1.4m Funded by Denbighshire County Council and Welsh Government Three classroom extension and refurbishment together with new reception area and school hall. Designed to remove mobile accommodation and meet growing need for Welsh Medium Education</p>
--	--

Secondary Investment

The Band A programme initially looked at 4 schools which were in Category C – Poor. Two of the projects have been completed or close to completion at Rhyl High School and Ysgol Glan Clwyd. Proposals to develop a joint faith school were examined to replace Blessed Edward Jones Catholic High School, Rhyl and St Brigid’s Denbigh, but no clear consensus emerged.



Rhyl High School / Ysgol Tir Morfa, Rhyl
Opened April 2016
Cost £24m
Funded by Denbighshire County Council and Welsh Government as part of 21st Century Schools Programme
New replacement school of 1200 places for Rhyl High School and 45 places for Ysgol Tir Morfa





Ysgol Glan Clwyd

1st Phase Opened January 2017, second phase ongoing during 2017

Cost £16.5m

Funded by Denbighshire County Council and Welsh Government as part of 21st Century Schools Programme

Large extension, refurbishment and demolition to meet growing demand for Welsh Medium Education



3-16 Investment

We are currently at the design stage for a new 3-16 Catholic School in Rhyl, to replace Ysgol Mair and Blessed Edward Jones. The scheme is planned to be funded by Denbighshire County Council and the Welsh Government and will provide places for 420 Primary Places and 500 Secondary Places. It is expected that the new school could be opened for September 2019, subject to the outcome of the School Organisation Proposals and approval of funding etc.



Appendix 2

OFFICIAL

Draft - Denbighshire County Council

Strategic Outline Programme (SOP) - Band B Update

For return by 31 July 2017

Guidance

This form aims to capture the proposed changes to your Band B Programme since the most recent version of your Strategic Outline Programme/ Estate Strategy was agreed.

Please complete all relevant sections of this form including the statement of approval of this information in **Section 12**.

Please note that the budget for Band B of the Programme is fixed and prioritisation of projects will take place should applications for funding exceed the resources available. In the first instance projects will be prioritised based on building condition and sufficiency, but the exercise may take into account other factors such as flexibility of assets, efficiency of the education estate and deprivation.

Please return a signed, electronic copy of the form, to Jo Larnar, Programme Director of 21st Century Schools and Education Programme by Monday 31 July via:

21stcenturyschools@wales.gsi.gov.uk

Section Contents:

1.	Requested Band B Programme Envelope	3
2.	Summary of changes	3
3.	Strategic Case	4
4.	Economic Case.....	10
5.	Commercial Case	12
6.	Financial case.....	13
7.	Management Case	14
8.	Application for Mutual Investment Model (MIM) funding	18
9.	Band B Projects	20
10.	Bands C and D	21
11.	Statement of Approval for Strategic Outline Programme (SOP) - Band B Update – July 2017.....	23

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

1. Requested Band B Programme Envelope

Requested total of Band B envelope <i>e.g. £15,000,000</i>	£80.5m
Requested Welsh Government contribution <i>e.g. £7,500,000</i>	£45.5m
LA/ FEI contribution <i>e.g. £7,500,000</i>	£32.8m (contribution from VA sector - £2.2m)

2. Summary of changes

What has changed since the latest version of your SOP/ Estates Strategy? <i>1000 words maximum</i>
<p>Since 2010 Denbighshire has embarked on a major £100m investment programme to improve the condition and efficiency of the school's estate.</p> <p>The Council's Modernising Education Policy Framework has provided the foundations for a review of the sustainability of the school provision in the County.</p> <p>In the primary sector 4 area reviews out of 7 have been undertaken leading to a mixture of rationalisation and improvement. In the Dee Valley East, Ysgol Llantysilio a small English medium school was closed with investment being made in Ysgol Gwernant, a Welsh Medium school in nearby Llangollen.</p> <p>In Prestatyn the focus was on the removal of mobiles, rationalisation of sites and meeting the demand for Welsh Medium provision. From providing 9 mobiles in 2010 we have now removed all mobiles from primary education with investment taking place to increase the capacity of Ysgol y Llys the Welsh Medium school and the amalgamation of Bodnant Infant and Junior school including investment to enable the school to operate from 1 site.</p> <p>The Ederynion area review saw the viability of 7 small rural schools addressed. Two school were amalgamated as an area school with investment to increase capacity on one of the sites with the other closing. The smallest school was closed whilst the remaining 4 schools were the subject of 2 federation proposals.</p> <p>The Ruthin area review saw the future of 11 schools addressed. The current outcomes could see the number of schools reduced to 8 with nearly £20 m invested in new facilities at 4 schools in the area.</p>

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

In the Secondary Sector the Council identified in 2010 that half of the schools were considered as Category C. The SOP saw a plan for investment to address these issues. Nearly £40m has been invested at to provide a new building for Rhyl High School and to provide an extension and significant refurbishment for Ysgol Glan Clwyd. The proposal to amalgamate the two Faith Secondary schools saw significant opposition from the school communities. Following considerable debate the Council agreed to review the proposal and St Brigid's agreed to withdraw from the proposal. As a consequence a proposal to create a new 3-16 Catholic school has emerged which will see the existing schools of Ysgol Mair and Blessed Edward Jones in Rhyl amalgamated.

Approximately £13m has also been invested in the school estate through planned and reactive maintenance works since 2010. This typically refers to small scale improvements such as the replacement of windows and heating systems in schools. This has enabled minor improvements to take place at a number of schools.

3. Strategic Case

How does your Programme link to local and national strategies e.g. the Wellbeing of Future Generations (Wales) Act 2015, Welsh medium and childcare strategies?

1000 words maximum

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

The Council is currently reviewing its overall Corporate Plan following the 2017 local government elections. The Corporate Plan priorities are expected to emerge from considerable public consultation prior to the 2017 elections and also through various workshops involving Councillors and Senior Officers since the election.

The current draft objectives include ensuring that Denbighshire is a place where younger people will want to live and work and they have the skills to do so. The success of the 21st Century Schools Programme will be a contributory factor to achieving this objective.

Future Generations

The Council is very mindful of the Wellbeing of Future Generations Act in its planning for Band B. The planning for Band B is mindful of future changes to the demographics of the County and the need to look long term at what the best provision will be for children and young people in 30 to 50 years' time. In particular the scope of the Denbigh review and its implications across the county in respect of Services for Children with additional emotional needs is very mindful of the Act.

The joint Conwy and Denbighshire Public Service Board Wellbeing assessment states that by “Building on work at the national level our assessment recognises that giving children the best start in life, protecting them and preventing Adverse Childhood Experiences (ACE) as much as possible is a key to wellbeing. Adverse Childhood Experiences in particular can damage a child’s chances for living a good life. A tough start can affect physical and mental health, resilience and well-being. This in turn affects educational achievement, employability, risks of getting into the criminal justice system, use of health and social care services and risk of early parenthood and continuing the intergenerational cycle of disadvantage.”

The Council recognizes that at present in many instances mainstream community schools struggle to provide the service required for pupils with additional emotional needs and to provide the required level of intervention to make a change to their lives. By examining the scope for a cross county provision of specialized it is expected that early intervention will provide greater support and increase their life opportunities and reduce the risk of such pupils becoming disenfranchised with their educational experience.

Welsh In Education Strategic Plan

The Council recognises the importance of bilingualism in 21st Century Wales and has adopted a long term aspiration that all children and young people in the County will leave full-time education being competent and confident in using both Welsh and English languages. The Council recognises that this is a long term aspirational aim that will not be achieved for a number of years.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

The objectives of the new Welsh in Education Strategic Plan 2017-20 includes ensuring and developing sufficient Welsh Medium school places and increasing the proportion of learners studying Welsh as a 1st language. The aim is to ensure that through the 21st Century Schools programme there is sufficient capacity to ensure Welsh medium education is accessible throughout the County.

Highlight any differences to your strategic case since the latest version of your SOP/ Estates strategy was produced.

Please provide details of benefits and risks of your Programme.

1000 words maximum

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

Since 2010 the local authority has undertaken considerable change. The performance of the authority for Education has been transformed from a service recovering from being placed in special measures between 2007 and 2009 to by 2012 receiving one of the best inspections of local authority education services in Wales being awarded an Excellent for leadership and management.

Corporately the Council has changed the way it delivers services. Responsibility for Education from a statutory perspective lies with the Head of Education and Children's Services and the joint working approach is enabling joined up delivery for young people, particularly the most vulnerable and challenging. The School Improvement function sits now with the regional service (GwE).

Pupil Places

In terms of schools, since 2010 the number of primary aged pupils has increased from 7,201 to 7,721 whilst the number of secondary aged pupils has dropped from 7,611 to 6,571. This is in line with national demographics around population changes across the school estate. By 2022 there is expected to be an increase in the secondary pupil numbers to 7,306 as recent growth in the primary sector comes through.

The number of schools has also reduced from 52 Primary schools to 47 following a rationalisation and amalgamation process. In 2010 there were 25 schools with less than 80 pupils in attendance – this has reduced to 19 schools.

In respect of performance, in the primary sector since 2010 there has been an increase in line with the national line of travel of pupil's performance for the Core Subject Indicator at Key Stage 2 with Denbighshire matching the national average for 2015/16. For the expected outcome in the Foundation Phase areas of learning the Denbighshire average has outperformed the national average for 4 of the last 5 years.

In the secondary sector there has also been improvements in performance. For the last three years Denbighshire has outperformed the national average at expected levels for the Core Subject Indicator at Key Stage 3. Between 2011 and 2015 performance in Denbighshire outperformed the national average and consistently improved each year for the pupils achieving the level 2 threshold. For 2016 performance dipped and fell below the national average.

Condition of the school estate update

The condition of the school estate was reviewed as part of the preparation work for 21st Century Schools in partnership with the Welsh Government. As of 2010 the Council had the following:-

Category A - Excellent	Primary 1	Secondary 0
Category B – Satisfactory	Primary 35	Secondary 3
Category C – Poor	Primary 15	Secondary 5
Category D – Bad	Primary 0	Secondary 0

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

Projects or closure procedures in the primary sector have addressed 7 of the buildings previously identified as Poor. Within the secondary estate three of the five schools indicated as Category C will see projects undertaken to be completed as part of Band A works. The Council has undertaken recent condition surveys of schools likely to be featured in Band B proposals. A number of these sites have deteriorated since 2010 and in particular Denbigh High School was assessed as Bad from the inspection in 2016. Further work is being planned to assess the overall Education estate as part of the work to evaluate the benefits of the investment made as part of the Modernising Education Programme.

Welsh Medium numbers

The main benefits of the programme will be the improvement in the condition of the school estate, being able to meet demand for places in areas of high demand and reconfiguring services to meet the growing demand for some of our most vulnerable and challenging learners.

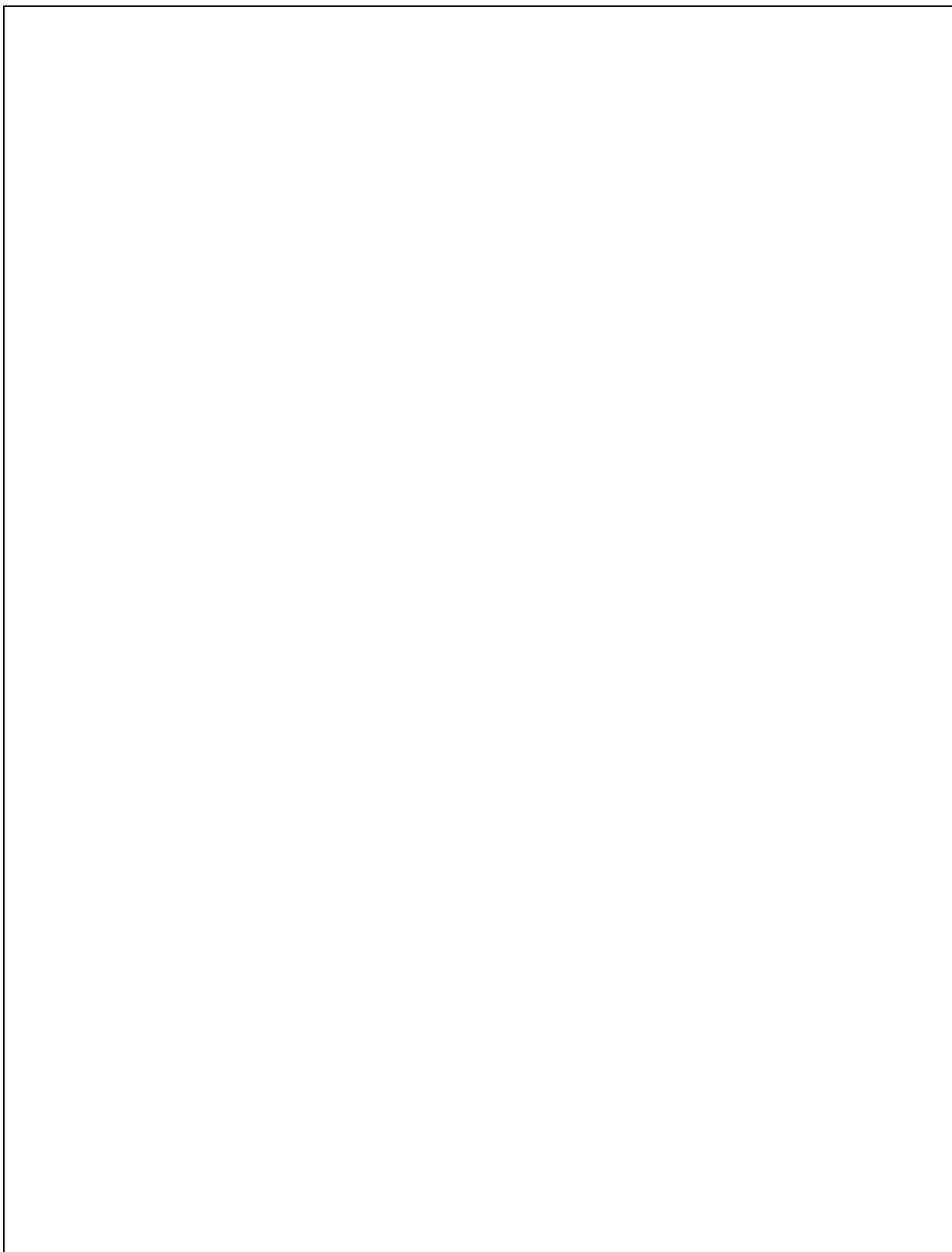
The proposals could also meet the growing demand for Welsh Medium education in the North of the County ensuring that the strong record of Denbighshire increasing and improving Welsh Medium education provision continues.

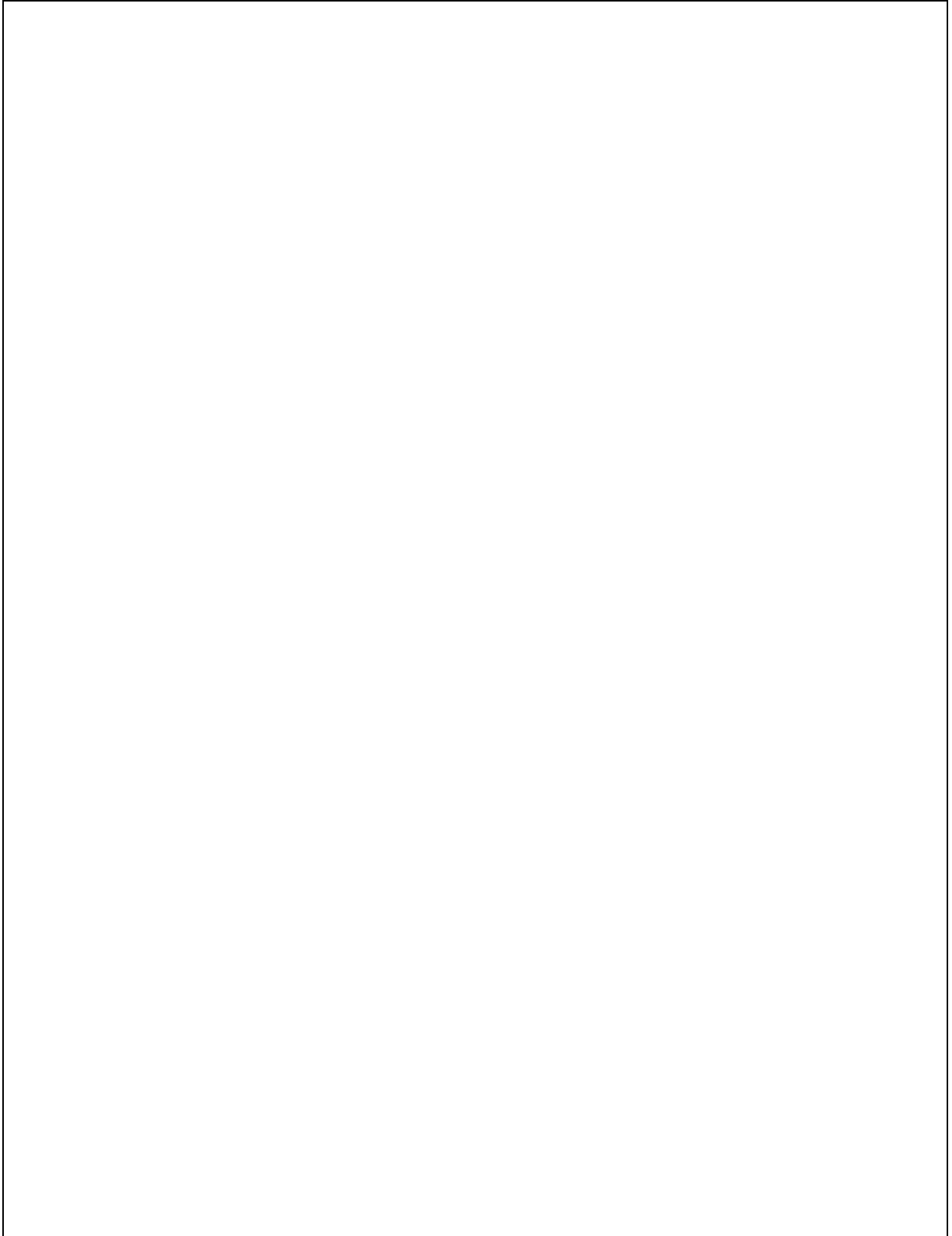
The main risks relate to deliverability. The intervention rate means a lower rate of progress may occur than hoped for within Band B. In particular the complication of provision in Denbigh means that these proposals may need to straddle Band B and Band C, depending upon what projects emerge from the proposed area review and the available resources.

Better Use of the School Estate

As part of the Modernising Education Programme projects have utilised opportunities to make better use of facilities or to ensure that projects incorporate opportunities for better community use. An example has been incorporating pre-school provision as part of the recent Bodnant Community School to ensure that the 3-11 provision was complimented by pre-school provision. The current proposals for the 3-16 Catholic School in Rhyl is keen to ensure that the building can be fully utilised during the summer months in respect of intervention programmes to provide support for both parents and pupils within the Communities First areas it serves.

Particularly at Secondary level the facilities are shared by Leisure Services via dual use agreements. Ensuring the long term development of the school estate in partnership with sports and leisure facilities has become a growing factor. The Education Service has recently met with representatives from the Sports Council for Wales, together with representatives from various national sporting bodies to examine where investment may be able to assist such national priorities.





