

To: Members of the Cabinet

Date: 22 March 2017

Direct Dial: 01824712568

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

Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 28 MARCH 2017** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams  
Head of Legal, HR and Democratic Services

## **AGENDA**

### **PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING**

#### **1 APOLOGIES**

#### **2 DECLARATION OF INTERESTS**

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

#### **3 URGENT MATTERS**

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

#### **4 MINUTES (Pages 5 - 14)**

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

**5 CORPORATE PLAN PERFORMANCE REPORT QUARTER 3 - 2016/17**  
(Pages 15 - 68)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) presenting an update on the delivery of the Corporate Plan 2012 – 17 as at the end of quarter 3 2016/17.

**6 FINANCE REPORT** (Pages 69 - 88)

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

**7 CABINET FORWARD WORK PROGRAMME** (Pages 89 - 90)

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 paragraphs 12 and 14 would be disclosed.

**8 BUSINESS RATES WRITE OFFS** (Pages 91 - 94)

To consider a confidential report by Councillor Julian Thompson-Hill, Lead Member for Finance, Corporate Plan and Performance (copy enclosed) seeking Cabinet approval to write off irrecoverable Business Rates as detailed within the report.

**MEMBERSHIP**

**Councillors**

Hugh Evans  
Julian Thompson-Hill  
Eryl Williams  
Bobby Feeley

Hugh Irving  
Huw Jones  
Barbara Smith  
David Smith

**COPIES TO:**

All Councillors for information  
Press and Libraries  
Town and Community Councils

## 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 Conference Room 1a, County Hall, Ruthin on Tuesday, 28 February 2017 at 10.00 am.

## **PRESENT**

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

**Observers:** Councillors Meirick Davies, Martyn Holland and Jason McLellan

## **ALSO PRESENT**

Chief Executive (MM); Corporate Director: Economy and Public Realm (RM); Heads of Service: Legal, HR and Democratic Services (GW), Finance/S.151 Officer (RW); Public Protection Manager (EJ); Supporting People Team Manager (KN); Accommodation Support Officer (KB); Strategic Planning Team Manager (NK), and Committee Administrator (KEJ)

### **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 24 January 2017 were submitted.

***RESOLVED*** that the minutes of the meeting held on 24 January 2017 be approved as a correct record and signed by the Leader.

### **5 WELSH LANGUAGE STRATEGY**

Councillor Huw Jones introduced the report and presented the proposed Welsh Language Strategy (2017 – 2022) for approval. He referred to the recent bad press regarding the document and hoped that the progressive actions identified within the strategy would be reported upon more positively in the media.

The strategy had been produced in response to the implementation of the Welsh Language Standards and set out how the authority would promote and enhance the language with a view to increasing the number of Welsh speakers within the county by 0.5% over the next five years. The strategy had been broken down into key themes – strategic planning, children and young people, community, business and the economy, and internal administration within the council. Reference was made to the work already undertaken with partners in preparation and the strategy would be delivered by working with a host of community organisations. The statistical analysis of Welsh speakers in the county was highlighted, including the positive influence of more Welsh being taught to school-aged children.

The Leader commended the establishment of a Welsh Language Steering Group in order to further promote the Welsh Language and welcomed the strategy as a means of reversing the decline in Welsh speakers and exceeding the 0.5% target in the longer term. The council had accepted the Welsh Language Standards but he felt more could be learned from other Welsh speaking authorities and suggested that the Welsh Language Steering Group could look into the matter further.

Cabinet welcomed the strategy and positive actions identified through the key themes in order to protect and promote the Welsh Language and assurances were sought regarding how those actions would be monitored to ensure effective progression. It was explained that actions would be reported to the Welsh Language Steering Group on a quarterly basis and actions would also be included and monitored in service plans. With a view to further promoting the Welsh Language Councillor Eryl Williams highlighted the success of holding Welsh events such as the Urdd National Eisteddfod in less Welsh speaking areas. He also highlighted the increasing demand for Welsh Language education across the county which he felt should be reflected within the strategy together with the importance of pupils retaining the language after leaving school and ensuring that Welsh became a living language outside of the education system. Councillor Meirick Davies welcomed the strategy but sought assurances that resources were in place to ensure its delivery in practical terms. The Leader agreed that a culture change was needed and timely progress of the strategy would require additional funding and would likely be an issue for the new Council and the Welsh Language Steering Group to pursue.

**RESOLVED** that Cabinet approve the proposed Welsh Language Strategy.

## **6 PROPOSAL FOR DCC SUPPORTING PEOPLE AND CLWYD ALYN COLLABORATIVE AGREEMENT**

Councillor Bobby Feeley presented the report seeking approval of the proposal for a DCC Supporting People (SP) and Clwyd Alyn Housing Association (CAHA) collaborative agreement to deliver the Y Dyfodol supported housing project from October 2018. Cabinet had previously approved a proposal to investigate further the option of developing a partnership agreement with CAHA in November 2016.

The SP funded Y Dyfodol project was delivered by CAHA and provided 35 units of supported housing for young people. The current contract ended on 30 September

2018 following a number of contract extensions in order to remodel Y Dyfodol in collaboration with key stakeholders as part of the development of a broader Young People's Pathway approach. Councillor Feeley elaborated upon the reasoning behind the proposed partnership as opposed to a tender process, which included the fact that the project would support several statutory duties (including the Housing Act 2014 and Social Services and Wellbeing Act 2015) and result in minimal disruption of support. The total three year contract value was £1,179,618 and the annual cost of £393,206 had already been budgeted for in the SP Grant from 2017/18 onwards.

The Lead Member and SP Officers responded to questions as follows –

- confirmed that Rhyl members had been involved with the project but agreed to also submit the proposal to the Rhyl Member Area Group
- advised that the project provided supported housing for young people aged between 16 – 24 and the units were oversubscribed but highlighted the move to improved interventions at an earlier stage in the new pathway for young people which would result in a reduced need for support accommodation units
- explained the remodelled project focused on improved outcomes, particularly around education and employment, with an emphasis on equipping young people with the necessary skills for independence and providing floating support
- elaborated upon the work carried out in securing tenancies in various markets from approved providers when young people moved on from supported housing units to ensure suitable sustainable accommodation and successful tenancies
- elaborated upon the role of the different partners in the Young People's Pathway approach and investment from other services going forward and benefits of a partnership approach
- confirmed that SP worked to local connections guidance and priority was given to local people
- in terms of general homelessness members were advised of the support available confirming that support was actively offered to those sleeping rough
- provided assurances that there was little to be gained in terms of monetary value if the contract went out to tender but there could result in a loss of support provision; reference was also made to the safeguards and legislative processes in place with regard to the collaborative agreement approach
- elaborated upon the community benefits offered by CAHA relating to employment skills as referenced within the Wellbeing Impact Assessment.

***RESOLVED*** that Cabinet approve the proposal, as outlined in the report, for a DCC Supporting People and Clwyd Alyn Housing Association Collaborative Agreement to deliver the Y Dyfodol supported housing project.

## **7 GROWTH VISION AND STRATEGY FOR THE ECONOMY OF NORTH WALES**

Councillor Hugh Evans presented the report setting out progress with the development of the Growth Vision Strategy for the Economy of North Wales and outlining the proposed regional governance model of a statutory Joint Committee.

The Growth Vision had been endorsed by all six North Wales Councils in autumn 2016 and Cabinet was now invited to endorse the proposed governance structure

to develop the strategy into a 'Growth Bid' for national investment. The Leader highlighted the expectations of the Welsh Government for North Wales in terms of regional working to maximise the impact of investment and the UK Government's expectations for cross boundary working and connections to other economies.

The Corporate Director: Economy and Public Realm outlined the terms of reference of the proposed Joint Committee which covered the development of a formal Growth Bid, agreeing an investment plan, and setting and overseeing an implementation plan. If the outline governance model was agreed then further detail and information would be added. Cabinet's attention was also drawn to the Wellbeing Impact Assessment and the Corporate Director elaborated upon the assessments of both benefits and risk factors of those arrangements together with mitigation measures and safeguards to help ensure a positive outcome.