4. Economic Case

Highlight any differences to the Economic Case since the latest version of your SOP/ Estates strategy was produced.
1000 words maximum

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

The Critical Success Factors applied to recent projects are as follows:-

- Improvement in educational attainment and achievement
- Removal of mobile classrooms and detached teaching areas and resource areas
- Reduce the ever growing maintenance backlog
- Meet demand for school places
- Increase the efficiency and effectiveness of the school estate
- Improve the learning environment to meet 21st century school standards and allow for the delivery of a fluid and innovative 21st century curriculum

From the assessment of Band B requirements it is proposed that these 6 factors should remain in place.

At this stage of consideration of the Band B projects, without certainty of affordability, the scope of options appraisals is unclear. This may mean that in assessing options the maximum options may not be deliverable and the scope of options downgraded. As an example a new school may be unaffordable so that refurbishment may become the preferred option in many cases.

5. Commercial Case

Highlight any differences to the Commercial Case since the latest version of your SOP/ Estates strategy was produced.

Please include details of what delivery models you are considering e.g. batching or single delivery.

1000 words maximum

The main change since the 2010 SOP was the successful introduction of the North Wales Construction Framework. Of the 8 projects being progressed through Band A, 3 of them have been awarded via the framework. The commercial decision for Rhyl High School pre-dated the framework provision whilst 4 of the projects for construction values were below the framework threshold.

The availability of the Framework has assisted with the provision of the programme.

All North Wales Councils are considering the next generation of Framework agreements. The current agreement expires in 2018 and the new Framework will include a lower threshold which would allow all projects to be let through the Framework.

The Council at present is considering single delivery of individual projects as part of the delivery of Band B. This will need to be balanced between the objectives of the framework and allowing access to the market for local companies against developing successful partnership approaches to delivering projects.

6. Financial case

Highlight any differences to the Financial Case since the latest version of your SOP/ Estates strategy was produced.

Please give details of the match funding arrangements for your Programme and confirm whether or not it is affordable.

1000 words maximum

The overall cost of the proposed Band B proposals is £80.5m. The required contribution from Denbighshire is £32.8m based on the potential for a Voluntary Aided School to be part of the proposals, dependent on the outcome of the area review.

The funding for the Band A proposals came from a mixture of savings through the school organisation process and more significantly from corporate savings which were re-invested into the Corporate Priorities.

At this stage the extent of opportunities for similar savings through the school organisation process as part of the area review process is unclear.

Similarly at this stage the Corporate Priorities for the Council for the 2017/2022 period and the extent of funding that will be attached to such priorities has not been determined. Should investment in school buildings emerge as a priority further work will be required on the affordability of the proposals as submitted.

However, should the need for investment in school buildings not emerge as a priority area with subsequent funding, at present it would appear that the proposed investment in the school estate would need to be scaled back significantly.

7. Management Case

Highlight any differences to the Management Case since the latest version of your SOP/ Estates strategy was produced.

1000 words maximum

Since 2010 there has been changes to the Strategic Management of Denbighshire County Council. Direct responsibility for the delivery of 21st Century Schools rests with the Corporate Director: Communities; Nicola Stubbins as the Senior Responsible Officer for the Programme.

The day to day operation of the Programme comes under the Education Support team managed by Geraint Davies – Principal Education Support Manager. The Programme team resides within this section. (please see following section for structure details).

The Modernising Education Programme Board is responsible for the Strategic direction of the Programme and its membership is detailed in the following section. The Board meet on a regular basis to review progress of the Programme and its various work streams as well as reviewing future work streams which may be required. By its nature the main focus of the Board over the last 3 years has been the successful delivery of the Band A Programme.

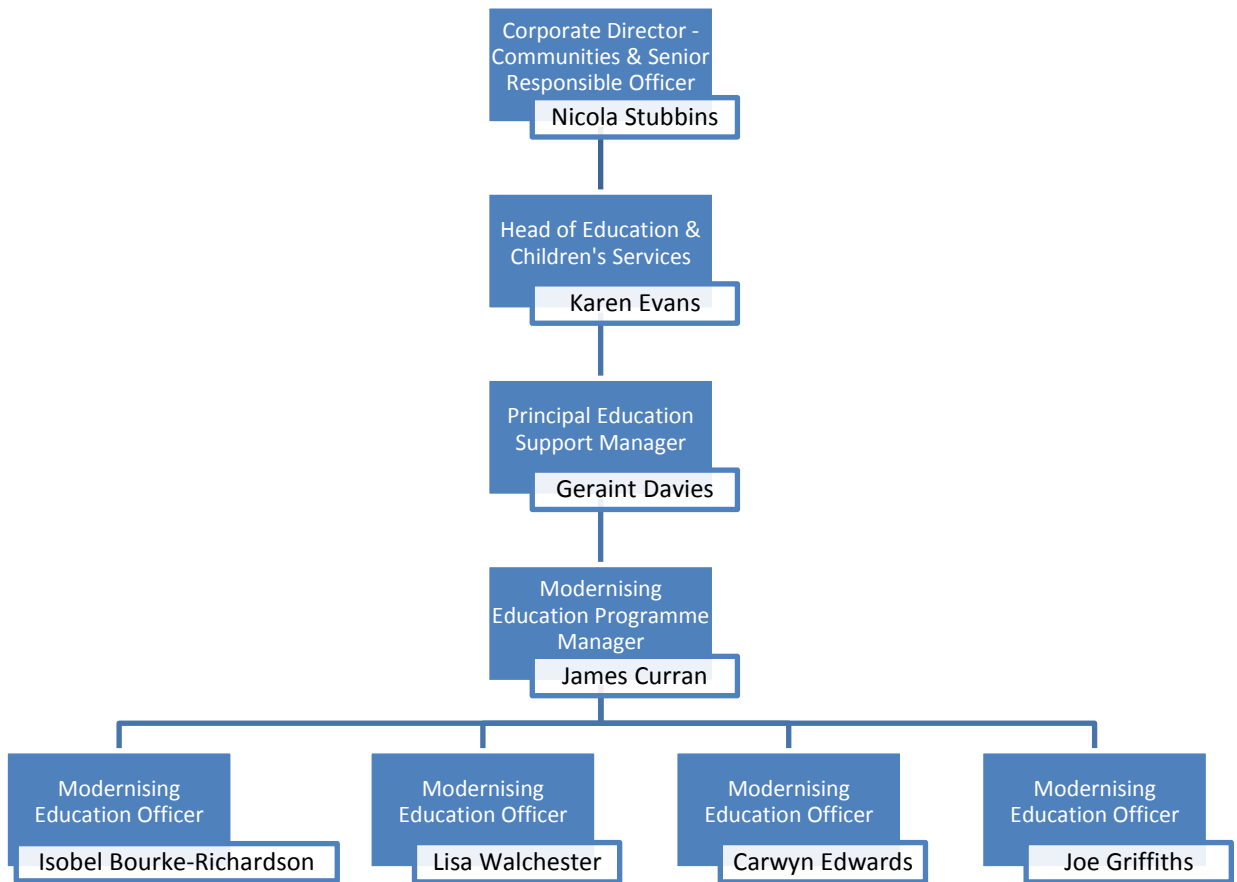
The Projects are managed by individual Project Managers within the team. To assist the work of the Project Managers the Council uses the VERTO Project Management software. This enables reporting at a Programme Level and an individual level for each project. This process enables individual Project Sponsors to regularly review progress, and where necessary ensure corrective action is taken to ensure that the project can continue to meet its brief.

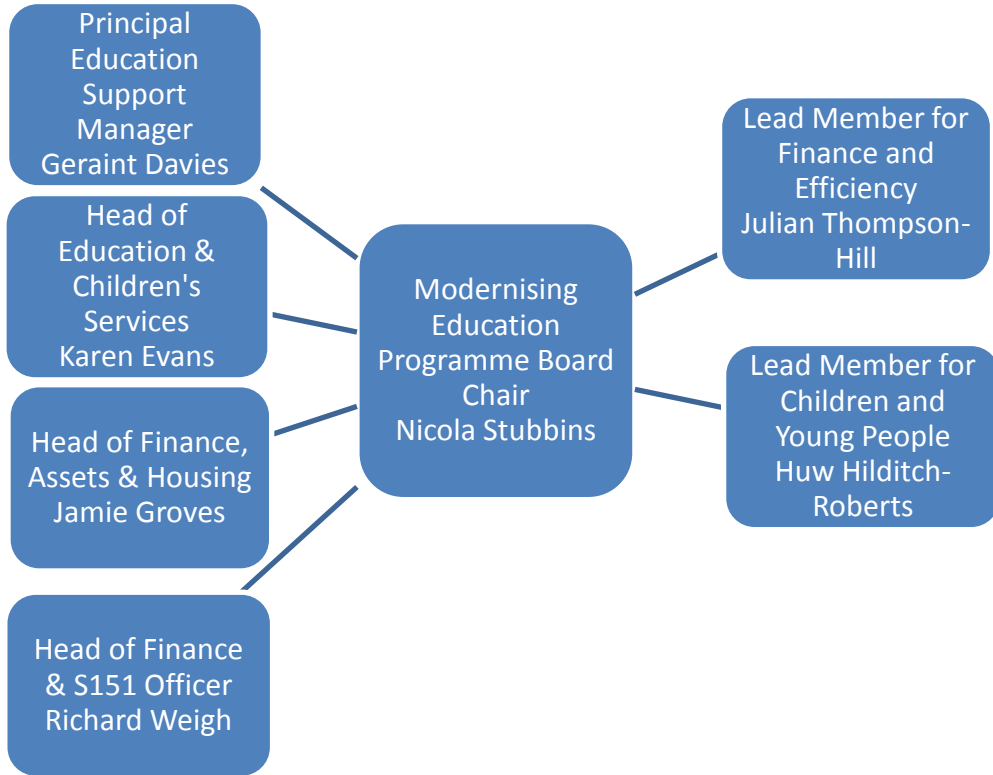
The Programme is supported by a wide range of officers and teams across the Council. In particular the Facilities, Assets and Housing Department provide full technical support for the progression of projects. This includes early design, tender specification, contract management support and technical leads during the progression of the projects.

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

Please provide details of the structures in place to deliver the projects within your Programme and contact details of the core team.
500 words maximum / organogram

Overall Modernising Education Programme Team





Membership – Modernising Education Programme Board

Contact Details

Please provide key milestones for the Programme

COPY PLAN HERE

8. Application for Mutual Investment Model (MIM) funding

<p>Do you intend to deliver any of your Band B projects using the Mutual Investment Model? <i>Delete as appropriate</i></p>	<p>No</p>
---	------------------

If:

- **No** - please move to the next **Section 10**
- **Yes** - please complete the relevant section for local authorities or further education institutions below.

(a) Local Authorities

Schools	Number	Size	Cost – based on WG guidance
Please indicate how many school buildings you would use this funding for:	Primary		
	Secondary		
	Total		

<p>Please provide brief details including title and estimated capital cost of the project/s. <i>1000 words maximum</i></p>
<p>Example:</p> <p>Westleaf High School</p> <p>Estimated Capital Cost - £20,000,000 This is a 1000 FTE place, new build secondary school in x town which will replace the 2 existing secondary schools which are in condition category C and D.</p>

(b) Further Education Institutions

Colleges
<p>Please provide brief details of your college project(s), together with the estimated capital cost using the Welsh Government capital rate per m².</p> <p>Please give details of the extent of the works planned e.g. campus, block replacement, extension and the type of facilities e.g. construction, hairdressing and beauty.</p> <p><i>1000 words maximum</i></p>
<p>Example:</p> <p>Eastleaf Campus business and creative arts hub</p> <p>Estimated Capital Cost: £20,000,000</p> <p>This is a 600 place development for business and the creative arts based on x campus.....</p>

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

9. Band B Projects

How many projects do you intend to deliver in Band B?	The plan allows for 5 areas to be reviewed which will be impacted by these findings and available resources.
--	--

What are they? (Please note that details of the projects should also be included in the attached table). The projects should be ranked in both documents in order of priority.

500 words maximum

Denbigh Review

There are 10 primary schools in the Denbigh Area, 1 secondary school and 1 middle school. In addition there is a special school Ysgol Plas Brondyffryn which provides specialist provision for children with Autism.

The primary schools are a split of rural and town provision. The town is served by an Infant and Junior school and a recently amalgamated Infant and Junior school. There is a Welsh medium school which has recently been extended and a middle school which is a Voluntary Aided Trust school. Outside of the town there are 6 schools, all of which have 90 pupils or less. Three of these are Welsh Medium and the other three are English Medium.

Long term the Council acknowledges the need to address the following issues:-

Condition of Denbigh High School and St Brigid’s School

The latest surveys suggest Denbigh High School is Category D and St Brigid’s Category C. In addition the accommodation at St Brigid’s includes nearly 50% mobile accommodation.

Infant and Junior Amalgamation

The Council has a policy regarding Infant and Junior Amalgamation. One set of such schools were amalgamated in 2012. There remains one set of separate schools which are on separate sites to form Ysgol Pendref. One of these schools, Ysgol Frongoch, shares a site with the primary provision of Ysgol Plas Brondyffryn and Ysgol Twm o’r Nant. Investment is required to make better use of all of these sites and improve the condition of the buildings.

Review of site location for Ysgol Plas Brondyffryn

Ysgol Plas Brondyffryn provides provision for children with Autism. The service is currently utilised by children across the wider North Wales area. The school is based on a number of sites in the town. The primary provision is co-located as above whilst the secondary provision is co-located with Denbigh High School.

Sustainability

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

As per other primary reviews the sustainability of all schools will be reviewed to ensure that a long term view is taken of the overall demand for places in the area.

Rhyl

At present there is growing demand for primary provision in the town. At present the Council has a policy that no school should have more than 2 form entry. Both Ysgol Dewi Sant – welsh medium provision and Ysgol Llywelyn – English medium regularly operate above this number. Long term there is a requirement to consider whether the policy should be retained, and if so, what is the medium term plan to review planning of places?

Additional Learning Needs

In addition the Council has identified the need for increased provision for pupils with emotional and behavioural issues which could be co-located at a school site. At present in many instances such pupils are retained in mainstream schools who may not always be best placed to ensure that such pupils receive the level of intervention and support that their complex needs require. The option of establishing a new provision to meet these needs is being explored as part of the Band B submission. This may also be linked to any proposals emerging in the Denbigh area.

Llangollen

There are three schools in the town of Llangollen. The two primary schools are co-located on the same site Ysgol Bryn Collen, the English medium provision and Ysgol Gwernant, the Welsh medium provision. Both schools are operating at capacity and this is placing a strain on both schools in terms of space. The secondary school Ysgol Dinas Bran provides a dual stream provision. The school catchment depends on out of county pupils from the Wrexham area for about 60% of its numbers. The review will re-examine options for education in Llangollen.

Bodelwyddan

The village of Bodelyddan is presently served by Ysgol y Faenol, an English Medium primary school. The Council has approved an outline planning application for a large scale planning proposal which could see approximately 1700 dwellings built in the village over a 15 year period. Discussions have taken place with the developer to secure planning contributions. The required Education provision has been indicated as an extension to the existing school to increase the capacity from 135 FT to 210 FT and then a new 315 FT to provide an overall 525 FT capacity for the village long term. Within Band B provision is earmarked for the first phase, the extension.

10. Bands C and D

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

Please provide an update for Bands C and D of your Programme.
[Band C will run from April 2024- March 2029; Band D will run between April 2029 and March 2034].

Band C

500 words maximum

The Council has identified the following areas which may be subject to Band C proposals. These will be impacted by whether sufficient resources are available to undertake the projects highlighted in Band B:-

Denbigh Review

The size and scope of the requirements for this review may mean that some elements may be carried over to Band C. This will be determined in the scoping stage for Band B.

Ysgol Brynhyfryd, Ruthin

A project could emerge to improve the facilities at Ysgol Brynhyfryd, Ruthin; a bilingual secondary school which serves the Ruthin area. This could see the removal of mobile accommodation from the site.

Prestatyn High School

A project could emerge to improve the facilities at Prestatyn High School; an English medium secondary school which serves the Prestatyn area. This could see the removal of mobile accommodation from the site and improvements made to the overall site.

Band D

500 words maximum

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

The SOP from 2010 identified the following areas which are yet to be part of the investment plan.

Primary Implementation of the St Asaph review area

Updating of areas previously considered in Band A / small scale developments

**11. Statement of Approval for Strategic Outline Programme (SOP) -
Band B Update – July 2017**

Please complete as appropriate:

I confirm that the updates in this form have been signed off by either the Cabinet of the local authority or the Board of the further education institution:

Local Authority / College	
Name <i>Printed</i>	
Name <i>Signed</i>	
Position in the organisation	

OFFICIAL – SENSITIVE
Strategic Outline Programme – Band B Update - July 2017

Date DD/MM/YYYY	
---------------------------	--

If there has not yet been sign off at Cabinet or Board level, please confirm when this is anticipated. Please also confirm at what level the document has currently been signed off.

--

21st Century Schools Programme Band B proposals

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:	268
Brief description:	The proposals for Band B of 21st Century Schools Programme which would be delivered in partnership with the Welsh Government
Date Completed:	03/07/2017 10:20:43 Version: 2
Completed by:	James Curran
Responsible Service:	Education & Children 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?

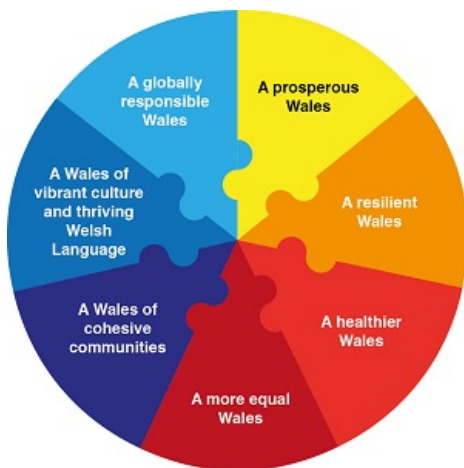


(3 out of 4 stars)

Actual score : 21 / 24.

Summary of impact

Wellbeing Goals



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

Main conclusions

The development of a programme for investment for 21st Century Schools should have a positive impact on Denbighshire. The construction phase will lead to increased investment in local companies and improve employment prospects. Site selection may have a negative impact on a resilient Denbighshire and this will need to be carefully considered. The provision of modern buildings should impact positively on a healthier and equal Denbighshire whilst providing an opportunity for a more cohesive community. The impact on Welsh Language will be guided by where investment is made.

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	The investment in 21st Century Schools will provide school buildings which are more energy efficient, provide economic regeneration during the construction phase and should increase the skill base of the local labour market.

Positive consequences identified:

Any projects progressed for new or refurbished buildings are likely to see significant improvements towards energy efficiency in those buildings. The procurement of products will include indicators which encourage local sourcing of products where possible.

The projects will contribute towards economic regeneration via the indicators to secure local spend and employment as part of the contract. The securing of contracts for local suppliers and trades will boost economic conditions in the short term.

The main boost for quality jobs will be during the construction phase which will generally be between 12 - 24 months.

An emphasis will be placed on employment of apprentices and work experience opportunities. This will enhance the skill base of the local labour market and allow such apprentices to be seen to be more skilled for the future.

In many instances we will seek to redevelop existing sites thus minimising change and seeking to take advantage of existing infrastructure. The development of new sites may encourage neighbouring sites to become active assisting development opportunities. The provision of new sites could act as a catalyst for investment in super fast broadband etc.

The projects will seek to examine options for pre-school provision to be located with schools. This will be developed based on existing provision to ensure that a balance is achieved to ensure that existing providers remain viable.

Unintended negative consequences identified:

The overall number of journeys within an area will be increased via the construction project. This will include delivery of materials and the travel of site workers. The re-location of schools may create additional journeys for pupils.

The short term nature of the construction industry may lead to scenarios where trained up apprentices are unable to secure long term employment.

The need for increased training opportunities through the community benefits requirements may lead to a number of skilled operatives unable to secure long term jobs.

Mitigating actions:

The short term nature of construction projects may lead to jobs being available for a limited period. By working with the framework across North Wales to plan projects some of these issues may be overcome.

A resilient Denbighshire

Overall Impact	Negative
----------------	----------

Justification for impact	The development of new sites or significant refurbishments could have an unintended negative consequence on the landscape of Denbighshire as the period of construction will lead to a disturbance of the natural environment.
--------------------------	--

Positive consequences identified:

Within the external layout of school sites opportunities to preserve or enhance natural habitats will be maximised to allow such areas to be used to deliver the curriculum. Options will be explored for new buildings to have nesting / roosting areas elsewhere on the site should existing habitat's be disturbed in the provision of a new / refurbished building. Projects are encouraged to meet stringent recycling targets and minimise waste being taken off site. Where demolition takes place unused rubble is sought to be kept onsite for use as base materials for car parks etc. The improvement to buildings will lead to energy efficiency. Any rationalisation of buildings in poor condition will also have a positive impact on energy consumption. The development of projects will give the opportunity for pupils and the local community to become more aware of the existing habitat where a project is taking place. The selection of any site will consider land use policies and relevant WG guidance. Where any risk does arise the need to engineer a solution could lead to an overall reduction in flood risk.

Unintended negative consequences identified:

Development of new school buildings on green spaces is likely to have a negative impact on the natural environment. The refurbishment or demolition of existing properties is likely to lead to the disturbance of wildlife who may occupy such properties. In many instances the buildings may be in a condition where they need replacing rather refurbishment. This will require careful consideration to the treatment of the waste arising from the disused building. Should the number of school sites be reduced there is a risk that traffic patterns for parents / pupils may be amended with longer journeys required. Concerns may arise from the amendments to the local habitat leading to resistance to any individual project. There is a risk that the development of sites will reduce the extent of permeable land and increase risk of flood in extreme weather.

Mitigating actions:

Where possible design site layouts to ensure disruption is kept to a minimum and areas such as hedgerows be retained where possible. All projects will be required to consider diversity issues and undertake environmental impact assessments as part of the statutory planning process.

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	The development of improved school buildings can have a positive impact on health by providing safer transport links with pedestrian and cycle access considered as part of the design.

Positive consequences identified:

Any project will consider as a matter of course issues around access for the community both in terms of physical accessibility to the site and also how the building and site can be better utilised by the community outside of core school hours.

Any improvements to schools will see consideration to the catering experience for schools. The investment in kitchen areas will enable improvements to the provision, and in recent projects there has been an increase in the number of pupils accessing school meals.

The development of school facilities, particularly at secondary level may see consideration to the improvement in leisure facilities.

Improved learning environment will improve staff, pupil and community morale. The design of classrooms to modern standards will produce a better emotional environment for pupils i.e. noise reduction in classrooms, light levels

Unintended negative consequences identified:

Improvements to school safeguarding may decrease access to school sites and informal play on school sites out of hours.

Any change in provision can lead to resistance from staff, pupils, parents etc.

Mitigating actions:

Such buildings are likely to be utilised more by the community and this needs to be considered very carefully in the design process. The change process can have a detrimental impact on people's emotional and mental well-being and the planning for transition needs to be considered sympathetically, and where appropriate individual plans may be required for pupils.

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	The design of schools will be considered carefully to eliminate areas of concern which could be a barrier for people with protected characteristics.

Positive consequences identified:

All projects will consider accessibility as a key theme during the design stage to ensure that pupils with a disability are not denied access to the full learning experience. Consideration has been given to the provision of unisex toilets or non designation of toilet areas to ensure that transgender users are not discriminated against.

The provision of improved facilities in areas of socio-economic deprivation can lead to an improvement to the sense of value of individuals. This could be via improved access to learning to provide the route for children to escape existing inequalities.

By improving the educational offer through new school facilities the performance of pupils could improve increasing scope for gaining employment.

Unintended negative consequences identified:

Mitigating actions:

None

A Denbighshire of cohesive communities

Overall Impact	Positive
----------------	----------

Justification for impact	By careful and considered design improved facilities can provide a positive impact on cohesive communities by providing facilities which can draw together the local community.
--------------------------	---

Positive consequences identified:

The design of any projects will ensure that careful consideration is given to site safety both during the construction phase and then when the site is fully occupied. Where possible improved surveillance will be sought in the design of buildings with passive supervision encouraged. Safeguarding will be considered with a clear demarcation between public and private zones both within the building and the overall site.

The design of the school with more community access could allow the scope for local groups to use the sites outside of school hours. Consideration should be given to the provision of other activities taking place at the site.

The design of the buildings should enhance any area and this will be considered at the planning stage and form part of the consultation.

Unintended negative consequences identified:

The construction phase will have an impact on the community via increased traffic and access to the site for employees and the delivery of building supplies. This could have an impact on individuals during this phase.

In considering community facilities there is a need to ensure that the overall provision is not saturated leading to existing providers becoming unviable.

The construction phase is likely to have a short term detrimental impact on the local community.

Mitigating actions:

The construction stage is likely to have a negative impact on the local community on a short term basis. The project team will need to work with the contractor and the local community to minimise risks and to ensure clear communication at key times.

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Neutral
Justification for impact	The impact will be dependent upon whether investment is made in schools / areas to promote Welsh Medium education. Without confirmation of projects it is difficult to confirm whether this is positive. As part of Band A the Council has invested significantly to increase access to Welsh Medium education so this will need to be considered carefully in determining which projects move forward and whether they will impact on the Welsh Language.

Positive consequences identified:

An increase in capacity for Welsh Medium education will be a key theme nationally within Band B of 21st Century Schools. An increase in the number of Welsh learners could increase the overall number of speakers within Denbighshire and Wales.

The building should be encouraged to deliver bilingual signage within the school should it be an English medium school. All public areas will be required to have bilingual signage. Communication with residents and the local community will be bilingual.

Consideration will be given in the design stage to the local heritage of an area so that any building is sympathetic to its neighbourhood.

Unintended negative consequences identified:

The development of new facilities for English medium schools could see parents choose English medium schools rather than Welsh medium based on the quality of facilities rather than the offer available.

Mitigating actions:

Ensure that overall the benefits for Welsh Medium education are understood by parents when making decisions regarding school choices.

A globally responsible Denbighshire

Overall Impact	Positive
Justification for impact	The procurement of contractors and the subsequent construction periods should have a positive impact. Adherence to procurement regulations and statutory responsibilities around Health and Safety will ensure that the projects address such areas.

Positive consequences identified:

The provision of new projects will include community benefits as a key part of the procurement process. This will ensure that the local supply chain can be involved in projects. Main contractors will be encouraged to hold meet the buyer events and provide opportunities for local suppliers to compete for work. All contractors will be expected to have first class health and safety procedures in place and these will be rigorously examined during the delivery of the project. Workers employed during the process will be expected to be treated equitably. The scoping of projects for Band B will consider co-location of services in areas to improve the overall quality of service for the community.

Unintended negative consequences identified:

Mitigating actions:

This page is intentionally left blank

Report To: Cabinet

Date of Meeting: 18 July 2017

Lead Member / Officer: Councillor Hugh Evans
Gary Williams, Head of Legal, HR and Democratic Services

Report Author: Karen A. Evans, Democratic Services Officer

Title: **Appointments of Members to Outside Bodies**

1. What is the report about?

Reviewing and confirming the appointments of members to outside bodies.

2. What is the reason for making this report?

Following the local government elections and formation of the new Council there is a need to review and confirm the appointments of county councillors onto external organisations (outside bodies).

3. What are the Recommendations?

That Cabinet considers the appointment of members to the outside bodies shown in Appendix 1.

4. Report details

- 4.1 The Council traditionally receives requests from a variety of outside bodies (i.e. organisations or groups external to the County Council) for the appointment of county councillors to contribute to their work.
- 4.2 Following the May elections and the formation of the new Council it is appropriate for the Council to consider requests and the views of its own members and confirm a number of appointments outlined in the appended list.
- 4.3 Appointments to external organisations are delegated to appropriate Lead Members under the Council's Constitution, but due to the number of appointments that are required across a broad range of portfolio areas, the Cabinet is asked to approve these appointments through a collective decision.
- 4.4 The results of the consultations with members, officers and the outside bodies indicated that further information is required before appointments to some outside bodies are confirmed. It is therefore anticipated that a small number of further appointments to outside bodies will be requested from the relevant lead members in the near future.

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

The appointments are made to range of organisations whose work may complement the Council's own aims and activities and to its corporate priorities.

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

6.1 Members appointed to an outside body may – if the organisation in question does not have its own scheme of remuneration - be eligible to claim travel and subsistence expenses from the Council for attending meetings of the outside body (see Schedule 2 of the Members' Scheme of Allowances in the Council's Constitution for details).

6.2 A small number of outside bodies may charge a membership fee.

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

A Well-being Impact Assessment is not required for appointing county councillors to external organisations.

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

All members and the Senior Leadership Team have been consulted on the pre-election list of outside bodies for views on the merits of appointing councillors to individual organisations. Members have been consulted for expressions of interest in being appointed to the outside bodies.

9. Chief Finance Officer Statement

Costs in connection with this matter will need to be contained within the overall budget for members' expenses. Consideration should be given as to whether any fees attached to membership of an organisation provide value for money to the council.

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

10.1 It is important that Members of the Council are involved in the governance of appropriate outside bodies whose work relates closely to the Council's own work or impacts upon local communities. In this case if appropriate appointments are not made, there is a risk that the interests of the Council and the residents of Denbighshire may not be properly reflected in the activities of the external organisations.

10.2 However, appointing Council members to outside bodies is expected to increase the workload on those members and potentially decrease the time members have available to attend to the Council's meetings and activities. Appointments may also incur the Council costs in remunerating members for travel and subsistence expenses incurred in the service of some outside bodies.

11. Power to make the Decision

As outlined under Section 13 of the Council's Constitution the appointment of members to outside bodies is a Cabinet function that may be undertaken by individual Cabinet

members for appointments to external organisations that lie within their Cabinet portfolios. Owing to the number and spread of organisations covered in this report Cabinet is requested to make a collective decision.

This page is intentionally left blank

Name of Organisation	Notes / Comments	Recommended appointment
Bangor University Court	<ul style="list-style-type: none"> • Previous representative: Cllr Gwyneth Kensler (Plaid) 	Gwyneth Kensler (Plaid)
Betsi Cadwaladr Community Health Council (Denbighshire Local Committee)	<ul style="list-style-type: none"> • 3 representatives required in total, 2 currently appointed, 1 more required • Previous appointed: Cllr. Pete Prendergast (Lab) appointed by delegated decision 22/03/16 • Karen Bellis appointed by delegated decision 29/03/17 	Emrys Wynne (Plaid)
Cadwyn Clwyd - Denbighshire Local Action Group	<ul style="list-style-type: none"> • 2 representatives required. • Previous representatives: Cllrs. Merfyn Parry (Ind), Huw Jones (Plaid), Eryl Williams (Plaid) and Alice Jones (Plaid). • Nominations received : <ol style="list-style-type: none"> 1) Huw Jones 2) Martyn Holland 3) Merfyn Parry 	Cabinet to appoint 2 representatives.
Cadwyn Clwyd Cyfyngedig [Company Ltd by Guarantee]	<ul style="list-style-type: none"> • 1 appointment as Director required • Previous representative: Cllr. Huw Jones (Plaid) 	Huw Jones (Plaid)
CCTV Partnership Board	<ul style="list-style-type: none"> • Lead member appointment required. • Previous representative: Cllr David Smith (Ind). 	Mark Young (Ind)
Clwydian Range AONB Partnership	<ul style="list-style-type: none"> • 3 representatives required in total. • Previous representatives: Cllrs. Merfyn Parry (Ind), Huw Jones (Plaid) and Stuart Davies (Ind). • Nominations received : <ol style="list-style-type: none"> 1) Huw Jones (Plaid) 2) Merfyn Parry (Ind) 3) Martyn Holland (Con) 4) Christine Marsden (Con) 	Cabinet to appoint 3 representatives.
Clwyd Alyn Housing Association - Llys Marchan Residential Home Advisory Committee	<ul style="list-style-type: none"> • 1 representative required. • Previous representative: Cllr Bobby Feeley (Ind) 	Emrys Wynne (Plaid)
Joint Community Safety Partnerships - Strategic Group	<ul style="list-style-type: none"> • 2 representatives required. • Lead member and Chair of Licencing Required. • Previous representatives: Cllrs David Smith (Ind) and Cefyn Williams (Plaid) 	<p>Mark Young (Ind)</p> <p>Hugh Irving (Con)</p>

Name of Organisation	Notes / Comments	Recommended appointment
Management Board for NE Wales Food Waste Hub	<ul style="list-style-type: none"> • Lead member appointment required. • Previous representative: Cllr David Smith (Ind). 	Brian Jones (Con)
North and Mid Wales Trunk Road Agency [Joint Committee]	<ul style="list-style-type: none"> • Lead member appointment required. • Previous representative: Cllr David Smith (Ind). 	Brian Jones (Con)
North Wales Economic Ambition Board	<ul style="list-style-type: none"> • Lead member appointment required. • Previous representative: Cllr Hugh Evans (Ind). 	Hugh Evans (Ind)
North Wales Residual Waste Joint Committee [Joint Committee]	<ul style="list-style-type: none"> • Lead member appointment required plus 1 other Cabinet Member • Previous representative: Cllr David Smith (Ind) & Eryl Williams (Plaid) 	Brian Jones (Con) plus another Cabinet Member
North Wales Safer Communities Board	<ul style="list-style-type: none"> • Lead member appointment required. • Previous representative: Cllr David Smith (Ind). 	Mark Young (Ind)
St Kentigern Hospice, St Asaph [Trust]	<ul style="list-style-type: none"> • Requested 1 representative • Previous representative Cllr Dewi Owens (Con) with Ann Davies (Con) as named substitute. <p>Nominations received: 1) Ann Davies 2) Peter Scott</p>	Cabinet to appoint a representative.
Valuation Tribunal for Wales, North Wales Region.	<ul style="list-style-type: none"> • Requested 1 representative • Previous representative Cllr Cefyn Williams (Plaid) • No nominations received. 	
World Heritage Site Board	<ul style="list-style-type: none"> • Lead member appointment required. • Previous representative: Cllr Hugh Evans (Ind). 	Hugh Evans (Ind)
<p>Key - Bold text shows that the organisation has sent an updated request for member representation in 2017</p>		

Report To:	Cabinet
Date of Meeting:	18 th July 2017
Lead Member / Officer:	Julian Thompson Hill – Lead Member for Finance, Performance & Strategic Assets Jamie Groves – Corporate Landlord & Head of FAH
Report Author:	Tom Booty – FAH Programme Manager – Business Change
Title:	Asset Management Strategy

1. What is the report about?

Along with Finance, People and ICT, Property is one of the four principle corporate resources that support the delivery of all services. As such, how that resource is utilised can have a significant impact on the Council's delivery of services and financial standing. In response to tighter budgets and new duties under the Wellbeing of Future Generations (Wales) Act 2015, a new Asset Management Strategy has been developed to replace the Corporate Asset Management Plan.

2. What is the reason for making this report?

The Asset Management Strategy has been developed under the direction and governance of the Asset Management Group (AMG), and this group's recommendation in relation to the strategy following consideration at their meeting on 13th July will be reported verbally to Cabinet. A decision is required to approve and adopt the Asset Management Strategy.

3. What are the Recommendations?

That Cabinet:

3.1 approves and adopts the Asset Management Strategy

4. Report details

Cabinet Briefing received a presentation on the Asset Management Strategy at their meeting of 13th February 2017 (presentation slides attached as appendix 1). This presentation outlined the positive progress we have made in terms of how we manage our assets, along with the rationale for and outline of the proposed new approach. Subsequent to that presentation, the strategy has been subject of a wider consultation exercise, the outcome of which is summarised in the following sections.

Following consideration by AMG at their meeting of 9th March 2017, the draft version of the Asset Management Strategy was published on the DCC website for consultation. The consultation period ended on 31st July 2017 and an analysis of the comments received was undertaken. The summary analysis is attached to this report as appendix 2, but are summarised below:

- 26 responses were received via the website, of which 7 (27%) were members of the public and 15 (54%) were DCC employees. This is a low response, but

is the first time the council has consulted outside the organisation in relation to any asset management plans or policies, so awareness with the general public is likely to be very low. However, with such a low return a degree of caution must be applied in terms of the findings summarised in the following bullet points.

- In terms of how respondents ranked the importance of the four outcomes, the results were:
 1. Outcome 3 – support the local economy
 2. Outcome 1 - right buildings, right place
 3. Outcome 4 – community capacity and resilience
 4. Outcome 2 – reduce environmental impact

- In terms of support for the strategy:
 - 31% - strongly in favour (8 respondents)
 - 42% - in favour (11 respondents)
 - 23% - neutral (6 respondents)
 - 4% against (1 respondents)

A number of respondents also provided some specific comments in regard to the strategy. These are included in appendix 3 – comments received, along with details of the response to these comments and whether any changes have been made to the strategy as a result of these responses.

Following the analysis of the consultation exercise, the strategy document has been amended. Further amendments have also been made following an informal meeting with the Welsh Audit Office (WAO) on 30th June 2017. The revised version of the Asset Management Strategy – with amendments made highlighted in red – is attached as appendix 4. It is this revised version of the strategy that we are recommending for approval and adoption by Cabinet.

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

The Corporate Plan is specifically referenced in the Asset Management Strategy, and details how the strategy can assist in the delivery of the Corporate Plan through:

- Consideration of the viability of services being delivered locally through the asset review process;
- Considering how we can use our land and building assets to increase community capacity and resilience.

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

There are no direct costs associated with the strategy, although clearly the actions and activities that result from delivering the strategy – maintenance, refurbishments, acquisitions, etc. – will have significant financial implications.

All other services will be impacted on by the strategy as they are all occupiers, or have management responsibilities, for the council's land and buildings.

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 Asset management Strategy embeds the five ways of working to secure sustainable development. We are trying to think in the much longer-term and consider opportunities to adopt new ways of managing our assets to secure resilience by working across the public sector and with communities. The strategy comes out as a positive against all seven wellbeing goals.

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

The process of developing a new asset management plan started through internal discussions with various staff with key responsibilities in relation to the operation or management of the council's land and building assets. Through this some initial outcomes were developed, which were tested with Members through presentation to each of the Member Area Groups (MAG's). It was from these presentations that the fourth outcome around community capacity and resilience was added.

Following the presentation to MAG's, a draft strategy document was prepared, again tested internally with key staff members, and considered by the Asset Management Group. Informal discussions have also taken place with the WAO. Following approval by AMG in March 2017 the strategy was published on the website inviting comments, the results of which have been detailed earlier in this report.