The following matters were discussed further during the ensuing debate –

- transport infrastructure was highlighted as a crucial element in delivering the strategy and the need for a strong vision in that regard, particularly in terms of the road networks including links between rural communities and other economies, to ensure Denbighshire was well placed to benefit at an early stage within the process. It was noted that the A55, A494, A5 and A483 had all been identified as regional priorities. Reference was also made to the Local Transport Plan across the six North Wales councils and it was agreed that it would be timely for the new Council to review the highways strategy going forward. Cabinet was also pleased to note that a regional transport consortium, similar to TAITH, had been proposed as part of the Joint Committee's terms of reference for Transport Planning and Commissioning
- it was noted that if the proposed governance model was approved further work would be undertaken to develop a detailed constitution and inter-authority agreement and be brought back to Cabinet within the first three months of the new Council term. The recommended membership of the Joint Committee was the leaders of each of the six councils
- the importance of ensuring Denbighshire's best interests were served through regional working was emphasised and ensuring that the council was not disenfranchised as a result. The Corporate Director reported upon discussions undertaken in that regard and it was acknowledged that particular schemes may not benefit all six councils and support for those schemes and the financial weightings in terms of council contributions warranted further debate by the Joint Committee. The focus should be about making investment and growing the economy of North Wales allowing access to employment opportunities and ensuring residents had employment skills
- it was clarified that the proposed work of the Joint Committee had been detailed in the terms of reference together with its limitations and individual councils would still have their own work to do in supporting their area's economic development, including regeneration. The allocation of government funding was a complex area and it was important that there was a clear understanding of financial provision to maximise investment priorities
- the positives and potential negatives on Welsh Language had been included in the Wellbeing Impact Assessment together with mitigating actions



- members were advised that HM Prison Berwyn had already been fully engaged in working with the region to ensure positive local impact and once figures had been received regarding the benefits to Denbighshire in terms of construction and employment work the information could be shared with Cabinet
- digitalisation was an important part of the growth vision and included plans to accelerate the roll-out of broadband connectivity and increase ultra-fast broadband together with examining priority areas for investment
- there was a government expectation that there be close joint strategic planning with the immediate North West of England and with the wider Northern Powerhouse network and the region was working closely with Cheshire and Warrington Local Enterprise Partnerships on a cross border basis
- work with education providers was being undertaken to support developing and upskilling the regional workforce and the Joint Committee would be in a position to drive and direct that work more coherently
- reference was also made to the two key strategic employment sites at St. Asaph and Bodelwyddan and progress made in that regard in terms of development, new business and promotion.

Cabinet also discussed the general move to more regional working and the implications of the Local Government White Paper in that regard. There would be a requirement to develop regional delivery mechanisms and organise the council's political and officer structures around regional structures which heralded a fundamental change in working practices to be delivered with less resource.

The Leader moved the recommendations and it was agreed to include reference to 'North Wales' councils for clarity.

**RESOLVED** that Cabinet –

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

At this point (12.15 p.m.) the meeting adjourned for a refreshment break.

## **8 DCC'S WELLBEING OBJECTIVES**

Councillor Hugh Evans presented the report proposing six Well Being Objectives to be adopted by the Council and setting out the process for incorporating them into the next Corporate Plan.

The report set out the approach taken to align and amalgamate processes in order to meet legislative requirements and identify the Council's objectives. Six potential priority areas had emerged from the public engagement process and the demographic spread of respondents across all areas and age groups ensured a balanced and true reflection of residents' views which was being further tested in the second consultation phase. The Leader highlighted the importance of the new Council in reviewing those priorities and aligning them with the Corporate Plan and in contributing to the Public Service Board Well Being Plan. He further highlighted the importance of local consultation in setting priorities, particularly given the implications for decision making arising from the Local Government White Paper.

The Strategic Planning Team Manager (SPTM) advised that it was a requirement under the Well Being of Future Generations Act 2015 to publish a set of Well Being Objectives by 31 March 2017. It was anticipated that the new Council would review those objectives in July and the new Corporate Plan would be published by the end of October 2017. The Public Service Board (PSB) was in the process of setting their own priorities and it was hoped for some alignment between the Council's and PSB's objectives. The SPTM responded to issues raised by members as follows –

- clarified that legislation referred to Well Being Objectives but in the Denbighshire context they had been called priorities – it was agreed to make that distinction clearer in future documentation
- confirmed that there was no detail at the moment but the proposed set of priorities highlighted green technology in support of carbon reduction – if the objectives/priorities were subsequently approved then plans would be developed with a view to achieving that aim
- in terms of ensuring a healthier Denbighshire the importance of individuals taking responsibility for their own health and wellbeing was acknowledged and prevention and early intervention were key principles when developing plans and personal responsibilities.

***RESOLVED*** that the Well Being Objectives contained in the report be adopted by the Council.

## **9 FINANCE REPORT**

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

- a net underspend of £0.241m was forecast for service and corporate budgets
- 68% of savings had been achieved to date (target £5.2m) with a further 2% making good progress; 25% would be deferred and achieved in 2017/18 with only 5% of savings not being achieved within the timeframe
- highlighted current risks and assumptions relating to individual service areas
- a general update on the Housing Revenue Account, Housing Capital Plan and the Capital Plan (including the Corporate Plan element).

Cabinet was also asked to approve the transfer of £0.150m from the Facilities, Assets and Housing underspend to a Rhyl Waterfront Development Reserve and to note the proposed use of service underspends where indicated.

The following matters were raised during debate –

- Councillor Eryl Williams highlighted the budget pressures on schools, despite the budget protection of 1.85%, with 24 schools currently projecting deficit balances. Cabinet had previously resolved to set up a task and finish group to review the level of school balances and understand the factors contributing to those levels. The Head of Legal, HR and Democratic Services agreed to provide an update on progress prior to the next Cabinet meeting
- reference to 'Community Services' should read 'Community Support Services'
- Councillor Bobby Feeley referred to the possibility of a further £700k identified savings to contribute to the £2.3m overspend in Community Support Services
- Councillor David Smith highlighted the lack of progress in distributing the limited funding made available from the Welsh Government in order to help meet costs incurred by the Council in the restoration of transport services following the collapse of GHA coaches. A decision had still not been made on the amount of funding for Denbighshire but despite initial assurances it would not be sufficient to cover all additional costs incurred and would be a one off payment with no ongoing provision. Councillor Smith considered the situation unacceptable
- in view of the investment success in leisure services Councillor Hugh Irving asked that revenue details be provided in order to ascertain how those services were performing. It was agreed to provide that information in the next regular Finance Report and Cabinet was advised that the majority of capital investment in leisure facilities had been possible due to self-funding prudential borrowing which had been cost neutral to the council as a whole
- the PFI contract buyout had resulted in significant savings to the authority and maintenance costs had also been reduced. Concerns regarding workmanship to the roof of Ruthin Town Hall and recent storm damage would be referred to property services to investigate.

**RESOLVED** that Cabinet –

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

## **10 CABINET FORWARD WORK PROGRAMME**

The Cabinet Forward Work Programme was presented for consideration and members noted the addition of an item on Non-Domestic Rates (Business Rates) Write Offs for March.

**RESOLVED** that Cabinet's Forward Work Programme be noted.

## **EXCLUSION OF PRESS AND PUBLIC**

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

### **11 RHYL WATERFRONT DEVELOPMENT: PHASE 1B COMMERCIAL ELEMENTS**

Councillor Hugh Evans presented the confidential report regarding the proposed funding model for Phase 1b of the Rhyl Waterfront Development.

Cabinet was advised of the intensive and ongoing discussions regarding the development and the reasoning behind changes to the original proposals in light of the loss of confidence in property investment following the EU referendum result. It was not a risk free approach and the risks had been clearly set out in the report together with measures to mitigate those risks. However the proposal was considered the only viable option open to the council to take forward that phase of the development. Cabinet raised questions regarding both the legalities of the proposal and financial risks in order to satisfy themselves that the proposal represented the best way forward in this case given the extent of risk to the authority and suggested measures to offset those risks. During consideration of the recommendations it was agreed to remove the reference to the profit rent figure.