9. Chief Finance Officer Statement

The new Asset Management Strategy clearly sets out the council's corporate approach to the management of its assets and defines outcomes to deliver this. It is important, given the value of the council's asset base, running costs and scope for delivery of capital receipts, that the Asset Management Strategy links to the council's wider financial strategy through the Medium Term Financial Plan.

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 Asset Management Team:

- **Financial Limitations** – as the Portfolio Plans are developed under the strategy, many of the actions that are identified from this process will have financial implications such as works required to maintain buildings or acquire new ones, meeting statutory requirements, investing in energy conservation, etc. Financial limitations will mean that not all identified actions can be progressed, and a robust process of prioritisation will need to be applied.
- **Shared use of assets** – the principle of shared use of our assets to provide more citizen focussed services is a clear aspiration within the strategy. However, the reality of delivering such shared use is challenging, with different organisations having different priorities and drivers and decision-making processes. This could lead to limited success in delivering shared use.
- **Community Capacity and Resilience** – this fourth outcome under the strategy is new territory in terms of how the council considers its land and building assets.

This will require new, un-tested approaches to how we engage with and involve the wider community, and as such we will not know how effective (or not) these new approaches are until they have been tried. This could create real challenges in terms of delivering this outcome.

11. Power to make the Decision

Local Government Act 1972

Asset Management Strategy

Presentation to Cabinet Briefing Monday 13th February 2017

Page 115
Tom Booty

Programme Manager, Facilities, Assets & Housing

Laura Walker

Graduate - Facilities, Assets & Housing

Asset Management Strategy

Background

Along with Finance, People and ICT, Property is one of the four principle corporate resources that support the delivery of all services. As such, how that resource is utilised can have a significant impact on the Council's delivery of services and financial standing. Effective and efficient management will help ensure that the Council is:

- not wasting money on assets that are not required to meet service needs or are unnecessarily costly to run;
- serving the public well with buildings that are of good physical quality and make services easy to access; or
- not missing opportunities to share property with other public agencies, which would increase customer convenience.

Asset Management Strategy

The Positives

We have been reviewing our asset management arrangements and there is a positive story to be told, with our:

- Investment in education through the building schools for the future programme, including the new Rhyl High School building
 - Investment in our leisure facilities and total remodelling and refurbishment of the Nova Centre
 - New library in Prestatyn
 - Office rationalisation and increased utilisation
 - Regeneration in Rhyl, with Rhyl Harbour and West Rhyl green space delivered, and other developments in the pipeline
 - Review of the agricultural estate, generating significant capital receipts
-

Asset Management Strategy

The draft document

However, in response to tighter budgets and new duties under the Wellbeing of Future Generations (Wales) Act 2015, we have drafted a new Asset Management Strategy to replace the Corporate Asset Management Plan.

With governance provided by the Asset Management Group, the strategy has been developed through consultation and engagement with key council officers, SLT, and through a series of presentations to each of the MAG's.

We are now proposing to progress with a wider consultation exercise involving partner organisations, the public and other DCC officers.

Asset Management Strategy

High level outcomes

Following the initial consultation/engagement phase, the following high level outcomes are proposed:

1. We will provide the right buildings, in the right place, and in the right condition to meet current and projected future service delivery needs
2. We will reduce the environmental impact of our property assets
3. We will use our property assets to support the local economy and aid regeneration
4. We will use our property assets to increase community capacity and resilience.

Asset Management Strategy Portfolio Plans

Once the Asset Management Strategy is adopted, this will be followed by more detailed Portfolio Plans. These will replace the current Service Asset Management Plans (SAMP's), and organise our properties into groups that have a relation to each other. This new approach of a high level Asset Management Strategy and more detailed Portfolio Plans;

- Enables us to more clearly demonstrate we are fulfilling our duties under the WCFG by looking “outward” at communities and their needs rather than “inwards” at our service needs;
 - Is more consistent with our Corporate Landlord model, treating property as a corporate rather than a service resource;
 - Will not need to change as and when services are reorganised, as is the case currently.
-

Asset Management Strategy

Portfolio Plans

Administration – those properties held to support mainstream service delivery, including offices and corporate stores.

Education – those properties held to support the provision of education services, including Primary Schools, High Schools, Special Schools and Integrated Centres.

Community – those properties from which services to the community are delivered, including Leisure Centres, Town Halls, Community Centres, Libraries/one-stop-shops, Youth Centres, Public toilets and car parks.

Countryside, Parks & Open Space – those properties which are characterised by land rather than buildings, including parks, playing fields, open spaces, cemeteries and countryside properties.

Asset Management Strategy

Portfolio Plans

Commercial – those properties that generate rent or income, and often have important local economic impact, including agricultural estate, economic development estate and Coastal properties.

Care – those properties that provide specialist care to vulnerable residents, including Residential & Care Homes, Supported Businesses and Equipment Stores.

Maintenance – those properties held to ensure the ongoing maintenance and upkeep of the county, including Main/Sub Highways Depots and Waste Facilities

Surplus/Other – miscellaneous properties that do not fit neatly into any of the above, including quarries and surplus/vacant land & property.

.

Asset Management Strategy

Timescales

We now propose to take the Asset Management Strategy (not the Portfolio Plans – they will follow later) out to wider consultation. The proposed timetable is:

- End Mar - commence consultation
- Mid May - Workshops with new members
- End May – consultation period ends
- Mid Jun – final version of strategy produced
- 6 Jul 17 – Strategy approved by AMG
- 18 Jul – Strategy approved by Cabinet
- End Jul – Strategy published on website

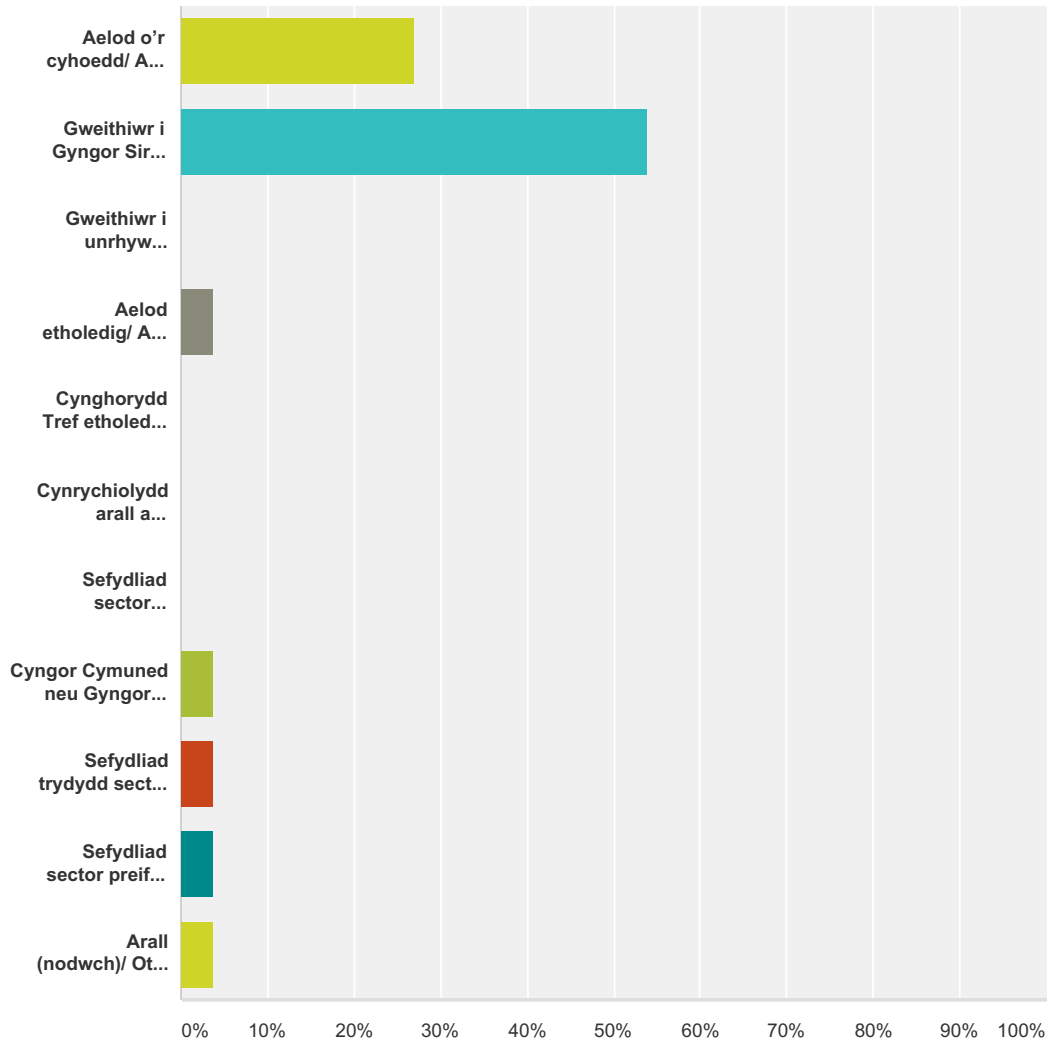
Asset Management Strategy Questions

Page 124

Questions?

Q1 Nodwch pwy ydych chi/Please identify who you are:

Answered: 26 Skipped: 0

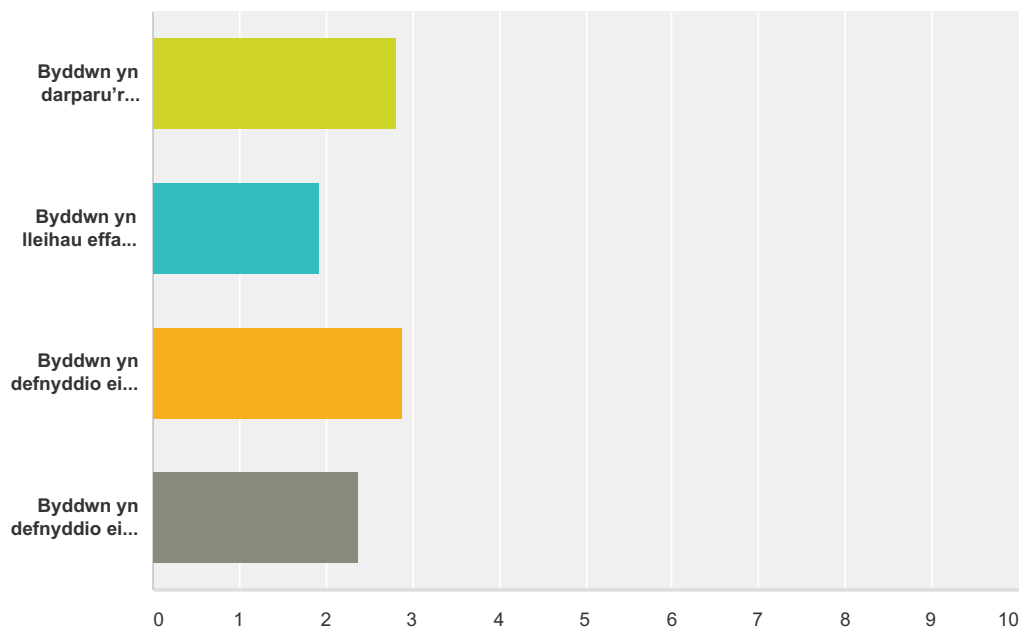


Answer Choices	Responses
Aelod o'r cyhoedd/ A member of the public	26.92% 7
Gweithiwr i Gyngor Sir Ddinbych/ An employee of Denbighshire County Council	53.85% 14
Gweithiwr i unrhyw sefydliad sector cyhoeddus arall/ An employee of another public sector organisation	0.00% 0
Aelod etholedig/ An elected member	3.85% 1
Cyngorydd Tref etholedig/ An elected Town Councillor	0.00% 0
Cynrychiolydd arall a etholwyd yn gyhoeddus/ Other publically elected representative	0.00% 0
Sefydliad sector cyhoeddus/ A public sector organisation	0.00% 0
Cyngor Cymuned neu Gyngor Tref/ A Town or Community Council	3.85% 1
Sefydliad trydydd sector (sefydliadau/ grwpiau gwirfoddol a chymunedol, mentrau cymdeithasol, cwmnïau cydweithredol ayyb.)/ A third sector organisation (voluntary and community organisations/groups, social enterprises, co-operatives etc.)	3.85% 1
Sefydliad sector preifat/ A private sector organisation	3.85% 1
Arall (nodwch)/ Other (please specify)	3.85% 1

Total	26
-------	----

Q2 Mae pedwar canlyniad lefel uchel wedi cael eu cynnig. Bwriad y canlyniadau hyn yw ategu'r Strategaeth Rheoli Asedau. Sgoriwch y pedwar canlyniad yn y drefn yr ydych yn credu y dylem flaenoriaethu'r canlyniadau hyn yn y drefn o ran pwysigrwydd i chi eich hun/ eich sefydliad (1= Pwysig iawn/ Blaenoriaeth Uchaf. 4 = Lleiaf pwysig/ Blaenoriaeth Isaf) Four high-level outcomes have been proposed. These outcomes are intended to underpin the Asset Management Strategy. Please rate the four outcomes in order of how you think we should prioritise these outcomes in order of importance to yourself/your organisation (1 = Most important/Highest priority, 4 = Least important/Lowest priority)

Answered: 26 Skipped: 0



	1	2	3	4	Total	Score
Byddwn yn darparu'r adeiladau cywir, yn y lleoliadau cywir, yn y cyflwr cywir/We will provide the right buildings, in the right place, and in the right condition.	42.31% 11	15.38% 4	23.08% 6	19.23% 5	26	2.81
Byddwn yn lleihau effaith amgylcheddol ein hasedau eiddo/ We will reduce the environmental impact of our property assets.	7.69% 2	19.23% 5	30.77% 8	42.31% 11	26	1.92
Byddwn yn defnyddio ein hasedau eiddo i gefnogi'r economi leol ac i gynorthwyo adfywiad/ We will use our property assets to support the local economy and aid regeneration.	30.77% 8	42.31% 11	11.54% 3	15.38% 4	26	2.88
Byddwn yn defnyddio ein asedau eiddo i gynyddu capasiti a gwydnwch cymunedol/ We will use out property assets to increase community capacity and resilience.	19.23% 5	23.08% 6	34.62% 9	23.08% 6	26	2.38

Q3 Os ydych yn credu y dylid cael gwared ar unrhyw un o'r pedwar canlyniad, rhowch eich rhesymau am hyn isodlf you think any of the four outcomes should be removed, please provide your reasons for this below.

Answered: 1 Skipped: 25

Q4 Os allwch gynnig unrhyw ganlyniadau ychwanegol, rhowch fanylion isodIf you can suggest any additional outcomes, please provide details below.

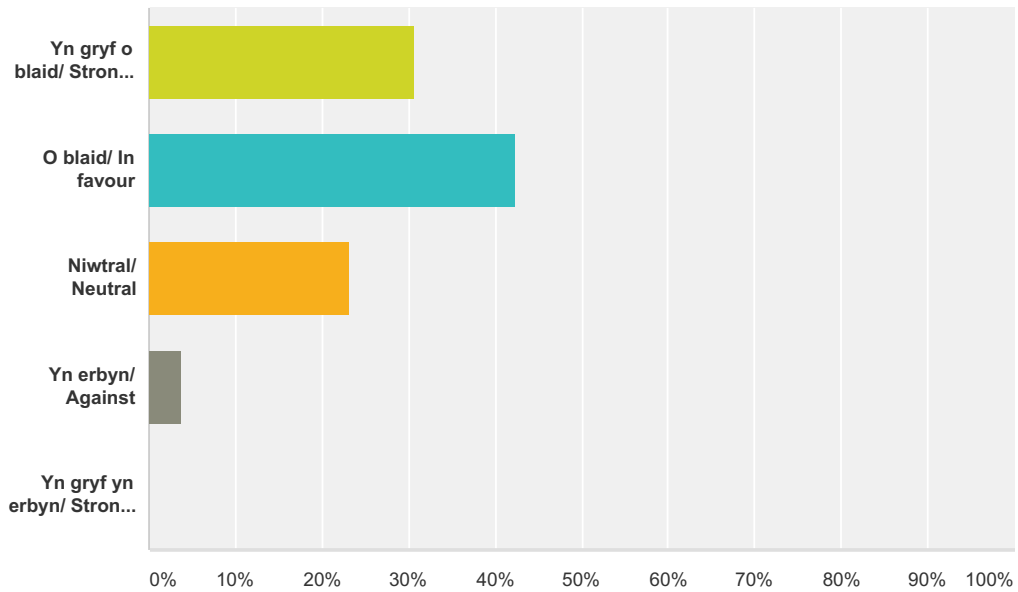
Answered: 7 Skipped: 19

Q5 Oes gennych chi unrhyw awgrymiadau neu sylwadau eraill ynghylch y canlyniadau? Do you have any other suggestions or comments about the outcomes?

Answered: 7 Skipped: 19

Q6 Ydych chi o blaid y strategaeth fel cyfanwaith? Are you in favour of the strategy as a whole?

Answered: 26 Skipped: 0



Answer Choices	Responses
Yn gryf o blaid/ Strongly in favour	30.77% 8
O blaid/ In favour	42.31% 11
Niwtral/ Neutral	23.08% 6
Yn erbyn/ Against	3.85% 1
Yn gryf yn erbyn/ Strongly against	0.00% 0
Total	26

Q7 A oes gennych unrhyw opsiynau gwahanol i'r strategaeth gyfredol yr hoffech i Gyngor Sir Ddinbych ei ystyried? Do you have any alternative options to the current strategy that you would like Denbighshire County Council to consider?

Answered: 5 Skipped: 21

Q8 Rhowch wybod am unrhyw sylwadau eraill sydd gennych, boed yn gadarnhaol neu'n negyddol, yr hoffech eu gwneud mewn perthynas â'r strategaeth
Please let us have any other comments, positive or negative, that you would like to make regarding the strategy.