**RESOLVED** that Cabinet approve in principle, subject to final negotiation and legal agreement, the proposal set out to enter into lease agreements to support the development of a 73 bedroom hotel, pub and restaurant as part of the Rhyl Waterfront regeneration scheme. Specifically to approve in principle –

- that the council undertake back to back leasing agreements for 25 years to support the development of a 73 bedroom hotel, family pub and restaurant on the Rhyl Waterfront, subject to final agreement and receipt thereafter of a profit rent rising with RPI inflation every five years
- to delegate authority to complete the final negotiations to the Section 151 Officer and Monitoring Officer, with the final agreement to be approved by the Leader of the Council (as portfolio holder), assuming that the final agreement is not materially worse than the terms set out in this report
- to agree to the transfer of the freehold site at no cost and for the developer to offset the estimated value of the capital receipt resulting from the sale of the pub/restaurant against the cost of developing the entire site and the hotel

- *to agree to the establishment of a reserve into which the profit rent will initially be placed. This will accrue funds that could be used to mitigate the council's future financial risk. The reserve will be reviewed periodically by the S.151 Officer who will make recommendations about its future use.*

The meeting concluded at 1.15 p.m.

This page is intentionally left blank

**Report To:** Cabinet

**Date of Meeting:** 28 March 2017

**Lead Member / Officer:** Cllr. Julian Thompson-Hill - Lead Member for Finance, Corporate Plan and Performance  
Alan Smith - Head of Business Improvement & Modernisation

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

**Title:** **Corporate Plan Performance Report  
Quarter 3 – 2016/17**

---

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

- 1.1 This report presents an update on the delivery of the Corporate Plan 2012-17 as at the end of quarter 3 of 2016/17.
- 1.2 Appendix 1 provides the Executive Summary including achievements and key exceptions.
- 1.3 Appendix 2 contains the full quarterly report generated from the Verto Performance Management System, focussing on the exceptions only.

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

- 2.1 To provide information regarding the council's progress as at the end of quarter 3, 2016-17 in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the Council exercises its duty to improve.
- 2.3 We monitor our performance regularly, take quarterly reports to Scrutiny and Cabinet meetings and produce an Annual Performance Report to evaluate progress.

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

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

## **4. Report details**

- 4.1 The Executive Summary (Appendix 1) contains details of achievements as well as key exceptions.

4.2 The Quarter 3, 2016-17 Performance Report (Appendix 2) looks at the Corporate Plan 2012-17 and provides an evidence-based assessment of the current position.

4.3 Exceptions have been highlighted as follows:

- 'Red' for measures or indicators which are identified as a 'Priority for Improvement', or
- 'Grey' where clarification with the data is required.

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

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

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

6.1 The Corporate Plan 2012-17 sets out how much additional money the council aims to invest in each corporate priority over the five years. It is anticipated the Corporate Plan will be delivered using this additional investment and within existing budgets.

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

7.1 An EqIA was undertaken on the Corporate Plan and presented to Council on 9th October 2012. No further assessment is required because the recommendations in this report will not have a direct impact on staff or our communities.

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

8.1 The information necessary to produce this report comes from services, and the draft exceptions have been discussed and circulated to enable Senior Leadership Team (SLT) to take any corrective action they deemed necessary in order to produce this report for Performance Scrutiny and Cabinet.

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

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

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

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

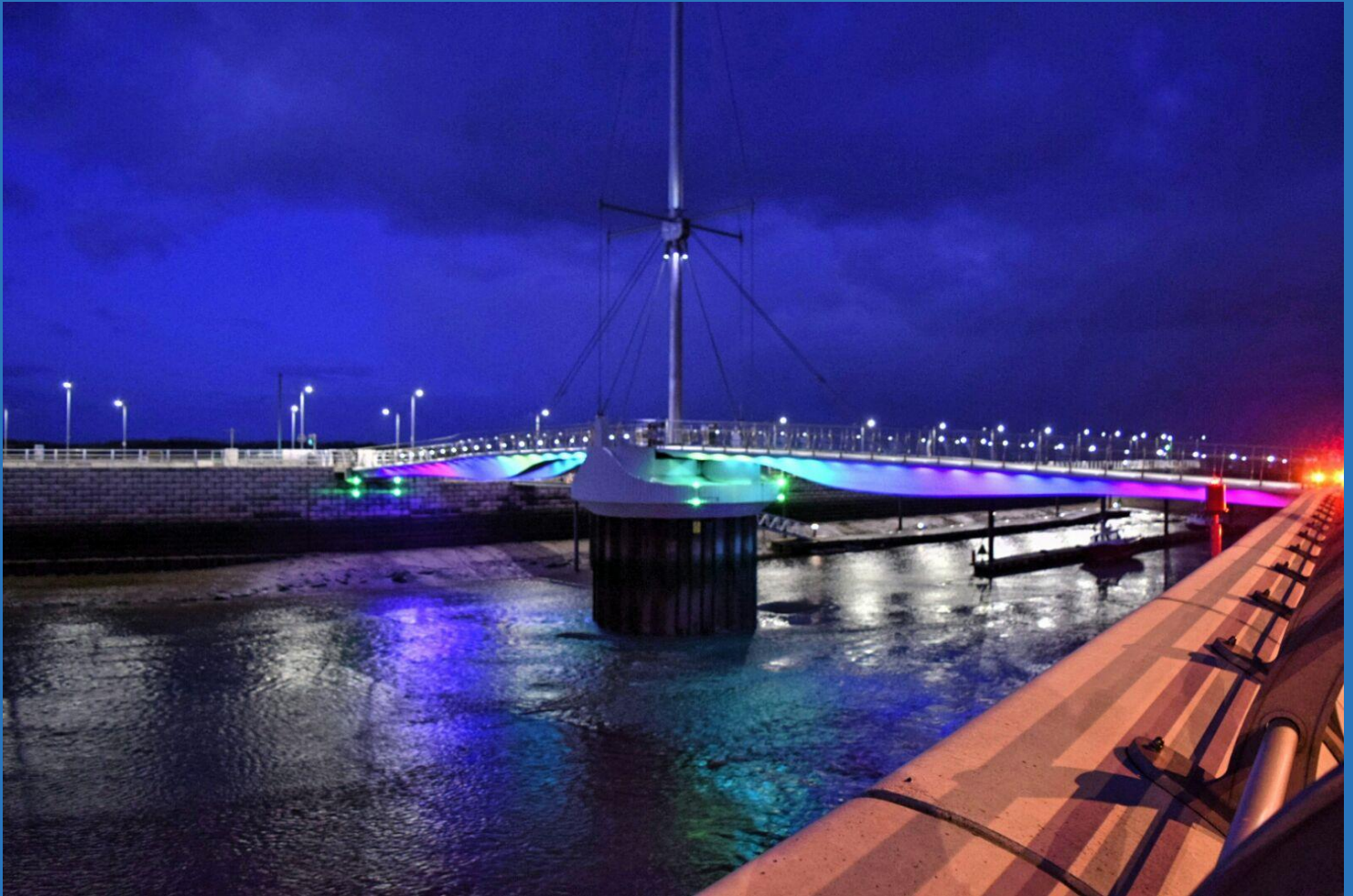
10.2 There are no specific risks attached to this report. It is the role of our Corporate and Service Risk Registers to identify (and manage) the potential risk events which could lead to the council being unable to deliver its Corporate Plan.

## **11. Power to make the Decision**



- 11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.
- 11.2 Section 7 of the Council's Constitution outlines Scrutiny's powers and duties with respect of scrutinising the Authority's performance.