Answered: 9 Skipped: 17

This page is intentionally left blank

Comments received in relation to draft Asset Management Strategy June 2017

Comment:	From:	Response:	Strategy Document Amended?
<p>Why does the council not maintain Denbighshires public buildings. Employ inhouse engineers and save us taxpayers some Money!</p>	<p>Private Sector Organisation</p>	<p>DCC does employ people to maintain its housing stock, and has a number of contracts in place with suppliers (often local companies) to undertake larger jobs and work on other properties. This is the most cost-effective method for maintaining our properties, as work is only undertaken as and when required and the Council is not paying workers for periods when there is insufficient work for them to be fully utilised.</p>	<p>No</p>
<p>That existing Third sector organisations that are already tenants of DCC in Old Buildings are given a fair opportunity to continue in those buildings. Particularly those that are working in areas such as The Social Services and Well-being, and Well-being of Future Generations (Wales) Acts.</p> <p>I am pleased to see this being published and hope that organisations that are already working from DCC buildings are given due consideration when DCC start with this strategy. When either asset transferring or selling to give the 3rd sector a reasonable amount of time to raise capital to renovate and upgrade the buildings. I would hope that these stakeholders are kept informed at every step of the procedure.</p>	<p>Third Sector Organisation</p>	<p>There would be no intention of disadvantaging tenants of DCC buildings, especially where they are providing services to the community. There may be occasions where the Council develops alternative plans for an occupied building, either because it requires substantial refurbishment or disposal, but in those cases the Council will always work with the tenant to identify and secure appropriate alternative accommodation whenever possible.</p> <p>The possibility of Community Asset Transfer is mentioned specifically in the strategy under both Outcomes 1 and 4. Separate to the strategy it is the intention to develop a Community Asset Transfer policy, and within this policy we will consider the comments made here to ensure that any asset transfers have the highest possibility of success.</p>	<p>No</p>

Comment:	From:	Response:	Strategy Document Amended?
Put our community first. Put people first	Member of the Public	Outcome 4 is specifically about trying to ensure that the Council considers the needs of communities – not just their own operational requirements – when making decisions about properties.	No
Better use of community asset transfer Small business units in Prestatyn like tai Tywyn	An elected member	<p>The possibility of Community Asset Transfer is mentioned specifically in the strategy under both Outcomes 1 and 4. Separate to the strategy it is the intention to develop a Community Asset Transfer policy, and within this policy we will consider the comments made here to ensure that any asset transfers have the highest possibility of success.</p> <p>Outcome 3 is specifically about how we use our property assets to support the local economy.</p>	No
<p>assess the condition of property before making decisions</p> <p>allow the change of use and be more flexible on the use of buildings</p> <p>confirm why you need to get rid of assets</p>	Town or Community Council	<p>Outcome 1 outlines how we undertake condition surveys of our properties in order that they remain fit for purpose. However, maintenance requirements often outstrip the financial resources available, and thus a process of prioritisation is applied. The condition of a property, and any required maintenance, is always considered when making decisions.</p> <p>If a building is surplus to the requirements, there is already a process in place to consider alternative uses – both internally for DCC or externally with the third sector or other public body. This process is outlined under Outcome 1 of the strategy. The council is generally quite flexible about alternative uses, but where such a change of use requires planning consent this would need to be subject to the planning process.</p>	No

Comment:	From:	Response:	Strategy Document Amended?
<p>Providing the right buildings, in the right place, and in the right condition. The rationale for removing this is that it's like chasing moving goal posts. Many public sector organisations build or acquire property through PFI or other means trapping themselves into hefty financial contracts but community needs are always changing. From previous experience in a large public sector organisation staff were always being relocated due to changing priorities and relocation depending on the gov't, local gov't or Home Office.</p> <p>Shared services are needed, such as merging with other local authorities or other public sector organisations.</p> <p>Does the asset management strategy include how all resources or equipment are used?</p> <p>The strategy is a statement rather than a strategy document that can be considered</p>	Member of the Public	<p>Outcome 1 – right building, right place – will be a fundamental foundation of any organisations' asset management plans. We recognise that needs do change, and that is why it is important to continually review whether the land and buildings we have are in the right place and condition to deliver services effectively and yes, on occasion, this will mean staff relocating.</p> <p>Outcome 1 outlines that shared use of our land and building assets is something that we should always consider going forward.</p> <p>No – the asset management strategy relate to the council's land and building assets, excluding council housing, bridges and highways. It does not include other assets such as ICT and fleet vehicles</p>	An amendment to the strategy will be made to clarify what is "in scope" of the strategy and what is not included.
<p>I think the environmental outcome should be more explicit about biodiversity outcomes and outcomes for the natural and historic environment, otherwise it will just be seen in terms of energy efficiency</p> <p>With the Property portfolio plans it will be important, particularly within the Countryside/Parks/ open space section to fully reflect all the benefits of the various places, environmental, tourism, health and activity etc etc</p>	DCC employee	<p>Outcome 2 – reducing the environmental impact – specifically mentions the need to protect and improve biodiversity within our land and building portfolio.</p> <p>Noted and acknowledged. This will be picked up in the development of the Portfolio Plans.</p>	No

Comment:	From:	Response:	Strategy Document Amended?
When transferring assets we need to be mindful that the recipient organisation is sustainable, well structured and competent to make a success of operating an asset.	DCC employee	The possibility of Community Asset Transfer is mentioned specifically in the strategy under both Outcomes 1 and 4. Separate to the strategy it is the intention to develop a Community Asset Transfer policy, and within this policy we will consider how we can try to ensure that the organisation that the asset is to transfer to will be able to sustain the asset in the longer-term.	No
Whereas Outcome 3.1 refers to the provision of housing, the Asset Management Strategy would benefit from a similar reference in the part of the Local Context section which explains its relationship to the Local Development Plan. Also in relation to housing, whilst the management of the Council's stock is addressed through its Housing Stock Business Plan, it would be helpful if the Asset Management Strategy could make reference to this arrangement to explain why a significant proportion of the Council's property (albeit held through the Housing Revenue Account) is omitted from the Asset Management Strategy.	DCC employee		
Our property asset should increase biodiversity and environmental resilience in the County [as it's not just about buildings, but land holdings too]. Perhaps broaden the existing outcome associated with this?	DCC employee	Outcome 2 – reducing the environmental impact – specifically mentions the need to protect and improve biodiversity within both our <u>land</u> and building portfolio. However, will amend the outcome statement (and all others) to replace “property assets” with “land and buildings” to help clarify what is included	Yes – see comment for amendment
Good to see a focus for our asset management that enables staff to prioritise time and resources	DCC employee	Noted	No

Comment:	From:	Response:	Strategy Document Amended?
<p>We will ensure that the Council’s portfolio is “fit for purpose”, and continues to meet changing needs and priorities. The current profile of the estate will change over time as our frontline service delivery transforms. Through this period of change we have the opportunity to innovate to deliver a better, more effective and inclusive portfolio supporting services for everyone.</p> <p>Outcome 4 does not go far enough to promote inclusive and accessible communities</p> <p>There needs to be reference to the public sector duties in relation to the Equality Act 2010, the Human Rights Act 1998 and the United Convention on the Rights of Disabled People, two pieces of statutory legislation, particularly the Wales specific duties of the Equality Act, ie access for all - ‘anticipatory duty’, ‘reasonable adjustments’ and inclusion. The need for a Strategy section states – • serving the public well with buildings that are of good physical quality and make services easy to access; (this should readand make services inclusive for everyone.</p> <p>Comment/suggestions outcomes to include:- OUTCOME 1 - 1) Work collaboratively across professional teams to maximise expertise and understanding of inclusion and equality 2) We will Consult and involve the people most likely to be affected by any changes by disadvantaged groups, ie age, disability, race, religion, sex, culture and build a track record of involvement and listening. 3) We will ensure the estate is fit for purpose through good delivering ‘best practice’ in maintenance programming; 4)New buildings will be built in inclusive design principles. OUTCOME 3- 1) Employment opportunities accessible for all 2) Business Case assessments to identify barriers to inclusive use OUTCOME 4 - (3) community asset transfer) to</p>	Member of the Public	<p>This is already covered in Outcome 1 – the whole rationale of this outcome is that our land and buildings remain fit for purpose, and meet all statutory requirements.</p> <p>Accepted – the narrative and “actions to achieve this outcome” will be reviewed and amended to provide more specific reference for the need to promote inclusive and accessible communities.</p> <p>Property and associated activity is covered by a raft of legislation, not just in relation to equalities and human rights. To detail all legislation relevant to property would create a very cumbersome document, although it is accepted – and stated in the strategy document – that we will meet statutory requirements.</p> <p>Highlighted section accepted and the strategy will be amended</p> <p>Work collaboratively comment – we endeavour to do this where appropriate</p> <p>We will amend outcome 4 section to reflect this comment</p> <p>Condition already specifically referenced in the outcome</p> <p>Accepted – a section will be added about new buildings</p> <p>We do not have the finances to retrofit our existing economic development properties to make them more inclusive/accessible, but new buildings will be covered by the comment above.</p>	<p>No</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>No</p>

<p>ensure 'reasonable adjustments' can be made to provide inclusive facilities for community use. (example of exclusion is the Old Library, Prestatyn used as a community hub with no accessible WC or first floor, Artisans Collective state it is limited and unable to provide accessible WC's due to limitations of their licence signed with the council). Questions Portfolio Plans 1. How can people with additional requirements access the 'draft action plans' to comment as part of the consultation, will the draft action plans be made available in alternative ways, formats and languages? 2. Will people from disadvantaged communities ie, disabled people be invited to take part in the preparation of the Wellbeing Impact Assessment? (Engagement is a specific requirement of the public sector equality duties Equality Act 2010 (Wales specific duties) 2011). If so I would like to be involved 3. Cost Implications and sustainability – To enable informed cost effective and long term decisions to be made in relation to what assets to keep and where to maintain and improve, access audits are required to identify barriers and good practice in relation to ALL impairments, gender and cultural requirements. It is also best use of limited resources to identify all at the same time. 4. Performance Measures - 6 Suitability 1) Percentage of completed access audits that are no more than 2 years (how does this affect/improve the outcomes?) ADD identifying barriers to services or employment 2) ADD or change to Percentage of facilities accessible for i) employees ii) providing services to the community are easy to follow and provide relevant data that will show what the public need to know. 3) Percentage of public buildings that are physically accessible for disabled people Why only physically accessible? There is an 'anticipatory duty to meet the access needs of all as specified in the public sector Equality Act 2010, it is also more cost effective and best use of resources. Inclusive Access audits enable asset departments to identify barriers in relation to all types of impairments, sensory impairments, cognitive impairments, learning difficulties etc. The impact of</p>		<p>Barriers to inclusive use should already be covered by the Council's wider requirement for Wellbeing Impact Assessments. CAT – a separate Community Asset Transfer policy will be developed which will consider this.</p> <p>1 The Portfolio Plans and associated action plans will be published on the DCC website in Welsh and English – in both draft and final formats. Comments and suggestion swill not be limited to the consultation and members of the public are always welcome to comment on any of the council's strategies or policies. 2. Wellbeing Impact Assessment are generally undertaken internally, but would include other partners and users where appropriate 3. Noted</p> <p>4. Accepted that more work is required on developing a set of relevant performance measures. These comments will be considered in this development phase.</p>	<p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p>
--	--	---	---

<p>bad design is more likely to be felt by disabled people and older people, people from minority cultures and faiths and gender. Eg, prayer rooms and washing facilities in relation to religion and culture. Employee parent rooms for women returning after pregnancy and maternity. • ADD Performance Measure: Percentage of council facilities (buildings, open spaces etc) with published access statements 9. Surplus Properties Community Consultations need to be available in alternative formats and languages, will this be resource be made available? contact wheelieability@gmail.com</p>			
<p>Any arrangements for sharing of accommodation with third parties should clearly state who is responsible for day to day management of offices. Partnerships are to be welcomed but we should learn from some of the issues we have had to deal with in the past.</p> <p>Good to have a strategic vision for the management of DCC assets.</p>	<p>DCC employee</p>	<p>Noted</p>	<p>No</p>

<p>Page 12 Outcome 3 We will acquire.... There may be times we need to acquire land/building for other purposes than just housing, it may be for extending existing assets e.g. Loggerheads new car park.</p> <p>Page 14 DCC has often quoted, it is against working in silos. The abandonment of the Service Property Managers from the AMG has created silos for them and created a sense of working alone in isolation. There is a loss of learning through shared understanding. It also gave the property managers an opportunity to develop their knowledge of the importance of properties and the direction of the Council. I for one am interested in seeing the development of a number of properties that lie in other managers portfolios that could help meet AONB/Service Objectives including:</p> <ul style="list-style-type: none"> • DCC Farms in the AONB, should help in future management for grazing animals WG Project whilst delivering various elements of the AONB Management Plan • The buildings at Hortons should be developed with the dunes/wildlife, coastal management and All Wales Coastal Path • Allotments could help achieve many of the new 'Wellbeing goals' the last three allotments constructed are all in the Countryside Service Portfillio <p>Appendix 2 4.Environmental/Sustainability Would like to see in Performance Measures:</p> <ul style="list-style-type: none"> • Health and Well-being Measure • Value to the AONB Management Plan • A Localness or Community Value 		<p>Noted – an amendment will be made to Outcome 1 to cover acquisition of property</p> <p>Noted – consideration will be made of how we continue to involve and engage staff at all levels in the development of Portfolio Plans and the ongoing management and operation of DCC land and buildings.</p> <p>Accepted that more work is required on developing a set of relevant performance measures. These comments will be considered in this development phase.</p>	<p>Yes</p> <p>No</p> <p>No</p>
---	--	---	--------------------------------

This page is intentionally left blank

Asset Management Strategy 2017 - 2021



Final Draft Version, June 2017

FOREWORD

The Council is dealing with significant financial pressures resulting from reductions in government funding, coupled with increasing expectations from our residents and businesses. Equal in significance to our financial resources, are our physical assets, without which our corporate objectives could not be successfully delivered. We need to make savings, and a fundamental part of this will be ensuring that we utilise our assets wisely and strategically. In this context, our Asset Management Strategy is more important than ever. It is imperative that we manage our assets responsibly to ensure we obtain value for money for our residents and support our wider corporate objectives.

The strategy has set out four key outcomes which are there to help guide all our asset management activity and ensure that it is undertaken legally, transparently and with a proper understanding of the impact on our local communities – now and into the future. The strategy also has a specific outcome around reducing the environmental impact of our assets, and outlines how we will reduce our energy consumption/carbon emissions by improved insulation, energy reduction initiatives and pro-active facilities management. We will also reduce our carbon footprint through the investigation of and investment in renewable energy to achieve this outcome.

We acknowledge that delivering the four key outcomes will require some significant changes in the way we currently manage our assets, and will result in new ways of working and, in some cases, changing roles and responsibilities. The Council is committed to making this change and will provide the clear leadership and support that will be needed to ensure success.

This new integrated approach will enable us to make more informed choices regarding the utilisation of our property holdings and acquisitions to deliver national policies, such as the 'Wellbeing of Future Generations (Wales) Act 2015', which came into force in April last year. The Act has set out the parameters whereby we must ensure our actions meet the needs of today and do not compromise the needs of future generations. We must take account of the long term implications and benefits that can result from our asset management, investment and delivery, as part of our ongoing drive to deliver more for less.

Asset management is a key part of business planning and an important tool in meeting the current and future fiscal challenges. Through this new unified approach we will ensure the value and importance of our assets is clearly recognised within all our future delivery plans and programmes.

**Councillor Julian Thompson-Hill
Lead Member for Finance and Efficiency**

INTRODUCTION

Purpose of the Strategy

The primary aims of the strategy are to support corporate priorities, achieve service requirements and comply with statutory duties. It replaces the Corporate Asset Management Plan (CAMP) and sets out our vision to improve the management and utilisation of our land and buildings. An important part of this is the re-categorisation of our property assets along the following lines:

- Replacing current Service Asset Management Plans (SAMPs) with new plans based on related property portfolios;
- Transferring all properties from the existing SAMPs into relevant property portfolios to produce a definitive list of all Council properties;
- Establishing four outcomes and relevant objectives to lead the way we assess our assets and their appropriateness within the relevant property portfolio.

This strategy will provide the basis for developing a more robust and integrated approach to asset management across Denbighshire County Council. It will promote collaboration and visibility of resources as well as embedding a culture of scrutiny that will challenge the use, effectiveness, and retention of our land and **building** assets through the Asset Management Group. This strategy outlines our vision and long term approach to improve the recognition, management and utilisation of our land and buildings held in the name of Denbighshire County Council.

What is Asset Management?

Asset management planning is central to the achievement of excellent property control and delivery of financial priorities. Effective management of our assets ensures that the land and buildings owned and used by Denbighshire County Council are optimally structured in the best business interest. The strategy seeks to align the asset base with the Council's corporate goals and policy objectives. Furthermore a rigorous approach to property can help meet budgetary and efficiency targets, including driving down cost and providing new income streams and support organisational transformation.

Asset management planning is central to:

- Achieving excellent property control;
- Delivering financial priorities; and
- Supporting policy delivery.

THE NATIONAL CONTEXT

There are some regulatory, strategic and policy initiatives that impact on the asset management strategy at a national level. Ensuring that the asset management strategy acknowledges these and maps out how we can ensure compliance where required will help to deliver these wider outcomes.

The Well-being of Future Generations (Wales) Act (2015)

The Well-being and Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. **The Act also considers health both in terms of physical and mental wellbeing.** It is designed to make public bodies think more about the long-term, work better with people, communities and each other, look to prevent problems and take a more joined-up approach in order to create a Wales that we all want to live in - now and in the future.

The Asset Management Strategy can help the Council fulfil its duties under the Act by:

- Making our property assets more energy efficient and considering opportunities for increased use of renewable energy sources;
- **Considering how our land and buildings can contribute to improved physical and mental wellbeing of our staff and the wider communities we serve;**
- Considering how we can increase the biodiversity of our land and property assets; and
- Ensuring that the long-term thinking required by the Act is integral to our consideration of any strategic decisions that relate to our property assets.

State of the Estate Report

The 8th annual state of the estate report detailing the Welsh Government administrative estate demonstrates that it continues to perform well in terms of efficiency, and the drive to reduce costs has delivered continued results.

In 2015/16 Welsh Government reduced:

- the number of properties occupied by 12%
- the cost of the estate from £18.1m to £17.4m
- our carbon emissions by 18%, to 6,939t CO2.

The Asset Management Strategy can use the State of the Estate Report as:

- An exemplar to use when working towards achieving the outcomes and objectives in our strategy; and
- A benchmark for performance measures, that we can compare our estate too.

THE LOCAL CONTEXT

At a more local level, it is important to recognise the contribution asset management can make to delivering our aspirations and priorities.

Corporate Plan

A new Corporate Plan is to be implemented in 2017 setting out the Council's ambition not only to maintain the quality of its services, but also to improve on them. From work completed so far the following key aspirations for the Council have been identified:

- The Council works with people and communities to build independence and resilience
- Communities are connected and have access to goods and services locally, online or through good transport links
- A place where younger people will want to live and work, and have the skills to do so
- An attractive and protected environment that supports communities' wellbeing and economic prosperity
- Everyone is supported to live in homes that meet their needs, within vibrant and sustainable communities

The Asset Management Strategy can assist the delivery of this plan, through:

- Consideration of how our land and buildings assets might help more local delivery of services;
- Considering how we can use our land and building assets to increase community capacity and resilience.

It should be noted here that although these key themes have been pulled out of public consultation they are not yet the confirmed priorities going forward, and thus they are subject to change. The new Corporate Plan is timetabled to be published in October 2017.

Medium Term Financial Plan

It is important that the Council considers its finances for more than one year ahead. This allows it to plan properly for cost pressures, savings, inflation, investment in corporate priorities and service changes. Denbighshire County Council does this through its Medium Term Financial Plan (MTFP), which looks at the coming three years and considers what might happen to the Council during that time and what it might mean for its finances. It links to plans put forward by services and corporate plan and priorities during the budget planning process, but there is also clearly a very strong link with this Asset Management Strategy and the role our land and building assets have in contributing to the Council's MTFP.

The Asset Management Strategy can assist in the implementation of this plan by:

- Helping identify surplus properties that can be sold to generate capital to help fund corporate priorities;

- Improving the utilisation and efficiency of our land and building assets to generate financial savings
- Identifying opportunities to generate more income through our land and building assets.

Economic & Community Ambition Strategy 2013 – 2023

A key outcome within Denbighshire’s Economic & Community Ambition Strategy 2013 – 2023 is that Denbighshire has a good and readily available supply of appropriate business premises and land that supports established businesses to grow and new businesses to start up. It also has a key priority around improving the digital connectivity of the area.

The Asset Management Strategy can therefore help by:

- Ensuring we consider and understand the impact that decisions we make about our land and building assets have on the local economy; and
- Considering how we might use our land and property assets to support the Digital Denbighshire element of the Economic & Community Ambition Strategy by providing sites for the installation of technologies that will improve superfast broadband or mobile connectivity to the wider area.