This page is intentionally left blank



# Appendix 1 – Summary Corporate Performance Report

~~QUARTER 3, 2016-17~~

## CONTENTS

CONTENTS.....	2
INTRODUCTION & SUMMARY .....	3
OUTCOME & PERFORMANCE SUMMARY .....	3
<i>DEVELOPING THE LOCAL ECONOMY.....</i>	<i>3</i>
<i>IMPROVING PERFORMANCE IN EDUCATION &amp; THE QUALITY OF OUR SCHOOL BUILDINGS.....</i>	<i>5</i>
<i>IMPROVING OUR ROADS.....</i>	<i>6</i>
<i>VULNERABLE PEOPLE ARE PROTECTED &amp; ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE .....</i>	<i>7</i>
<i>CLEAN &amp; TIDY STREETS.....</i>	<i>8</i>
<i>ENSURING ACCESS TO GOOD QUALITY HOUSING .....</i>	<i>9</i>
<i>MODERNISING THE COUNCIL TO BE EFFICIENT &amp; IMPROVE SERVICES FOR CUSTOMERS .....</i>	<i>9</i>
KEY .....	14
THE COLOURS .....	14
THE EVALUATION .....	14
APPENDIX 2 –QUARTER 3 PERFORMANCE REPORT .....	15
<i>PRIORITY – DEVELOPING THE LOCAL ECONOMY.....</i>	<i>15</i>
<i>PRIORITY – IMPROVING PERFORMANCE IN EDUCATION &amp; THE QUALITY OF OUR SCHOOL BUILDINGS</i> .....	<i>21</i>
<i>PRIORITY – IMPROVING OUR ROADS.....</i>	<i>31</i>
<i>PRIORITY – VULNERABLE PEOPLE ARE PROTECTED &amp; ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE</i> .....	<i>33</i>
<i>PRIORITY – CLEAN &amp; TIDY STREETS .....</i>	<i>39</i>
<i>PRIORITY – ENSURING ACCESS TO GOOD QUALITY HOUSING .....</i>	<i>41</i>
<i>PRIORITY – MODERNISING THE COUNCIL TO BE EFFICIENT &amp; IMPROVE SERVICES FOR CUSTOMERS.....</i>	<i>46</i>

## INTRODUCTION & SUMMARY

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

### OUTCOME & PERFORMANCE SUMMARY

This is the summary position for each outcome in the Corporate Plan as at the end of Quarter 3 (December 30th, 2016). The overall evaluation for each outcome has been determined by taking account of the indicators, performance measures, and improvement activity.

### DEVELOPING THE LOCAL ECONOMY

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

#### Developing the Local Economy

Overall performance for this priority is positive with all activities and projects categorised as `on track' or at a `good' level as at the end of quarter 3.

The majority of the headline indicators for this priority are annual and were reported on in quarter 4, 2015/16.

During quarter 3, the Council completed a vital project to significantly improve the service offered to businesses looking to invest in the county with the introduction of a new cross service approach to categorising, prioritising and handling enquiries. As part of the new approach, the Economic & Business Development and Property Services teams have also started using Evolutive, a leading customer relationship management software system, for coordinating enquiries; documenting dialogue with businesses; providing useful information direct to business at minimal

cost; and pooling and promoting available [commercial property / development land](#) in the county.

The new improvements made a critical contribution to securing a £6m investment by The Real Petfood Company at the former Hotpoint Factory in Bodelwyddan (formerly owned by the Welsh Government), bringing 30 jobs, creating a further 20 jobs within two years and up to 50 more at the site within five years. Speaking about the investment Stephen Wade, director of Legatt Owen, the agents acting on behalf of the Welsh Government, praised Denbighshire County Council's pro-active and professional approach to engaging with the purchaser and giving them the confidence to invest long term in the county. He has recommended the approach to other authorities in North Wales.

The completed project is part of the Council's Economic and Community Ambition (ECA) Programme which is delivering 16 high priority projects to support development of the local economy. Other highlights from the ECA Programme during quarter 3 included:

- A significant increase in communications to businesses and residents about the work that the council is doing to develop the local economy with 9 online articles and over 13 articles in the Rhyl Journal, Denbighshire Free Press, Daily Post, Wrexham Leader and St Asaph's City Times reaching a readership of over 81,000 people.
- The production of new guidance for businesses on '[selling to the council](#)' and how businesses can now register online to receive automatic updates when contracts are up for tender.
- Improvements to the [#LLL campaign](#) doubled social media engagement during the quarter to 66,000 impressions and 938 engagements on Twitter
- Promotion of our entries into the Great British High Street competition saw Prestatyn make the finalists list for the second year running
- Our Shop Local Christmas campaign video '[This Christmas in Denbighshire](#)' was widely shared on social media, reaching more than 15,000 people on Facebook and becoming the most viewed clip ever on our YouTube channel with over 3,450 views.
- Mike Learmond, Federation of Small Businesses, North Wales commented that "The free Christmas parking was particularly welcomed and businesses have noticed the more innovative approach, using social media and video."

- Through the councils [Business Development Grant Scheme](#) a further £39,054 in business grants was awarded during the quarter. This helped create 5 new businesses, 7.5 new jobs and safeguarded 5 existing jobs. The maximum grant available was raised from £5,000 to £10,000 in order to target slightly larger investments that will create even more jobs.
- Results of the Denbighshire [Business Survey 2016](#), which show that more firms are looking to maintain or increase staff numbers, expect sales and profitability to improve over previous years and plan to invest in their businesses. The survey also brings positive news for our Digital Denbighshire project, which aims to influence the rollout of digital communications infrastructure in the county and encourage businesses to exploit the benefits of using it. It shows that more local businesses are now using websites and the internet as a serious commercial tool (7% increase over the 12 months between 2015/16). The survey, which had 496 respondents, informs the Council's work on developing the local economy and it's planning for [March for Business](#) every year.



Work in the next quarter will focus on:

Delivery of the High Priority Projects and their benefits for businesses and residents.

Preparation for the next 'tranche' of the ECA Programme by looking back on progress made to date and identifying areas where the programme needs to increase or deliver new impact in pursuit of the ECA Strategy.

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

A higher benchmark for excellence in educational attainment is being used where ‘Green: Excellent’ is the best in Wales. There are eight indicators considered to be a priority for improvement, and two performance measures. These are detailed below.

Comparative exclusions and attendance data (annual) were reported previously in quarter 2; there continues to be concerns with attendance, particularly in Secondary, following a period of high sickness in some schools.

New comparative data has been added for the five key attainment indicators, all of which are performing below the Wales Median. Three of these have seen improvement, nonetheless. Two have declined.

- The average capped points score ↓
- % of pupils achieving the L2, including English/Welsh and maths ↑
- % of pupils achieving the L2 or vocational equivalents ↓
- % of pupils who achieve the Core Subject Indicator at KS4 ↑
- % of pupils who achieve the Core Subject Indicator at KS2 ↑

More detailed information is available on each of these in Appendix 2.

The two performance measures, surplus places in Secondary, and deficit places in primary, have been raised previously. An update should be available in quarter 4.

Two activities and one project are also showing a ‘red’ (compromised) status and are detailed in Appendix 2.

## IMPROVING OUR ROADS

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

**ACCEPTABLE**

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

Throughout the year the Council has undertaken a programme of planned and remedial activities to improve the road network across Denbighshire. 50% (3) of



activities were completed in quarter 1 with microasphalt laying and surface dressing works being completed ahead of schedule. The remaining 50% (3) continue to be 'on target' during quarter 3.

Significant improvement has been made in the [percentage of damaged roads and pavements made safe within target time](#), with quarter 3 maintaining the 100% 'excellent' level as achieved in quarter 2. All 98 defects reported within the quarter were dealt with within 7 days.

Promoting excellence in public services – Street Lighting. The Association for Public Service Excellence (APSE), promoting excellence in public services held their annual performance networks awards 2016 in early December. The performance networks awards recognise both 'Best Performers' and 'Most Improved Performers' in each category, to encourage excellence and promote continuous improvement in local government. In the Street Lighting – Best Performer category, Denbighshire County Council were the overall winners.

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

---

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

**GOOD**

**Outcome 10** Vulnerable people are protected

**GOOD**

The overall position for this outcome is Yellow: Good.

There are 3 quarterly indicators which are showing as 'red' priority for improvement, which relate to:

The quarterly indicator relating to '[the percentage of the population \(aged over 18\) who cannot live independently](#)' continues to be 'red' as reported in quarter 2, 2016/17. As at the end of quarter 3 the percentage of adults needing residential care because they were unable to live independently slightly decreased to 0.63% (471 people). Work is ongoing to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall the number of people supported in residential care is reducing but it will take a number of years to bring the total to an acceptable level due to the long term nature of the services already being provided and the delays in developing new Extra Care Schemes.

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

Currently the service is able to validate 91% of core group meetings taking place within 10 working days of the initial conference in quarter 3. However, there persist issues with the recording of this data, as we expect the figure may be higher. Work is being undertaken by the ICT Business Partner to clarify this.

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

We have not yet received accurate data for quarter three and the ICT Business Partner is working with Education & Children's Services to address problems with recording. Currently we can validate that 88% of child protection reviews were carried out within statutory timescales in quarter 3. However, it is anticipated that this figure will be higher (nearer 93%) as we are aware of more review conferences being held than have been recorded on Paris.

## CLEAN & TIDY STREETS

---

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

**GOOD**

Overall our performance is 'good'.