Denbighshire Wellbeing Plan 2014 - 2018

The Denbighshire Wellbeing Plan has been developed by Denbighshire’s Strategic Partnership Board, whose membership is made up of senior officers from Denbighshire County Council, Betsi Cadwaladr University Health Board, Public Health Wales, North Wales Police, North Wales Fire and Rescue Service, Coleg Cambria, Grwp Llandrillo Menai and Denbighshire Voluntary Services Council.

The plan focusses on independence and resilience – recognising that people are independent when they have the freedom to make choices for themselves and the ability to live their lives with minimal help from others, and that they are resilient when they use resources and knowledge to cope with adversity and prepare for the future. Priority areas include tackling the challenges of our rural areas; supporting the most disadvantaged to build their resilience; and building the capacity of communities to develop and thrive.

The Asset Management Strategy will have a key role in achieving success in these areas by:

- Empowering and enabling services to prosper and flourish, especially in rural areas, through the utilisation of our assets; and
- Promoting employee wellbeing through optimum office facilities in the correct location.

Local Development Plan (LDP)

The Denbighshire LDP was adopted by the County Council on 4th June 2013 and covers the period 2006-2021. It provides guidelines as to what could be built and where throughout the county over a 15 year period and determines where new development will take place.

The Asset Management Strategy can assist the LDP by:

- Consideration of how we use our property assets to support the local economy and aid regeneration, taking into consideration the need for employment land; and
- Helping to safeguard the unique environment within Denbighshire by ensuring that the historic buildings or sensitive natural landscapes that we own are well maintained and managed.

Clwydian Range & Dee Valley Management Plan 2014 - 2019

The Clwydian Range was designated as an Area of Outstanding Natural Beauty (AONB) in 1985, with the area extended to include the Dee Valley in 2011. AONB status recognises the finest landscapes and set a framework for their protection and enhancement. The AONB Management Plan is a statutory document which provides a framework to inform and guide anyone who undertake activities that may affect the AONB. The Council has a range of land and buildings within the AONB, including some of its agricultural estate along with countryside assets like Loggerheads and Castell Dinas Bran.

The Asset Management Strategy can assist the AONB Management Plan by:

- Ensuring that any proposals for land and buildings within the AONB take full consideration of the AONB Management Plan and help to protect or enhance the landscape

FUTURE CHALLENGES

There are a number of challenges which need to be addressed as part of this Asset Management Strategy.

The impact of further property asset rationalisation on the local economy

The Council is aware of the impact a reduction in the property portfolio could have on the local economy and over the next few years the Council will have to continue to make some difficult decisions to balance the need for savings with support for the local economy. Any further disposals or closures are likely to have a significant negative impact on the local economy of the area in which they are situated. For example, an office closure will impact on local shops and services who depend to a degree on the custom of staff from the office.

The Asset Management Strategy will need to respond to this challenge by:

- Ensuring that proper consideration is made of the economic impact of any proposals for further asset rationalisation through a Wellbeing Impact Assessment.

Shared use of property with external public and third sector organisations

Whilst there is a desire, and to some extent a policy drive, towards a range of public and third sector organisations sharing accommodation to provide citizen focussed services, the reality is that such initiatives tend to be small scale and delivered in a fragmented manner. Often this is coupled with more complex management arrangements that are put in place where buildings are subject to multi-organisational occupation. As a result, such shared arrangements tend not to lead to significant efficiency savings, and the impact on creating more citizen focused services is limited.

The “One Public Estate” agenda that is being successfully promoted and implemented in England - where different public organisations share space to provide more citizen focussed services – may be a long-term opportunity to transpose across to Denbighshire. With such public services being provided together in one, citizen centred location, it may enhance the viability/attractiveness of other, possibly smaller, public sector organisations as part of the wider mix on a site. However this would be an ambitious undertaking, and not one to be undertaken without having senior level endorsement to explore such an approach, and a reasonable level of confidence that partner organisations would “buy-in” to such an approach.

The Asset Management Strategy will need to respond to this challenge by:

- Ensuring that any properties that the Council no longer requires are offered to other public sector bodies first before they go on the wider market;
- Continuing to seek opportunities to share with other agencies where such an approach will provide an improvement to the delivery of services or significant efficiency savings for the Council; and
- **Taking a longer-term view and try to engage in joint asset planning, so that when we are planning to substantially refurbish or redevelop existing property, or acquire new property, we engage with other public and third sector agencies at a very early stage to explore the possibility of shared use and occupation.**

The capacity and capability of communities to own and manage property

As a result of recent financial pressures local authorities across the UK have been looking at alternative service delivery models, often involving the outsourcing of services to third sector or community organisations. In some instances this has seen the community asset transfer of properties associated with the outsourced services such as libraries and leisure centres.

Within Denbighshire this has been more limited, but we have seen the community asset transfer of some town halls and libraries. These, in the main, have been successful, but there are examples where there has been a strong community desire for an asset transfer of properties no longer required by the Council, but the community has not been able to demonstrate that they have a sustainable business model for the property. In such instances, the result has often been the Council holding on to vacant property for extended periods to enable the community the opportunity to develop a sustainable business model, incurring holding costs (security, reactive maintenance, etc.) all the time the property is vacant.

The Asset Management Strategy will need to respond to this challenge by:

- Developing a clear and consistent policy for community asset transfer, ensuring that the obligations on the community group in such circumstances, along with requirements that the Council will have, are fully understood and detailed at the outset of any proposed community asset transfer.

THE STRATEGY

The need for a strategy

Along with Finance, People and ICT, Property is one of the four principle corporate resources that support the delivery of all services. As such, how that resource is utilised can have a significant impact on the Council's delivery of services and financial standing. The effective and efficient management of the Council's property portfolio will help ensure that the Council is:

- not wasting money on assets that are not required to meet service needs or are unnecessarily costly to run;
- serving the public well with buildings that are of good physical quality **and make access to services inclusive for everyone**; or
- not missing opportunities to share property with other public agencies, which would increase customer convenience.

Current Arrangements

The current asset management process consists of Service Asset Management Plans (SAMPs), whereby each service prepared and maintained individual SAMPs setting priorities and processes to align with their primary responsibilities. SAMPs served to collate the service driven property developments and illustrate, by prioritisation, their importance in maintaining and improving service delivery. These SAMP's were then cumulated into a Corporate Asset Management Plan (CAMP).

A review of the asset management process found that the quality and completion of the SAMPs was inconsistent, which in turn led to problems collating the CAMP. The process was also very service driven, and thus inconsistent with the Corporate Landlord model that the Council operates, whereby all Council property is a corporate resource, with the services making use of them as tenants. A further problem was that many **land and building** assets were included in a number of different SAMP's, which on occasion led to an inefficient duplication of processes.

The new approach

The new strategy will embed the role of Corporate Landlord. The key principle that underlines this approach is that the Council owns all assets, with the services making use of them as tenants. All **land and buildings** used in the delivery of services is either owned or leased by the Council and not by the services. Services occupy property only to provide a service on behalf of the Council.

The concept of treating property as a corporate resource strengthens the Corporate Landlord's strategic control of the Council's property assets, providing a corporate and collaborative approach to review and change of use, integrated and shared use of premises, facilities management and maintenance, development and refurbishment. The objective being to provide property assets that are fit for purpose and supportive of service delivery. ~~This in turn will free up services to focus upon the operational aspects of service delivery.~~

Portfolio Plans

The strategy will be underpinned by a series of Portfolio Plans, which will group land and buildings with similar types of property, rather than along service lines. Under this Asset Management Strategy there will be 8 Portfolio Plans:

- i. **Administration** – those properties held to support mainstream service delivery, including offices and corporate stores.
- ii. **Education** – those properties held to support the provision of education services, including Primary Schools, High Schools, Special Schools and Integrated Centres.
- iii. **Community** – those properties from which services to the community are delivered, including Leisure Centres, Town Halls, Community Centres, Libraries/one-stop-shops, Youth Centres, Public toilets and car parks.
- iv. **Countryside, Parks & Open Space** – those properties which are characterised by land rather than buildings, including parks, playing fields, open spaces, cemeteries and countryside properties.
- v. **Commercial** – those properties that generate rent or income, and often have important local economic impact, including agricultural estate, economic development estate and Coastal properties.
- vi. **Care** – those properties that provide specialist care to vulnerable residents, including Residential & Care Homes, Supported Businesses and Equipment Stores.
- vii. **Maintenance** – those properties held to ensure the ongoing maintenance and upkeep of the county, including Main/Sub Highways Depots and Waste Facilities
- viii. **Surplus/Other** – miscellaneous properties that do not fit neatly into any of the above, including quarries and surplus/vacant land & property.

Excluded from this approach are:

- i. **Council Housing** – those properties and land held specifically to support and provide public housing, which have separate management arrangements to other Council land and building assets; and.
- ii. **Highways infrastructure** - that held specifically to support and provide the highway infrastructure and covered for management purposes by the Local Transport Plan.

THE NEW ASSET MANAGEMENT OUTCOMES

In developing the Portfolio Plans, the review of properties in each portfolio will be tested against the following high-level outcomes which underpin this asset management strategy.

OUTCOME 1

We will provide the right buildings, in the right place, and in the right condition to meet current and projected future service delivery needs

The council has statutory requirements to keep its properties in the correct legal state. This is recorded through condition, suitability, sufficiency and satisfaction surveys, undertaken as part of rolling programme of updates to our buildings. The suitability of all of our buildings should always be considered in light of current and projected future service delivery needs, so that any changes to a buildings suitability are known as soon as possible in order to start preparations for that building as soon as possible in order to make efficiency savings through a smooth transformation process, whatever that may be.

To achieve this outcome:

1. We will review the land and **buildings** within each Property Portfolio to ensure that it continues to provide facilities that meet service needs in terms of location, configuration and condition.
2. Where it is clear that a property will be retained for the foreseeable future, we will consider investment:
 - i. to ensure the property meets all statutory requirements;
 - ii. to ensure the property is and remains in good condition;
 - iii. to configure the property in a manner that is appropriate for its use and/or service delivery;
 - iv. to optimise utilisation of the property through flexible working **or leasing out unused or under-utilised space to third parties**;
 - v. to improve public access;
 - vi. to facilitate shared use of our assets with other public, private or third sector partners, where such shared use will improve service delivery for our residents.
3. Where there is no ongoing requirement for the property within a portfolio, we will consider:
 - i. its suitability for an alternative use within another Property Portfolio;

- ii. a community asset transfer (CAT), proactively identifying buildings which may be suited to CAT or responding where a request for transfer has been made and where a sustainable business model for the property can be demonstrated; and
- iii. disposal of the property.

4. Where we acquire land or buildings, or develop new buildings, we will undertake:

- i. a Wellbeing Impact Assessment, and will take due consideration of the findings of that assessment to ensure that the wellbeing of future generations.

OUTCOME 2

We will reduce the environmental impact of our **land and building** assets

~~It is key that the council are seen as drivers for environmental change thus we have chosen this outcome to drive our asset management processes.~~ The importance of protecting the environment has been recognised in the new Corporate Plan, and our land and building assets play a key role here. A reduction in our energy consumption and carbon footprint for our buildings is an illustration that as a council, Denbighshire County Council recognises its global responsibility in protecting the environment.

To achieve this outcome:

1. We will reduce our energy consumption/carbon emissions by improved insulation, energy reduction initiatives and pro-active facilities management.
2. We will reduce our carbon footprint through the investigation of and investment in renewable energy.
3. We will protect and improve the biodiversity of our land and **buildings** estate by introducing more sustainable land management procedures and developing new habitats.
4. We will put in place mechanisms to measure **and baseline** the amount of waste produced from our land and **buildings** portfolio, with a view to introducing initiatives to reduce the amount of waste produced.
5. We will put in place mechanisms to measure **and baseline** the amount of water consumed from our land and **buildings** portfolio, with a view to introducing initiatives to reduce the amount of water consumed.

OUTCOME 3

We will use our **land and building** assets to support the local economy and aid regeneration.

How the council uses its property assets is a major driver for local economic development and the creation of a thriving and prosperous economy. To ensure that our asset management activity continues to support the local economy and aid regeneration, it is important for us to look at ways to improve access to our assets and business opportunities to support the local economy.

To achieve this outcome:

1. We will acquire and develop property which will enable us to deliver much needed new housing, and this may include a mix of associated employment and/or community facilities where appropriate.
2. Where resources permit, we will deliver new employment generating development on property which we own or acquire, either through direct council development or through partnership with other public, private or third sector organisations sector.
3. We will consider how our property portfolio could be utilised to improve the county's digital infrastructure (mobile reception, public access wi-fi, broadband) and where resources permit deliver solutions to improve such infrastructure.

OUTCOME 4

We will use our property assets to increase community capacity and resilience.

This outcome will hopefully encourage stakeholders to change their way of thinking and ‘think outside of the box’ as to how we can manage our assets in a way that will increase community capacity and resilience. Under this outcome there is an emphasis on community asset transfer and how we can streamline this process in order to make it more attractive to communities when building their business case to take over an asset. Under this outcome we will also consider using our assets to contribute to community capacity building – through making buildings accessible for people outside core working hours, **endeavouring to ensure that our buildings are accessible and inclusive for all members of society**, and using our estate to increase access to Wi-Fi, broadband and 3G/4G in rural areas. **To achieve this we acknowledge that we need to improve how we engage effectively with local communities throughout the asset management process, especially those who are likely to be affected by any change and those from disadvantaged groups (age, religion, race, disability, etc).**

To achieve this outcome:

1. We will engage with our communities when we consider future uses for assets within our land and **buildings** portfolio;
2. We will consider how the assets within our property portfolio could be better utilised by our communities through the provision of additional facilities (e.g. electric car charging points, public access wi-fi, etc.) and/or through improved access arrangements (e.g. access outside core working hours).
3. We will consider alternative management or ownership models for assets within our property portfolio, where such arrangements will increase community capacity and resilience.

DELIVERING THE STRATEGY

Governance arrangements

The Asset Management Group (AMG) has been established to support the role of the Corporate Landlord in making strategic decisions in relation to the Council's property assets, and to provide the necessary oversight and scrutiny of this role. It is the main body that oversees and directs the implementation of this strategy and its constituent Portfolio Plans.

Portfolio Plans

The outcomes and objectives of this strategy will be delivered through the development and implementation of the Portfolio Plans. These plans are not the preserve of any one Council service or team, but will require contributions from all teams and departments, as in the main the responsibility for day to day management of the assets within the portfolios will continue to rest with the services that use those buildings.

The Portfolio Plans will be developed by officers in the Asset Management Team in conjunction with relevant officers in the services. Each Portfolio Plan will "test" the properties within that portfolio with the outcomes and objectives detailed in this strategy, and will have the following structure:

- **Recent activity** – a brief section outlining any recent key activity;
- **Key facts & figures** – headlines from the analysis of KPIs; and
- **Issues & challenges** – developed through analysis of KPIs and input from key officers, and organised under the outcomes and objectives of the Asset Management Strategy.

Based on an analysis of the issues and challenges identified, the following standard options appraisals shall be undertaken:

- **Do minimum Model** – effectively maintaining the status quo but potentially with some investment to meet statutory requirements, keep in good repair, etc.;
- **Savings Model** – outlining, with a sound rationale and consideration of impact on service delivery, where savings could be made in the portfolio should they be required; and
- **Long-term Model** – looking at the direction of travel and challenges to consider and what we might need to be working towards (this would also ensure we fulfil our duty under the WBFGA).

The Options Appraisal will then be considered by AMG, who will advise on the preferred option (or possibly combination of options). Once AMG have considered the Portfolio Plan and the options, an Action Plan will be drawn up and a draft version of the Plan will be circulated internally, to key partner organisations (e.g. Community Councils) and also published on the Council's website inviting comments. Comments received during this consultation period will then be considered and a final version of the Plan developed for approval by AMG. The final approved Plan will be published on the Council's website. A flowchart of this Portfolio Plan process is detailed in Appendix 1.

As our property portfolios generally remain relatively static it is proposed that the Portfolio Plans themselves are reviewed on a four year rolling programme, unless circumstances change and an earlier review is appropriate.

Other Plans and Strategies

This high-level Asset Management Strategy and the Portfolio Plans will also be supported as and where appropriate by other related strategies and plans looking at specific issues or types of properties. For example, there is currently a specific strategy that relates to the Council's agricultural estate, and we are currently developing an "Energy Prospectus" to identify projects that will help us deliver on our objectives around reducing carbon emissions detailed under Outcome 2. Such supplementary plans and strategies will continue to be delivered where they add value to the wider asset management process.

Performance Measures

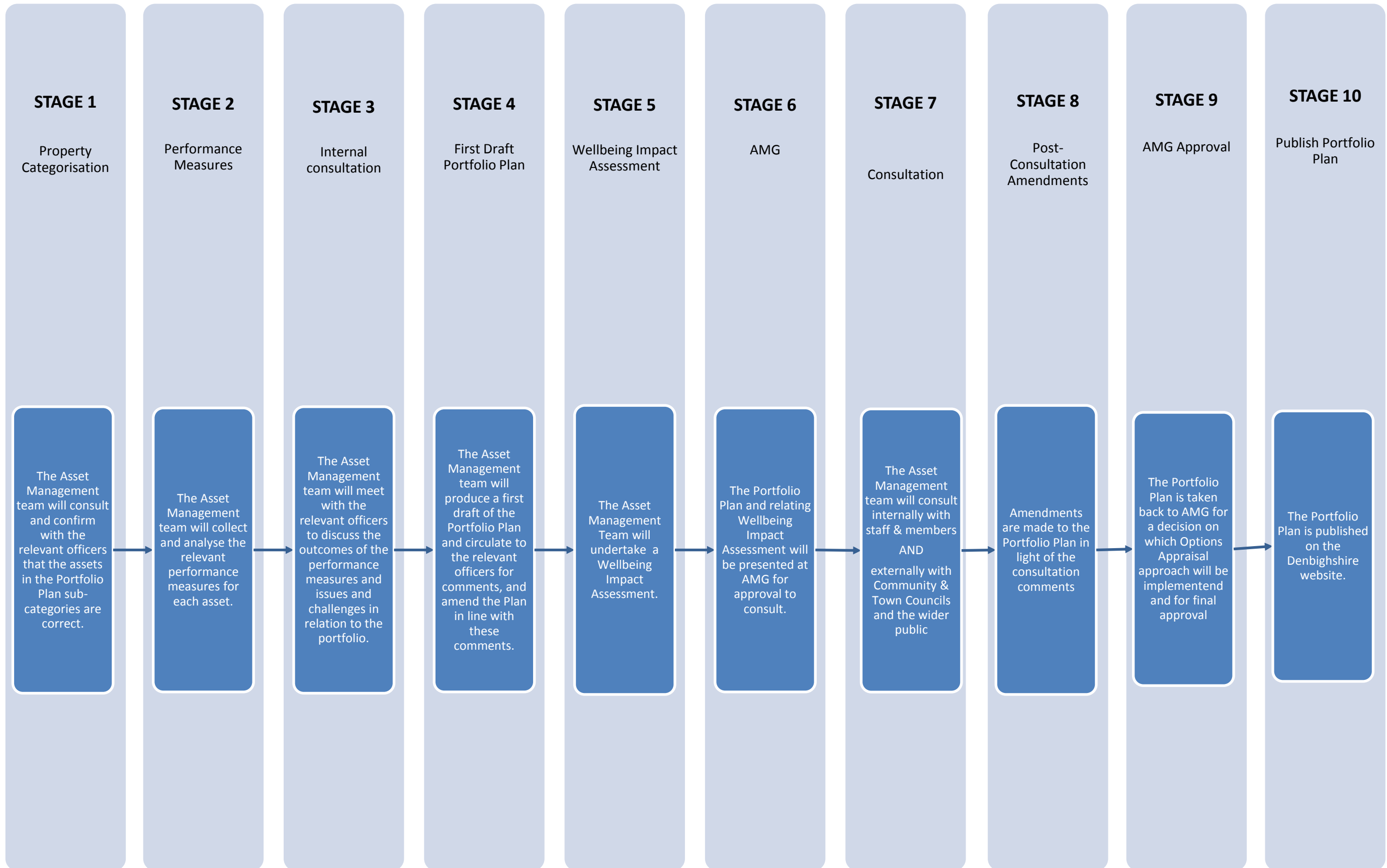
~~Progress and impact in relation to the strategy and its constituent Portfolio Plans will be measured through a suite of performance indicators currently under development. These are a combination of national and local indicators, and where possible we will use such data to benchmark the Council against other local authorities. This work is still in development, and is linked to the planned investment in a new property database.~~

Managing Performance

We recognise that to maintain and improve our land and buildings portfolio, it is important to monitor our performance and manage the overall delivery of the strategy. In order to monitor performance, a set of specific indicators will be developed. The indicators and targets will be agreed through Asset Management Group, following some further research, baselining and benchmarking work to ensure targets set can be realistically achieved.