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

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

Six Clean Streets Surveys were scheduled to be conducted during 2016/17. As at the end of quarter 3, four have been completed with a running average of 87%, which is at an 'acceptable' level.

The two quarterly measures maintained their 'excellent' performance in quarter 3.

- The rate of fixed penalty notices (all types) issued (rate per 1,000 population = 58.00, 5,519 notices served to date)
- The rate of fixed penalty notices (dog fouling) issued (rate per 1,000 population = 0.50, 48 notices served to date)

Both activities (100%) that support the clean and tidy streets priority are 'on target'.

## ENSURING ACCESS TO GOOD QUALITY HOUSING

---

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

**GOOD**

In providing access to good quality housing the Authority is 'on track/completed' in 86% (24) of all the activities planned to support delivery of this priority.

Whilst performance has significantly improved from 66 days in quarter 2 to 48 days as at the end of quarter 3, there is one quarterly indicator which remains 'red', the number of [calendar days taken to let empty properties \(council stock only\)](#). Despite still being below the acceptable level, this shows that improvements are now being made in the time taken to both complete void works and to allocate void properties. We will hope to see this continue to improve.

The 'excellent' performance trend in a range of measures continues in quarter 3:

- In quarter 3 the speed of delivering Disabled Facilities Grants, the average number of calendar days remained at an excellent level at 136 days.
- The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority increased with a further 43 empty homes brought back into use during quarter 3 (110 in total for 2016/17).

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

---

**Outcome 13** Services will continue to develop and improve

**GOOD**

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

**ACCEPTABLE**

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

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

In quarter 3, the percentage of [all external stage 1 complaints were responded to within corporate timescales](#) remained a 'priority for improvement' at 91% (85 out of 93 were responded to within timescale). This indicator is automatically reported to and monitored by Scrutiny each quarter.

The [percentage of staff receiving a performance appraisal](#) has decreased slightly to 89% this quarter. Heads of Service receive monthly HR reports on the service performance appraisal completion. The Senior Leadership Team (SLT) are committed to ensuring accurate data capture and that 100% is achieved.

[The monthly average number of working days/shifts per full time equivalent \(FTE\) local authority employee lost due to sickness absence](#) HR Officers continue to work with services to ensure absence is actively managed. As at the end Dec 2016 the monthly average of 8.61 remains as the previous quarter at an 'acceptable' level. The Council acknowledges the continued need to address and drive down sickness absence. The Attendance at Work Policy is currently being reviewed. The new policy will be considered by the Local Joint Consultative Committee in February 2017.

As reported in quarter 1, the 2015/16 carbon emissions data is now included this quarter. Overall, carbon emissions in Denbighshire's corporate office space remained at a 'good' level in 2015/16.

We are working really hard to reduce carbon emissions by closely monitoring energy consumption and investigating and rectifying the cause of any increases.

Whilst secondary schools has seen a significant decrease of 22% in emissions from 59 (2014/15) to 46 (2015/16), primary schools have only seen a very slight decrease in 2015/16 and remains a priority for improvement. This is due to a combination of installing energy saving equipment, and new schools being energy efficient. We will be carrying out a number of energy saving projects in 2017/ 2018 which will help to further reduce energy consumption. There are also a number of new primary schools in the pipeline which will replacing the old inefficient sites.

Due to billing issues, since October 2014, experienced with British Gas as the supplier, there has been a delay in this annual data being available.

As from 1st April 2016 we have moved to a new supplier and there have been no issues to date, therefore, annual reporting is not foreseen as being an issue in the future.



# Appendix 2 – Corporate Performance Report

**QUARTER 3, 2016-17**



CONTENTS .....	2
INTRODUCTION & SUMMARY.....	3
<b>OUTCOME &amp; PERFORMANCE SUMMARY .....</b>	<b>3</b>
<i>DEVELOPING THE LOCAL ECONOMY.....</i>	<i>3</i>
<i>IMPROVING PERFORMANCE IN EDUCATION &amp; THE QUALITY OF OUR SCHOOL BUILDINGS .....</i>	<i>5</i>
<i>IMPROVING OUR ROADS .....</i>	<i>6</i>
<i>VULNERABLE PEOPLE ARE PROTECTED &amp; ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE .....</i>	<i>7</i>
<i>CLEAN &amp; TIDY STREETS.....</i>	<i>8</i>
<i>ENSURING ACCESS TO GOOD QUALITY HOUSING .....</i>	<i>9</i>
<i>MODERNISING THE COUNCIL TO BE EFFICIENT &amp; IMPROVE SERVICES FOR CUSTOMERS .....</i>	<i>9</i>
KEY .....	14
THE COLOURS .....	14
THE EVALUATION .....	14
APPENDIX 2 -QUARTER 3 PERFORMANCE REPORT .....	15
<i>PRIORITY - DEVELOPING THE LOCAL ECONOMY.....</i>	<i>15</i>
<i>PRIORITY - IMPROVING PERFORMANCE IN EDUCATION &amp; THE QUALITY OF OUR SCHOOL BUILDINGS .....</i>	<i>21</i>
<i>PRIORITY - IMPROVING OUR ROADS.....</i>	<i>31</i>
<i>PRIORITY - VULNERABLE PEOPLE ARE PROTECTED &amp; ABLE TO LIVE AS INDEPENDENTLY AS POSSIBLE .....</i>	<i>33</i>
<i>PRIORITY - CLEAN &amp; TIDY STREETS.....</i>	<i>39</i>
<i>PRIORITY - ENSURING ACCESS TO GOOD QUALITY HOUSING.....</i>	<i>41</i>
<i>PRIORITY - MODERNISING THE COUNCIL TO BE EFFICIENT &amp; IMPROVE SERVICES FOR CUSTOMERS..</i>	<i>46</i>

## KEY

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

## THE COLOURS

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

## THE EVALUATION

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



## APPENDIX 2 –QUARTER 3 PERFORMANCE REPORT

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

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

### PRIORITY – DEVELOPING THE LOCAL ECONOMY

#### ECONOMY HEADLINE INDICATORS

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

#### Indicators

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

#### OUTCOME 1 – INFRASTRUCTURE FOR GROWTH

**Status** ACCEPTABLE

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

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

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

## OUTCOME 2 – SUPPORTED AND CONNECTED BUSINESSES

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

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

**Indicators**

FAA406m Annual	Local procurement spend as a % of total procurement spend
BusSurv4.2	% of businesses satisfied with quality of advice/support (not included in 2016 survey)
BusSurv4.1	% of businesses satisfied with access to advice/support
ECA2.2i Annual	The percentage of contracts worth over £1 million with community benefit clauses (New 2016/17)

**Activities**

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

**OUTCOME 3 – OPPORTUNITIES FOR GROWTH**

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

**Indicators**

CMLi10 Annual	STEAM – Total Economic Impact of Tourism (£ million)
CMLi11 Annual	STEAM – Number of Full Time Jobs Supported by Tourism

ECA3.1i	No. of businesses in the tourism sector (2015/16 will be published Nov 2017)		
ECA3.2i	No. of new jobs in Growth Sectors		
ECA3.3i	No. of Denbighshire residents employed in Growth Sectors		
<b>Activities</b>			
ECA 3.2a	New Growth Sectors	01/01/15	01/03/17
ECA 3.2b/d	Regional Growth Opportunities	11/06/14	30/04/18

## OUTCOME 4 – HIGH QUALITY SKILLED WORKFORCE

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

<b>Indicators</b>			
Ed004i Annual	The percentage of children aged 16 – 18 Not in Education, Employment or Training, at the preceding 31 August in Denbighshire		
QECA4.6i	% of the population aged 18 to 24 claiming JSA		
BusSurv3.3a	% of businesses reporting unfilled vacancies due to unsuitable applicants		
BusSurv3.3b	% of businesses reporting difficulty recruiting staff with the right skills		
eca4.10i	% of people of working age in Denbighshire who are self employed		
<b>Activities</b>			
ECA 4.1b,4.2a- c,4.3a	Pathways +	01/04/15	31/07/16
EDUa009	Soft skills / skills for employment	01/04/14	31/03/17
EDUa011	Careers advice and support	01/04/14	31/03/17
EDUa012	Work experience opportunities	01/04/14	31/03/17
EDUa013	Apprenticeships	01/04/14	31/03/17

EDUa014	Links between schools, colleges and employers	01/04/14	31/03/17
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/17

## OUTCOME 5 – VIBRANT TOWNS AND COMMUNITIES

<b>Status</b>	<b>ACCEPTABLE</b>		
<b>Outcome Summary</b>	<p>The overall status for this Outcome is Orange: Acceptable</p> <p>None of these indicators are updated on a frequency more than an annual, and data relating to the WIMD (LSOA) is only updated once every three years.</p> <p>Latest quarterly data for No. of LSOA with a claimant count (%) greater than Great Britain is July 2016 which is at an `acceptable` level at 21.</p>		
<b>Indicators</b>			
ECA5.1i Annual	% of vacant town centre premises (Denbighshire average)		
RSQ11	% of residents reporting overall satisfaction with their town centre		
RSQ2	% of town residents reporting overall satisfaction with their local area		
BusSurv2.1	% of town centre businesses reporting confidence in future prospects		
ECA5.2i (2014)	% of LSOA that fall into the 10% most deprived in Wales		
ECA5.3i	No. of LSOA with a claimant count (%) greater than Great Britain		
ECA5.4i Annual	No. of LSOA with a median household income below Wales		
ECA5.5i Annual	% of the rural working age population claiming Job Seekers Allowance		
<b>Activities</b>			

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

## OUTCOME 6 – WELL-PROMOTED DENBIGHSHIRE

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

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

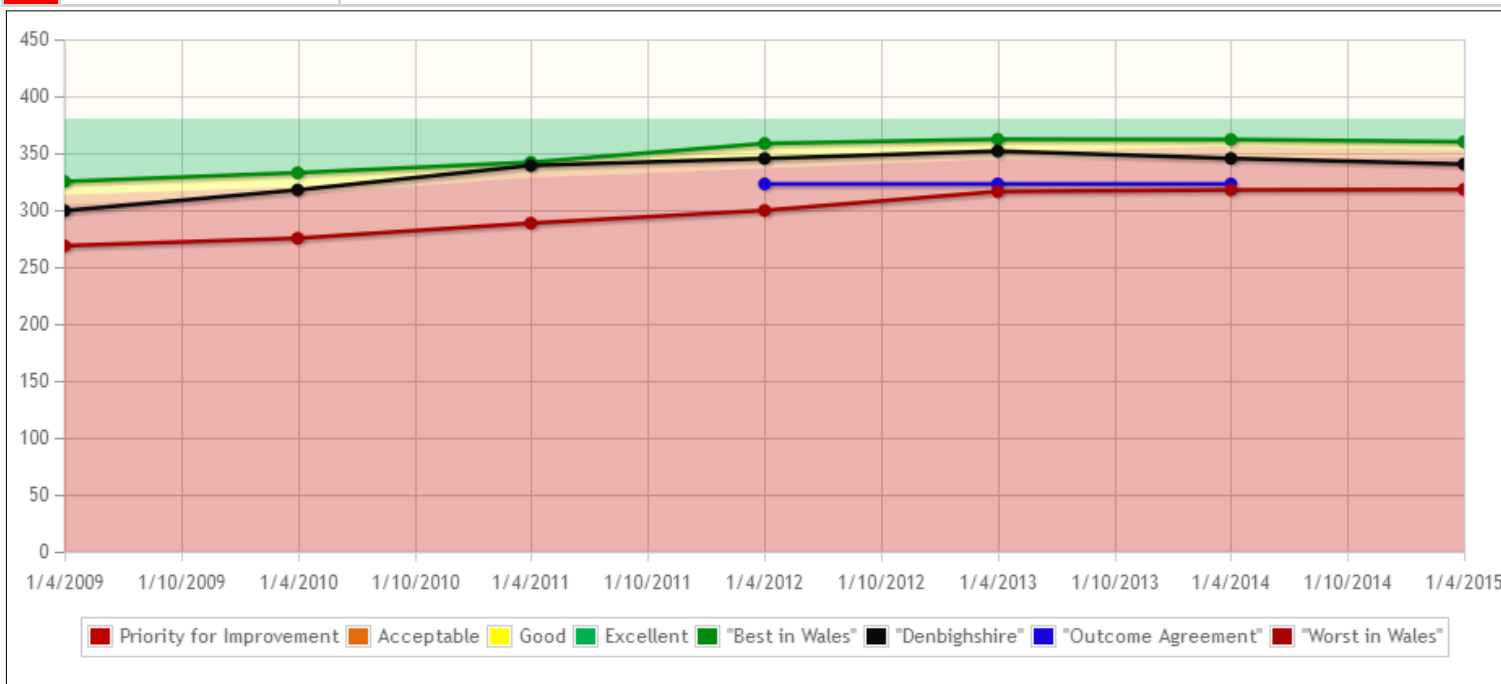
## PRIORITY – IMPROVING PERFORMANCE IN EDUCATION & THE QUALITY OF OUR SCHOOL BUILDINGS

### OUTCOME 7 – STUDENTS ACHIEVE THEIR POTENTIAL

<b>Status</b>	<b>PRIORITY FOR IMPROVEMENT</b>
<b>Outcome Summary</b>	<p>The overall position for this outcome is Red: Priority for Improvement:</p> <p>There are 8 indicators and 2 measures that are `red` priority for improvement which are detailed below.</p> <p>As at the end of quarter 3, 2 activities and 1 project are `red` (compromised) which are detailed below.</p>

#### Indicators

Ed001i	The average capped points score for pupils aged 15 at the preceding 31 August in schools maintained by the local authority (all pupils)
--------	---

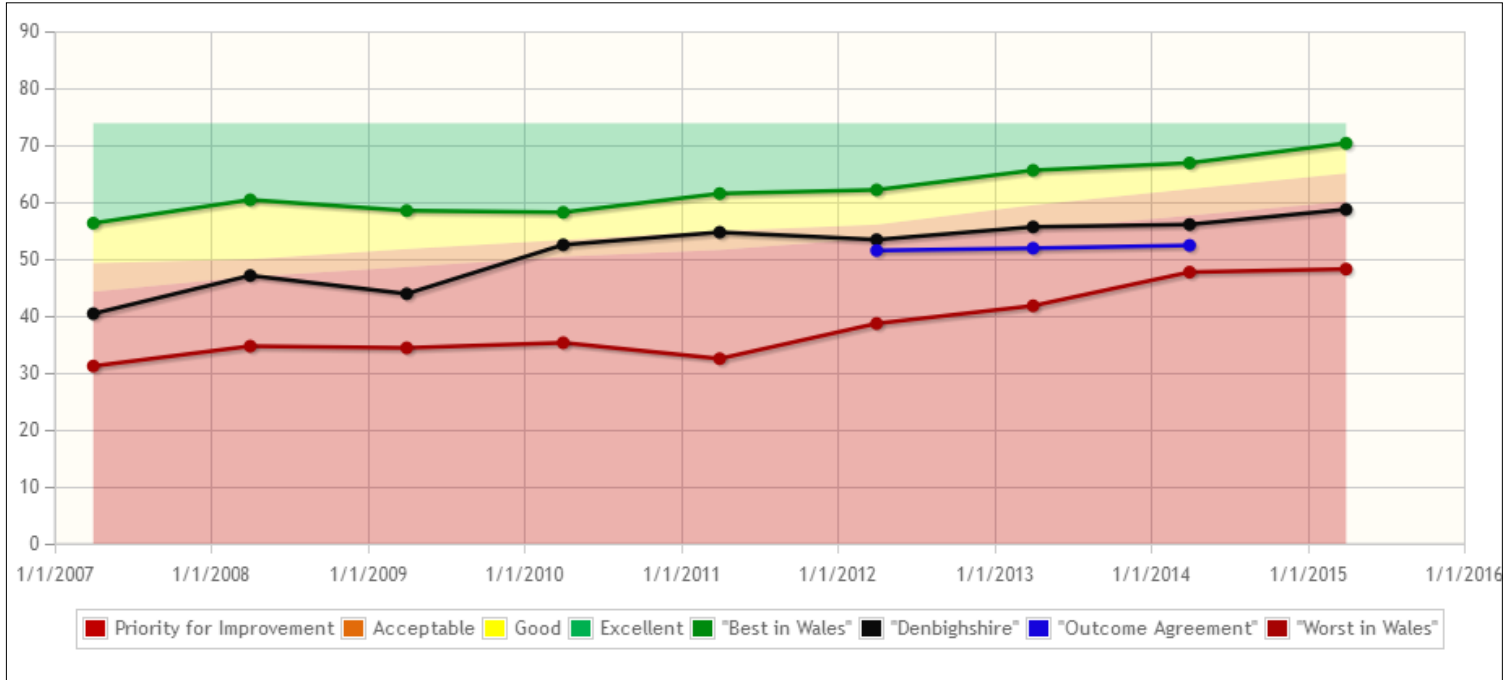


#### Latest Data Comment

2015/16 Annual	Performance has declined again from 345.4 to 340.4 in 2015–16, ranking us 16th. This year’s data includes all EOTAS (Education Other Than At School) for the first time, therefore the DCC figure isn’t comparable to previous DCC data in all measures. This year, in preparation for the qualification changes in 2017, some DCC schools reduced vocational / BTEC qualifications in
----------------	--

preparation for next year’s changes. All schools will do this next year and the data will once again become comparable.