The monitoring of the strategy will take place through Asset Management Group and the Council's wider corporate performance management framework. Once developed, the indicators and actions will be included in the Facilities, Assets and Housing Service's business plan. An annual strategy review report will be produced to outline overall progress.

Appendix 1 – Portfolio Plan Process Flowchart



This page is intentionally left blank

Asset Management Strategy

Wellbeing Impact Assessment Report

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

Assessment Number:	2
Brief description:	We have developed a new asset management strategy for Denbighshire, to guide our property asset investment decisions and provide clear and transparent processes going forward.
Date Completed:	17/02/2017 09:00:43 Version: 2
Completed By:	Tom Booty
Responsible Service:	Facilities, Assets & Housing
Localities affected by the proposal:	Whole County,

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

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

Score for the sustainability of the approach

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

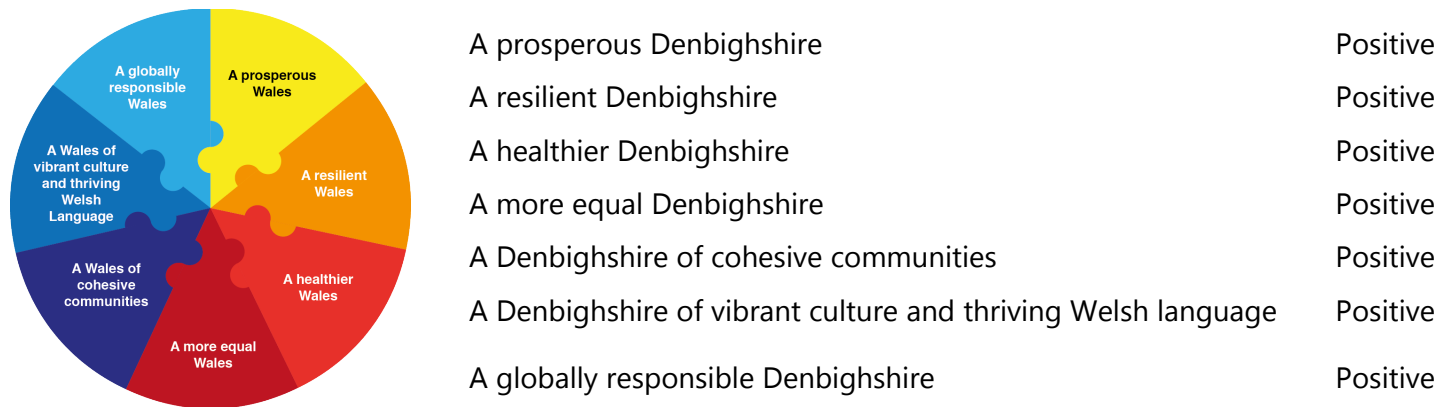
(3 out of 4 stars)



Actual score: 22/ 24.

Summary of impact

Wellbeing Goals



Main conclusions

The Asset Management Strategy embeds the five ways of working to secure sustainable development. We are trying to think in the much longer term and consider opportunities to adopt new ways of managing our assets to secure resilience by working across the public sector and with communities.

The strategy comes out as positive against all seven well-being goals, with an overall score of 22/24. We believe that this is an accurate reflection of the strategy in its final version, with some objectives not being relevant to the strategy.

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact:	Positive
Justification for Impact:	The strategy very clearly sets out in two of its four proposed outcomes, that the impact of our property assets on supporting the local economy, aiding regeneration and increasing community capacity and resilience is a key consideration in terms of how we make decisions in relation to our property portfolio. There are specific objectives proposed that are explicitly about using our property assets to create new business and job opportunities, and also about how the council can play a wider role in facilitating employment development on sites that are not in its direct ownership.

Positive consequences identified:

The strategy will help deliver a low carbon society by: reducing our property running costs which will directly reduce carbon emissions; increasing the utilisation of our buildings, thereby reducing carbon emissions per staff employed; and through actively looking at initiatives to reduce carbon emissions such as improved insulation and investment in renewable energy.

The strategy will have a positive impact on the economy, with specific objectives to support the local economy through use of our property assets. For example, there is a specific objective around using our property assets to support the local economy and aid regeneration.

The strategy specifically sets out to consider the impact our property assets have on the economy, and seeks to help ensure that sites are developed to increase community capacity and resilience.

Through the specific projects developed as a result of the strategy, we will deliver community benefits such as apprenticeships, work placements, including in our reactive maintenance contracts.

Generally, we will consider the infrastructure impact of any proposals to develop our property portfolio.

Consideration should be given to ensuring that sites developed for employment generating uses will create job opportunities that are accessible to Denbighshire residents without access to a car, particularly in communities where we have high social/economic deprivation problems.

Unintended negative consequences identified:

The retention of our assets will inevitably contribute carbon to the environment. The disposal of our assets, possibly through demolition, will also contribute negatively to the environment.

Closure and/or disposal of buildings is likely to have a negative impact on the local community. For example, any proposal to close an office building will have a detrimental impact on the local shops, reducing the number of customers as DCC staff are transferred to other offices.

Consideration will need to be given to how sites are developed, as sites may be developed for short-term reasons that secure low-skilled, low paid jobs and shut-off the option for creating quality jobs in the longer-term.

Lower value capital projects may not deliver any significant skills improvement in the long-term.

Development of employment uses on sites that are not well-connected to the public transport network could create accessibility problems, with residents without cars unable to access the job opportunities created.

Mitigating actions:

Given the responses above, we need to give more consideration to: ensuring that jobs created through our activity in this area go beyond low skilled, low paid (and possibly seasonal) jobs, and actively considers the types of

development which will secure high quality, high-skilled, high paid jobs. That said, this may need to be balanced with the need to create job opportunities in some of our more deprived communities where skill levels are low, and any job would be better than no job.

We also need to consider how well connected any development proposals are, both in terms of highway infrastructure but also in terms of key business utilities such as digital connectivity, to ensure that sites will be better utilised for our communities through the provision of additional facilities (e.g. electric car charging points, public access wi-fi etc.)

More consideration also needs to be made to possible childcare issues associated with proposed developments.

Overall Impact:	Positive
Justification for Impact:	The strategy includes relevant outcomes and objectives which will collectively work to maintain and enhance the biodiverse natural environment across Denbighshire by promoting healthy functioning ecosystems and allowing them to flourish. The strategy will support social, economic and ecological resilience, through its commitment to aid regeneration and enhance the biodiversity of the county. These outcomes in the strategy will enhance communities and give them the capacity to adapt to change in the future. The strategy includes an outcome that ensures any work we do in Asset Management will increase community resilience. This will be effective through the engagement with our communities every time we consider future uses for assets within our land and property portfolio. We will consider how the assets within our property portfolio could be better utilised by our communities through the provision of additional facilities (e.g. electric car charging points, public access wi-fi, etc.) and/or through improved access arrangements (e.g. access outside core working hours). We will also consider alternative management or ownership models for assets within our property portfolio, where such arrangements will increase community capacity and resilience.

Positive consequences identified:

We have a specific objective to protect and improve the biodiversity of our land and property estate by introducing more sustainable land management procedures and developing new habitats.

We have a specific objective around increasing biodiversity to consider what measures we can implement for individual assets every time we run a new project there.

There is an objective around reducing running costs which should result in an increase in recycling and reduction in waste.

There is a specific objective around reducing running costs which includes reducing energy/fuel consumption.

We could use the strategy and associated management procedures to help educate people about the environment and biodiversity.

We would never undertake changes to our asset portfolio that would increase flood risk. We will also, where appropriate, consider where our property assets could help reduce flood risk.

Unintended negative consequences identified:

Development of previously undeveloped land for new development will potentially have a negative impact on biodiversity, although we will always ensure that an ecological study is undertaken and that appropriate mitigation measures are put in place.

Using brownfield sites in urban areas will potentially have a negative impact on animals and plants that have taken up home there. We will always ensure that an ecological study is undertaken and that appropriate mitigation measures are put in place.

Finding a recycling provider in the local area may have a negative economic impact on budgets, rather than sending waste to landfill.

Reducing fuel consumption may result in the turning off of lights and heating in civic offices, which may restrict their use by Denbighshire employees.

Educated individuals may object to development of sites due to the detriment any new buildings may have on the environment.

When investigation work takes place to work out ideal locations for our assets, these may fall in flood risk areas.

However, we would undertake a flood risk survey to mitigate any potential incidents.

Mitigating actions:

The development of greenfield and brownfield sites will be seriously considered before any potentially damaging construction goes ahead. This consideration will always involve the economic impact of any changes to property portfolios.

A healthier Denbighshire

Overall Impact:	Positive
Justification for Impact:	By carrying out the actions held in each of the objectives that make up the Strategy, we will work towards a society in which people's physical and mental well-being is maximised. We will do this through engaging with residents at the earliest opportunity in relation to asset disposals and increasing community resilience by providing stronger mobile phone/internet networks to get residents more connected and less isolated. We will also consider 'green corridors' which are essentially walkways/bridleways between villages and towns that residents can utilise to promote their health and stay connected.

Positive consequences identified:

The outcome that deals with the promotion of community resilience instigates investigation into how our property portfolio could be utilised to improve the county's digital infrastructure. This in turn will provide more connected communities which will encourage and support well-being due to the impact of such an infrastructure on the social and physical environment in Denbighshire.

Within the Community Portfolio Plan, Leisure is its own sub-category, promoting its importance across Denbighshire. Continued investment in our leisure facilities should encourage participation. Our open space portfolio also creates many opportunities for people to engage in leisure activities in the open.

We will try to ensure we create buildings that are pleasant to be in for users and employees.

Through increasing communication channels (such as mobile/internet reception) residents will get better access to healthcare services, for example NHS Direct Online. The Strategy also contains an objective to work with other public sector organisations (for example, the NHS) to utilise the assets we have together for the benefit of our communities. For example, this could mean renting out a room in one of Denbighshire's Youth Centre to provide check-ups for young children.

Unintended negative consequences identified:

The nature of the county means that most of it is rural. This makes public transport and mobile/internet reception difficult, promoting social isolation and hampering access to healthcare in some circumstances. We will do whatever we can to rectify this, wherever possible.

Could create a situation where there is more demand than we have facilities to service that demand.

Poorly designed buildings built in a rush and/or poorly maintained buildings can create environments that are not conducive to visit or occupy.

Mitigating actions:

The rural nature of Denbighshire may promote social isolation in some instances. However we have a wide network of active travel routes for example Loggerheads, Moel Famau etc. that can be utilised by residents. We will work to promote these sites and activities in order to facilitate a healthier Denbighshire.

A more equal Denbighshire

Overall Impact:	Positive
Justification for Impact:	The Strategy provides for a more equal Denbighshire by enabling all of Denbighshire's residents to fulfil their potential no matter what their background or circumstances, by increasing jobs, communication, community resilience and access from/to rural places.

Positive consequences identified:

Through improvements to the county's digital infrastructure through the investigation into how Denbighshire's assets can be used, we will be improving the well-being of people with protected characteristics, as they become less socially isolated.

Under outcome 3 of the strategy, we will acquire and develop property which will enable us to deliver much needed new housing, and this may include a mix of associated employment and/or community facilities where appropriate. Where resources permit, we will also deliver new employment generating development on property which we own or acquire, either through direct council development or through partnership with other public, private or third sector organisations sector.

Unintended negative consequences identified:

We will be improving the well-being of all Denbighshire residents, not just those with protected characteristics, therefore potentially keeping the gap between the two the same size.

Closure of any Denbighshire assets may result in a loss of income/business to surrounding companies that are utilised by Denbighshire workers.

Mitigating actions:

Closure of any Denbighshire assets will always include a Well-being Impact Assessment to assess the repercussions on the local economy and wider.

A Denbighshire of cohesive communities

Overall Impact:	Positive
Justification for Impact:	The strategy will work towards an attractive, viable, safe and well-connected Denbighshire. It will do this through promoting internet/mobile phone/access connectivity under Outcome 3. Through the delivery of new employment generating development we will make Denbighshire a more attractive place to live, work and visit.

Positive consequences identified:

By ensuring that all of our buildings are in the right condition we will be protecting Denbighshire employees and residents alike, making Denbighshire an attractive place to live and work. Reducing the environmental impact of our assets will provide a safer environment across the county.

Outcome 4 uses our property assets to increase community capacity and resilience. We will engage with our communities on decisions on future uses for our assets, therefore increasing community participation. By working on the utilisation of our property portfolio to improve access and network arrangements, this will give communities the tools to adapt to modernisation and change and therefore increase their resilience to change. A combination of all of the outcomes will make Denbighshire a more attractive place to live in work.

Unintended negative consequences identified:

A more attractive Denbighshire make attract more visitors and residents, therefore potentially increasing population, levels vehicles on the road and therefore having a negative environmental impact.

Technological advances and improved access arrangements may not suit all residents who live in Denbighshire who wish to remain rural.

Increasing the attractiveness of Denbighshire may attract more tourists and visitors alike, which may disrupt the lives of Denbighshire's residents.

Mitigating actions:

By involving local residents in all consultations and in the decision making process from start to finish, will engage with residents and encourage community participation that takes their views into consideration first, before we consider any big changes to our property portfolio.

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact:	Positive
Justification for Impact:	The strategy promotes and protects culture, heritage and the Welsh language. It provides high-level objectives and outcomes that will guide the way we use our assets and how we can do this for the benefit of our residents and for Denbighshire as a whole.

Positive consequences identified:

We will present the strategy and all related documents, especially the consultation documents, in Welsh so that those who wish to access the documents and comment on the documents in Welsh, are able to do so. We will encourage comments and correspondence about the strategy in Welsh.

The strategy itself takes into consideration the Well-being of Future Generations (Wales) Act. It promotes sustainability of the culture in Denbighshire. Through the promotion of Denbighshire and its assets as a county, we hope to share promote the culture and heritage sub-category (for example, Nantclwyd y Dre) and attract more visitors to the area.

Unintended negative consequences identified:

By putting the Welsh versions of all documents first, this may discourage those who do not speak Welsh to read on. There may be a delay in processing the Welsh translated version of the documents.

More visitors to the area to visit the cultural and heritage sites and experience Denbighshire, may create some tensions with local residents and may have a damaging environmental impact on the county.

Mitigating actions:

We could mitigate the risk of an increase in visitor numbers by cross-utilising our assets at different times of the year. For example, focusing on attracting residents and visitors to our coastal assets during the Summer months and other areas during the winter months.

A globally responsible Denbighshire

Overall Impact:	Positive
Justification for Impact:	Although not entirely relevant to the Strategy on an international scale, by decreasing our energy and carbon emissions we will be helping to work towards a global initiative of lessening the impact of global warming. We will be improving the economic, social, environmental and cultural well-being of Denbighshire and always taking account of whether doing anything to our assets here in Denbighshire may make a positive contribution to international well-being.

Positive consequences identified:

Where we need to use consultants, construction companies and all third parties, when working on our property portfolio, we will use the correct Contract Procedure Rules and work hand in hand with Procurement to procure the correct services for Denbighshire, Wales and internationally.

Wherever we do works on our assets, we will decide whether it is possible to do similar works on other assets that require attention at the same time. This promotes business for the company contracted to undertake the works and in order to lessen the environmental impact of travel between works.

Unintended negative consequences identified:

Local contractors may be 'priced out' the market by bigger national/international companies, but we will always work towards using local suppliers wherever it is possible to do so.

If works take place on multiple assets at one time, this may cause disruption to residents and visitors alike.

Mitigating actions:

The statements above and a "globally responsible Denbighshire" are not entirely relevant to the strategy in the round. However reducing the emissions from our assets will help on a global scale. If this strategy is looked at for best practice examples nationally, it could also have an impact.

This page is intentionally left blank

Report To: Cabinet

Date of Meeting: 18th July 2017

Lead Member / Officer: Julian Thompson-Hill

Report Author: Richard Weigh, Head of Finance

Title: **Strategic Investment Group – Terms of Reference**

1. What is the report about?

- 1.1 The Strategic Investment Group (SIG) is an elected member/officer group that appraises proposals for capital expenditure. Its terms of reference include delegated powers and therefore should be reaffirmed by the current Cabinet. The terms of reference also need to be updated more generally to reflect current practices.

2. What is the reason for making this report?

- 2.1 The delegations previously granted by Cabinet should be reaffirmed by the new administration so that SIGs role and functions are clear.

3. What are the Recommendations?

- 3.1 That Cabinet approve the amended Terms of Reference for the Strategic Investment Group (Appendix 1).

4. Report details

- 4.1 The Strategic Investment Group (previously called the Capital Strategy Group) was formed in 2007 with the primary purpose of assessing and prioritising bids for capital expenditure projects.
- 4.2 As shown in proposed Terms of Reference (Appendix 1), it is made up of three cabinet members (including the Leader and the lead member responsible for Finance) as well as representatives of each of the three scrutiny committees. SIG performs an important role assessing and challenging business cases for all capital expenditure proposals. It assesses the strategic fit, cost implications (capital and revenue), funding requirements and long term impact of all capital bids. It also provides a gate-keeping function as the appropriate procurement and finance system codes for capital expenditure are not released until approval for a proposal has been granted. This prevents any unauthorised or unfinanced capital expenditure being incurred.
- 4.3 Cabinet has previously granted delegations to SIG (or its predecessors) and to CET to approve various levels of capital expenditure. These approvals are now clarified in the enclosed Terms of Reference.

4.4 Approval of Housing Revenue Account capital expenditure is expanded upon within the updated Terms of Reference. This is to reflect the additional activity being undertaken within the Housing Stock Business Plan following the ending of the housing subsidy system and introduction of 'self-financing' in 2015.

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

5.1 The council needs to have an effective capital prioritisation process in place to help ensure capital investment decisions support agreed priorities.

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

6.1 There is no additional cost resulting from the updating of the Terms of Reference. Each bid to SIG is in a standard business case template which includes consideration of costs and funding, as well as the impact on other areas, such as ICT, Legal, Biodiversity, effects on the environment, corporate property,

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 It is a requirement (as reflected in the Terms of Reference attached) that each proposal submitted to SIG includes a Well-being Impact Assessment.