**EDU017** The percentage of pupils achieving the level 2 threshold including English/Welsh and maths (all pupils)



**Latest Data Comment**

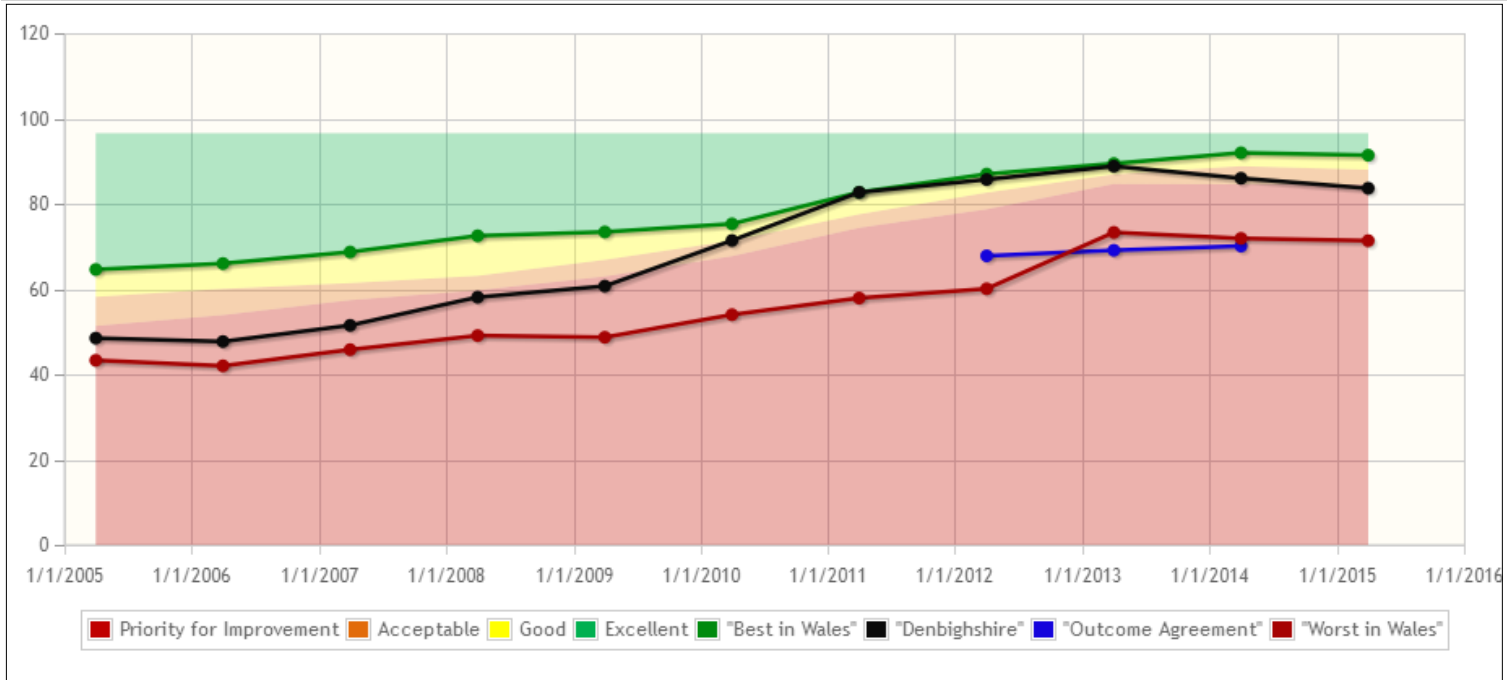
2015/16  
Annual

Against historic criteria, DCC has improved from 56% to 60.9% in 2015–16. However, in 2016 all EOTAS are included, therefore DCCs performance is 58.7%, ranking us 13th and in line with expected FSM performance. GwE will: develop and implement a more effective model of working with secondary schools and introduce a coherent targeted programme to improve standards



and leadership; redistribute resources in line with needs; and match national initiatives closely to the needs of schools.

**Ed006i** The percentage of pupils achieving the level 2 threshold or vocational equivalents (all pupils)



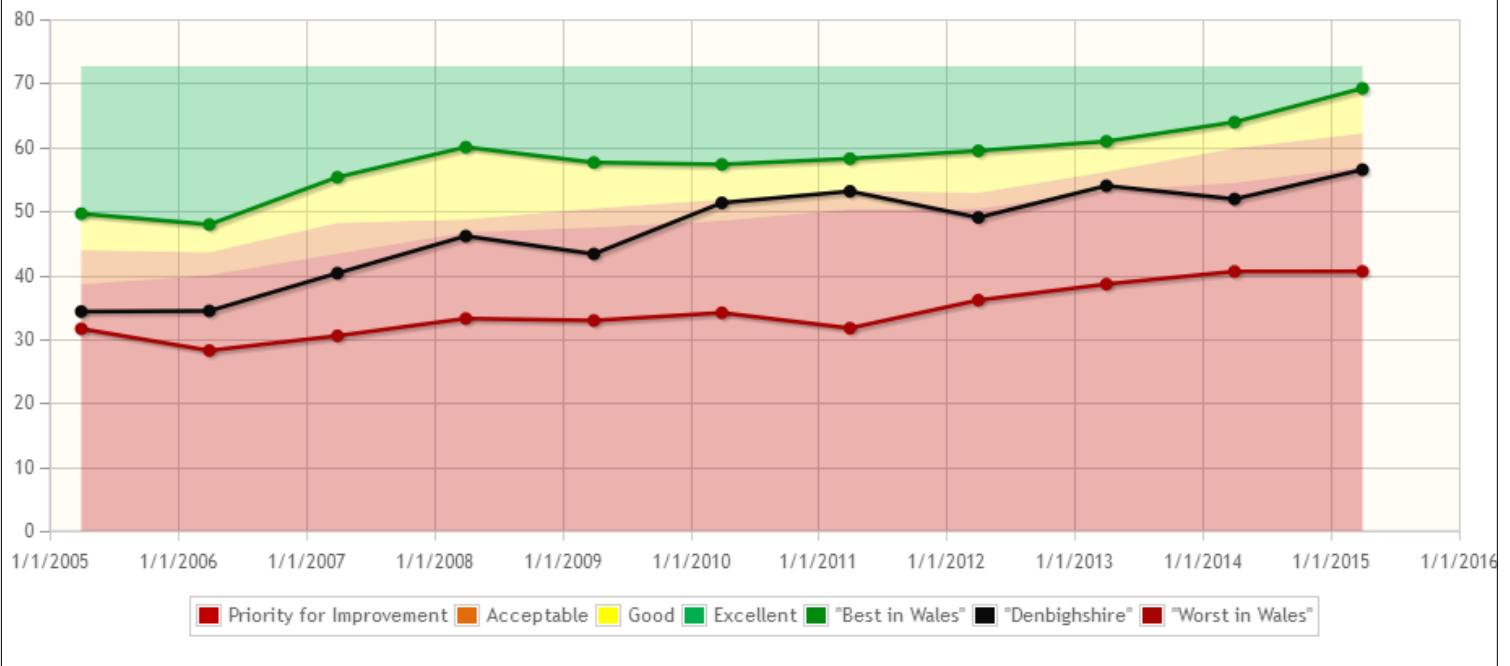
**Latest Data Comment**

2015/16 Annual Against historic criteria, DCC has improved from 86% to 86.7% in 2015–16. However, in 2016 all EOTAS are included, therefore DCCs performance is 83.6%, ranking us 14th and one place below expected FSM performance. GwE

will: develop and implement a more effective model of working with secondary schools and introduce a coherent targeted programme to improve standards and leadership; redistribute resources in line with needs; and match national initiatives closely to the needs of schools.

Ed009i

The percentage of pupils who achieve the Core Subject Indicator at Key Stage 4 (all pupils)

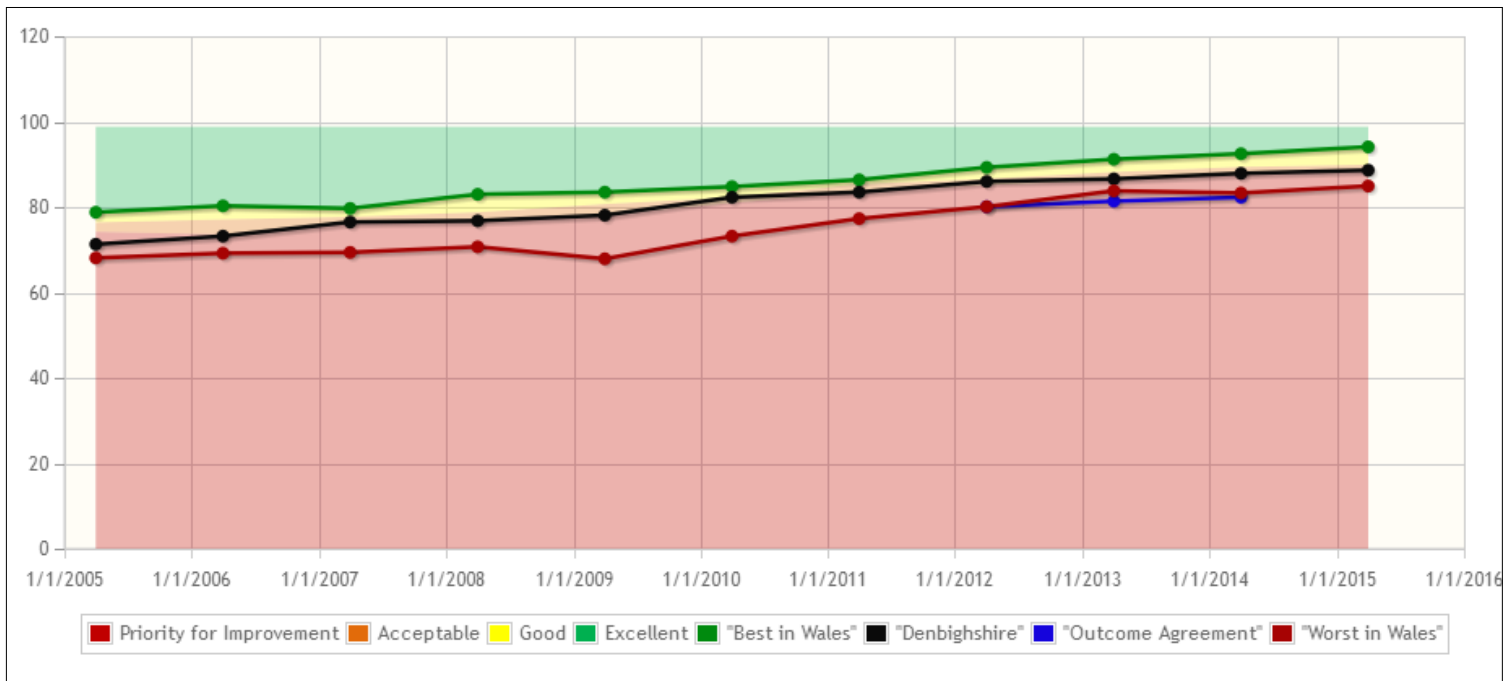


Latest Data Comment

<p>2015/16 Annual</p>	<p>When using historic criteria for measuring performance against the CSI indicator, data has improved from 51.9% in 2014–15 to 58.7% in 2015–16. However, in 2016 all EOTAS are included therefore DCCs performance is 56.5%, which ranks the LA 13th and in line with expected FSM performance.</p>
---------------------------	---

<p>EDU002i</p>	<p>The percentage of pupils (including those in local authority care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.</p>
----------------	---

<p>EDU003</p>	<p>The percentage of pupils who achieve the Core Subject Indicator at Key Stage 2 (all pupils)</p>
---------------	--



**Latest Data Comment**

**Annual** 87.9% to 88.6% in 2016, ranking us 14th, 1 place below expected FSM position. Improvement continues to be below other LA's. All subjects at Level 4+ improved except Cymraeg (-0.1%), ranked 14th. English (+0.5%) ranked 12th, Maths (+1.0%) ranked 14th, and Science (+1.5%) ranked 14th. % achieving level 5+ at KS2 has improved for the 3rd year in all subjects, but still below average, and all below expected FSM position. To ensure consistency in assessment, a regional statement has been distributed.

EDU016a	Percentage of pupil attendance in primary schools
EDU016b	Percentage of pupil attendance in secondary schools
EDU101i	The total rate per 1,000 pupils of fixed-term exclusions from local authority maintained schools

Measures	
LMEd20a	The number of deficit places as a percentage of the total school places in Denbighshire (Primary)
LMEd20b	The number of deficit places as a percentage of the total school places in Denbighshire (Secondary)
LMEd21a	The number of surplus places as a percentage of the total school places in Denbighshire (Primary)
LMEd21b	The number of surplus places as a percentage of the total school places in Denbighshire (Secondary)
LMEd22a	The number of school places provided through mobile classrooms (Primary)
LMEd22b	The number of school places provided through mobile classrooms (Secondary)
CES101i	The percentage of primary places provided in Category A schools
CES102i	The percentage of primary places provided in Category B schools
CES103i	The percentage of secondary places provided in Category A schools
CES104i	The percentage of secondary places provided in Category B schools
<b>Latest Data Comment</b>	
Annual (New)	CES101i–104i are new annual measures for 2016–17. Data will be provided in quarter 4.

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

CES106a	To develop the Business Case for investment in Ysgol Pendref	01/04/15	31/07/16
	Feasibility works have been commenced to assess the options for the Ysgol Pendref site. At present there appears difficulties in matching the initial budget to the works required and phasing options are being considered to ascertain whether a scheme can be workable. A meeting is scheduled with the school for early January 2018		25/01/17
CES112a	To progress business cases for further investment in the school estate	01/04/14	31/03/19
CES208a	To secure agreement on location for new Faith Secondary Provision in Denbighshire	01/04/13	31/03/16
CES210a	To work with Planning to understand the implications of the Community Infrastructure levy and to develop an appropriate policy	01/04/14	31/03/16
CES230a	To develop School Organisation proposals for the creation of a new area school to replace the existing Ysgol Llanfair and Ysgol Pentrecelyn schools	01/06/14	31/12/16
	The findings of the Judicial Review quashed the school organisational proposal approved by Cabinet in October 2015. Cabinet have agreed to take no further action with regard to school organisation proposals and Llanfair and Pentrecelyn will remain as two individual schools.		25/01/17
CES231a	To develop School Organisation proposals for the future of Ysgol Llanbedr	18/02/15	31/12/16
CES232a	To develop School Organisation proposals for the future of Ysgol Rhewl	01/04/14	31/12/17
ECA 4.1b,4.2a- c,4.3a	Pathways +	01/04/15	31/07/16
ECA 4.2a-c	TRAC	07/04/14	31/08/20

ECS008a	To ensure effective implementation of the school organisation proposals agreed by Cabinet to date, and to plan for the next stage of the programme	01/04/16	31/03/17
EDU117a	Health and Wellbeing Outcomes for Schools	01/04/15	29/07/16
EDUa003	Review current provision for students who access the Behaviour support Service and remodel as appropriate	01/04/13	31/03/17
EDUa005	Revisit Service Level Agreement with GwE	01/04/14	31/03/17
EDUa008	Literacy, Numeracy & ICT Skills development in schools	01/04/14	16/03/17
EDUa009	Soft skills / skills for employment	01/04/14	31/03/17
EDUa011	Careers advice and support	01/04/14	31/03/17
EDUa012	Work experience opportunities	01/04/14	31/03/17
EDUa013	Apprenticeships	01/04/