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

8.1 The amended Terms of Reference maintain the existing representation of cabinet and scrutiny members.

9. Chief Finance Officer Statement

9.1 It is important that the council has an effective means of assessing and prioritising capital investment proposals and this has been achieved by the Strategic Investment Group. It is also important to ensure delegation profiles are clear and confirmed by the current cabinet. The updated terms of reference will ensure that SIG continues to provide an effective assessment and internal control function.

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

10.1 Without robust assessment and approval processes, the council risks its capital investment decisions being imprudent or unsustainable and may not be in line with agreed priorities.

11. Powers to make the Decision

Section 13 of the Local Government Act 2000.

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

STRATEGIC INVESTMENT GROUP

JULY 2017

TERMS OF REFERENCE.

The Strategic Investment Group (SIG) will provide an independent review of all business case proposals for capital investment and will have delegated authority to approve to the value of £1 million. It will appraise all capital bids regardless of value, review and approve, or make appropriate recommendation to either Cabinet or the full Council if the value of the application is above £1m or if for other reasons, it is more appropriate for Cabinet or the full Council to approve. The council's constitution allows Cabinet to approve individual capital schemes, with the annual Capital Plan requiring approval by the full Council. The Strategic Investment Group may determine that certain capital schemes (because, for example, of financial scale or risk), should be approved by the full Council. The lead cabinet member responsible for Finance will make the final recommendation in this regard.

Quorum membership of SIG is achieved when two cabinet members are in attendance, one of whom is the lead member responsible for Finance and two CET members, one of whom is the S.151 Officer (or is represented by the Deputy S.151 Officer).

Cabinet has previously approved a delegation to CET to approve capital schemes up to the value of £1m. This delegation may be applied provided that at least two members of CET, one of whom is the S.151 Officer (or Deputy S.151 Officer) are present to grant the approval.

SIG membership includes:

- Lead cabinet member responsible for Finance (Chair)
- Leader of the Council
- Cabinet Member
- Representative from each scrutiny committee
- Corporate Director
- Head of Finance (S.151 Officer)
- Head of Facilities, Assets & Housing (County Landlord)
- Business information Team Manager

Core Functions:

1. To review and (if satisfied), approve, or to recommend approval to Cabinet or Council (as defined in the delegations above) the capital cost and funding requirements of all capital schemes;

2. Ensure all bids for capital schemes:

- Comply with all statutory requirements
- Have a full Business Case (in the prescribed format)
- Clearly identify the total funding requirement and potential sources of funding
- Clearly identify current and future revenue implications
- Make clear the impact on the council's corporate assets
- Support the council's agreed priorities,
- Include an assessment under the Wellbeing of Future Generations Act

3. Recommend a medium to long term strategy for:

- Prioritising schemes for support
- Identifying options for increasing funding available

4. Review all successful capital bids within two years of approval.

5. The Terms of Reference apply to schemes accounted for within the council's General Fund and the Housing Revenue Account (HRA). However, annual capital expenditure in support of the maintenance of the council's housing stock and the ad-hoc acquisition of former housing stock disposed of under the Right to Buy scheme, will be approved annually by Cabinet as part of the HRA revenue and capital budget process and will not routinely require further approval by SIG.

6. SIG will normally be scheduled to meet on a monthly basis but recognises that the nature of some bids or proposals may require additional meetings or, subject to the agreement of the lead member responsible for Finance and the Head of Finance, consideration and approval of proposals via e-mail.

Report To:	Cabinet
Date of Meeting:	18 th July 2017
Lead Member / Officer:	Cllr Julian Thompson-Hill / Richard Weigh, Head of Finance
Report Author:	Steve Gadd, Chief Accountant
Title:	Finance Report (June 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?

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

3.2 It is recommended that Cabinet approve the transfer of £653k from the Corporate underspend to the new Corporate Priorities Reserve in order to help the initial delivery of the new Corporate Priorities that are currently being developed.

4. Report details

The report provides a summary of the council's revenue budget for 2017/18 detailed in **Appendix 1**. The council's net revenue budget is £189.252m (£185.062m in 16/17). The position on service and corporate budgets is a forecast underspend of £0.432m. Narrative around the current risks and assumptions underlying this assessment are outlined in Section 6.

Service efficiencies of £0.902m were agreed as part of the budget. 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.

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 aren't many variances to report it is anticipated that a number of risks will need to be monitored carefully including:

- **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.

Customers, Communications and Marketing is currently projected to overspend by £154k. The pressure is largely due to higher than anticipated relief costs and additional IT costs. The service is currently working to identify cost savings in order to reduce the overspend.

Corporate – A review of all contingencies and inflation held centrally has been undertaken in order to identify if funds could be released to help provide an initial reserve of cash to help initial delivery of the new Corporate Priorities that are currently being developed. An initial target of £1m was identified, £347k of which had been identified from the winding up of the Modernisation Board and its unrequired cash reserves. It can now be confirmed that the additional £653k can be allocated from the corporate review. A further £154k has been identified to fund the current level of service overspends which would otherwise need to be funded from additional allocations from balances. It is the view of the Chief Finance Officer that the level of contingencies that remain provide the Council with an appropriate level of flexibility to cope with the financial risks the Council faces in 2017/18. The contingencies released relate largely to a decrease in historic pension liabilities and a reduction in the number of cases funded from the Council Tax Reduction Scheme. It is recommended that £653k of the underspend be transferred to the new Corporate Priorities Reserve.

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). Initial assessments of projected balances show that at the end of June the projection for school balances is a net deficit balance of £1.347m, which is a reduction of £0.291m on the balances brought forward from 2016/17. 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.

The Housing Revenue Account (HRA). The latest revenue position assumes a decrease in balances at year end of £315k which is in line with the budgeted decrease of £315k. HRA balances are therefore forecast to be £2m at the end of the year. The Capital budget of £10.1m is allocated between planned improvements to existing housings stock (£6m) and new build developments (£4m).

Treasury Management – At the end of June, the council's borrowing totalled £196.726m at an average rate of 4.65%. Investment balances were £3.5m at an average rate of 0.19%.

A summary of the council's **Capital Plan** is enclosed as Appendix 2. The approved capital plan is £40m with expenditure to date of £5m. Also included within Appendix 2 is the proposed expenditure of £17.469m on the Corporate Plan. Appendix 3 provides an update on the major projects included in the overall Capital Plan.

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 31st 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 the position with school balances will begin to stabilise however 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.

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET 2017/18

Jun-17	Net Budget	Budget 2017/18			Projected Outturn							Variance
	2016/17 (Restated)	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	Previous Report
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Customers, Communications and Marketing	2,696	3,152	-401	2,751	3,308	-403	2,905	156	-2	154	5.60%	0
Education and Children's Service	14,126	26,918	-13,963	12,955	24,075	-11,120	12,955	-2,843	2,843	0	0.00%	0
Business Improvement and Modernisation	4,572	6,406	-1,801	4,605	5,403	-798	4,605	-1,003	1,003	0	0.00%	0
Legal, HR and Democratic Services	2,396	3,354	-921	2,433	3,380	-947	2,433	26	-26	0	0.00%	0
Facilities, Assets and Housing	6,965	19,474	-11,679	7,795	19,241	-11,446	7,795	-233	233	0	0.00%	0
Finance	2,888	5,204	-2,290	2,914	5,361	-2,447	2,914	157	-157	0	0.00%	0
Highways and Environmental Services	17,065	30,792	-13,458	17,334	30,663	-13,329	17,334	-129	129	0	0.00%	0
Planning and Public Protection	2,941	5,942	-2,897	3,045	6,376	-3,331	3,045	434	-434	0	0.00%	0
Community Support Services	31,218	47,100	-14,663	32,437	43,449	-11,012	32,437	-3,651	3,651	0	0.00%	0
Total Services	84,867	148,342	-62,073	86,269	141,256	-54,833	86,423	-7,086	7,240	154	0.18%	0
Corporate	18,178	55,509	-36,532	18,977	55,509	-36,532	18,977	-807	0	-807	-4.25%	0
Precepts & Levies	4,364	4,525	0	4,525	4,525	0	4,525	0	0	0	0.00%	0
Capital Financing	13,214	12,965	0	12,965	12,965	0	12,965	0	0	0	0.00%	0
Total Corporate	35,756	72,999	-36,532	36,467	72,999	-36,532	36,467	-807	0	-807	-2.21%	0
Council Services & Corporate Budget	120,623	221,341	-98,605	122,736	214,255	-91,365	122,890	-7,893	7,240	-653	-0.53%	0
Schools & Non-delegated School Budgets	64,439	74,087	-7,571	66,516	75,462	-7,669	67,793	319	-98	221	0.33%	0
Total Council Budget	185,062	295,428	-106,176	189,252	289,717	-99,034	190,683	-7,574	7,142	-432	-0.23%	0
Housing Revenue Account	-257	15,179	-14,864	315	15,179	-14,864	315	0	0	0		0

This page is intentionally left blank

General Capital Plan

		2017/18	2018/19	2019/20	2020/21
		£000s	£000s	£000s	£000s
Capital Expenditure					
	Total Estimated Payments - General	21,880	8,231	171	
	Total Estimated Payments - Corporate Plan Contingency	17,469	510	0	0
		658	500	500	500
	Total	40,007	9,241	671	500
Capital Financing					
1	External Funding	17,353	7,699	4,869	4,869
2	Receipts and Reserves	8,277	206		
3	Prudential Borrowing	14,377	5,705	171	
5	Unallocated Funding	0	(4,369)	(4,369)	(4,369)
	Total Capital Financing	40,007	9,241	671	500

Corporate Plan

Revised February 2016

		£000s	£000s	£000s	£000s
Approved Capital Expenditure					
	Cefndy Healthcare Investment	103			
	Extra Care	94			
included in above plan					
	Highways Maintenance and bridges	3,179			
	New Ruthin School	8,467	236		
	Feasibility Study - Carreg Emlyn	131			
	Llanfair New School	339			
	Rhyl High School	437			
	Ysgol Bro Dyfrdwy - Dee Valley West Review	33			
	Bodnant Community School	69			
	Ysgol Glan Clwyd	3,213	274		
	Faith Based Secondary	1,404			
Estimated Capital Expenditure		7,024	25,384	9,422	
Total Estimated Payments		24,493	25,894	9,422	0
Approved Capital Funding					
included in above plan					
	External Funding	8,062	30		
	Receipts and Reserves	4,119	206		
	Prudential Borrowing	5,288	274		
Estimated Capital Funding		2,170	12,898	592	
	External Funding	2,170	12,898	592	
	Receipts and Reserves	1,505	3,438	4	
	Prudential Borrowing	3,349	9,048	8,826	
Total Estimated Funding		24,493	25,894	9,422	0

This page is intentionally left blank

Appendix 3 - Major Capital Projects Update - July 2017

Rhyl Harbour Development	
Total Budget	£10.654m
Expenditure to date	£10.579m
Estimated remaining spend in 17/18	£ 0.075m
Future Years estimated spend	£ 0.000m
Funding	WG £2.545m; WEFO £5.899m; Sustrans £0.700m; RWE £155k; WREN/NRW £83k and DCC £1.272m
Narrative:	
As the project is being brought to a close, the remaining defects are being dealt with and the maintenance schedule for the bridge is being reviewed; this is to ensure that the current maintenance schedule is appropriate for the longer term.	
Forecast In Year Expenditure 17/18	£0.075m

21st Century Schools Programme - Rhyl New School	
Total Budget	£23.822m
Expenditure to date	£23.385m
Estimated remaining spend in 17/18	£ 0.437m
Future Years estimated spend	£ 0.000m
Funding	DCC £10.133m; WG £13.689m
Narrative:	
The project has provided a new school building for Rhyl High School to accommodate 1,200 pupils in mainstream education and approximately 45 pupils from Ysgol Tir Morfa, the community special school in Rhyl. The works have also included some extensive refurbishment to the exterior of the Leisure Centre.	
There are some remaining snags and defects to be completed through the contract and minor works to the street lights on the Public Right of Way which still need to be undertaken.	
Forecast In Year Expenditure 17/18	£0.437m

21st Century Schools Programme – Ysgol Glan Clwyd	
Total Budget	£16.702m
Expenditure to date	£13.899m
Estimated remaining spend in 17/18	£ 2.529m
Future Years estimated spend	£ 0.274m
Funding	DCC £5.241m; WG £11.461m
<p>Narrative:</p> <p>This scheme is within the Band A proposals for 21st Century Schools Programme. The project will deliver an extended and refurbished Ysgol Glan Clwyd to accommodate a long term capacity of up to 1,250 pupils via a new three storey extension, partial demolition of existing buildings and refurbishment of the retained buildings.</p> <p>The project will also see extensive landscaping, with creation of new outdoor hard & soft landscaped areas including a new sports field, extended and rationalised car park and coach parking area.</p> <p>Phase 1, a new three storey extension has now been completed and the school are in occupation. Following handover of the old buildings that make up Phase 2 to the contractor, the soft strip, asbestos removal, demolition of the old kitchen and single storey technology block has been completed. Work continues on installation of the Phase 2 first fix works. Phase 2 will be handed over in sections as work areas are completed and are ready for occupation by the school. The first section of the old buildings following refurbishment and remodelling comprising Phases 2a and 2b were handed over on 9th May 2017 and 28th June 2017 respectively. Part of Phase 2b included the new Visitors Car Park and new Main Reception. The school were decanted into these areas on 29th June 2017.</p> <p>Work continues on Phase 2c which includes the next major milestone that will see the demolition of the old three storey teaching block; this is due to commence on 3rd July 2017.</p> <p>Final completion is anticipated by the start of October 2017.</p> <p>There is ongoing consultation with all key stakeholders including all users of the site. In addition, regular updates via newsletters are distributed locally.</p> <p>The project team are working with the school and wider community to engage with them to develop and deliver a number of community benefits.</p>	
Forecast In Year Expenditure 17/18	£3.213m

21st Century Schools Programme – Ruthin Primary Schools

Total Budget	£12.155m
Expenditure to date	£ 4.520m
Estimated remaining spend in 17/18	£ 7.388m
Future Years estimated spend	£ 0.247m
Funding	DCC £6.870m WG £5.285m

Narrative:

Denbighshire received permission to extend the scope of the 21st Century Schools Programme to include the three Ruthin primary school projects in September 2015. In January 2016, the Strategic Outline Case for the three projects was approved by the Welsh Government. On-going work has enabled firm project costs, including contingency funding, to be established for the new Rhos Street / Penbarras schools. Cabinet have approved the submission of a business case for Ysgol Llanfair new school building to the Welsh Government. The estimated cost of this scheme is £5.369m.

Rhos Street School and Ysgol Penbarras: This project will deliver a new shared school building site for Rhos Street School and Ysgol Penbarras at Glasdir, Ruthin.

The structure of the building is now taking shape. The structural steel and access path have been completed and work has started on the installation of the structural panels and roof cladding.

Over the coming weeks the panel installation will be completed and further external works will take place to form a new car park.

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

Planning has now been approved for the new build. The next phase is to appoint a contractor for the technical design and construction stage. The tender has now been uploaded to Sell2Wales with contract award planned for the end of August 2017.

Llanfair New School: Work has been progressing well with the proposal for the new Category 2 (bilingual) school for pupils aged 3-11 in the village of Llanfair Dyffryn Clwyd. This proposed scheme will see the development of a new build school to accommodate 126 FT pupils and 18 part time pupils. Work has been progressing well

A range of surveys have been undertaken on the proposed new school site over the last few months. Meetings were held with school staff, governors and the Church in Wales in order to finalise the proposed internal and external layout for the new school in preparation for the pre-planning consultation period which is currently underway.

A pre-planning consultation event was held on 26th June 2017 at Llanfair Village Hall. Parents, staff, pupils and residents attended to view the proposed plans and provide feedback prior to the final application being submitted for consideration by Denbighshire's Planning Committee. All relevant documents are available to view on the consultation pages of the Denbighshire website throughout the consultation period which ends on the 16th July 2017.

Forecast In Year Expenditure 17/18	£8.908m
------------------------------------	---------

21st Century Schools Programme – Rhyl 3-16 Faith School	
Total Budget	£1.500m (Feasibility and Design)
Expenditure to date	£0.096m
Estimated remaining spend in 17/18	£1.404m
Future Years estimated spend	£0.000m
Funding	DCC £1.5.m
<p>Narrative: Cabinet gave approval in January 2017 for a £1.5m allocation to allow the design stages for a new 3 -16 Catholic School to commence following the recommendation of the initial Business Case by the Strategic Investment Group.</p> <p>The Statutory Notice has now been published for the Council to close St. Mary's Catholic Primary School (Ysgol Mair) and Blessed Edward Jones Catholic High School on the 31st August 2019; and the Diocese of Wrexham to establish a new 3-16 Catholic School on the existing site from the 1st September 2019. The objection period runs from 20th June 2017 until 17th July 2017.</p> <p>The tender process in regards to appoint a contractor took place in April and Kier Construction were appointed in May 2017 to undertake the design stages for the new school and engagement sessions with all stakeholders have now commenced.</p>	
Forecast In Year Expenditure 17/18	£1.404m

West Rhyl Coastal Development Phase 3	
Total Budget	£5.717m
Expenditure to date	£5.702m
Estimated remaining spend in 17/18	£0.015m
Future Years estimated spend	£0.000m
Funding	DCC £0.619m;WG/WEFO £4.648m; WG £0.198m; Town Plans/Town Council £0.217m; Other £0.035
<p>Narrative: This coastal defence scheme is the final phase of works designed to protect 2,700 properties from coastal flooding.</p> <p>The coastal defence works are now operationally complete and the final account requires agreement with the main contractor. The end of maintenance period has expired and a final inspection will be undertaken. A handback and lessons learnt report is being produced.</p>	
Forecast In Year Expenditure 17/18	£0.015m

Rhyl Waterfront and Waterpark	
Total Budget	£20.305m
Expenditure to date	£4.067m
Estimated remaining spend in 17/18	£8.249m
Future Years estimated spend	£7.989m
Funding	WG £4.316m; DCC£13.989m; Rhyl Town Council £2.000m
Narrative:	
<p>Work on the Pavilion Theatre is progressing with the creation of a new bar and restaurant which is due to open in the Autumn. The external improvements will be complete late September 2017.</p> <p>The East car park has now been handed over and the pay & display machines and signage will be installed shortly by Parking Services.</p> <p>Options are still being considered for the Children's Village car park.</p> <p>The Sky Tower improvements are almost complete with just the graphics to be installed on the new hoarding.</p> <p>Detailed Design for the proposed new Waterpark is well advanced and planning permission is being sought at the 12th July Planning Committee. Contractor proposals are being presented to the authority on 25th July 2017, and subject to planning approval, work will commence on site in September 2017.</p> <p>Approval to proceed with the hotel and family pub/restaurant was given by Cabinet in February. Proposals for the element of the development are now being worked up and work will commence on site during late September.</p>	
Forecast In Year Expenditure 17/18	£8.589m

This page is intentionally left blank

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
26 Sept	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
24 Oct	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
21 Nov	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / 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
12 Dec	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>September</i>	<i>12 September</i>	<i>October</i>	<i>10 October</i>	<i>November</i>	<i>7 November</i>

Updated 30/06/17 - KEJ

Cabinet Forward Work Programme.doc

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank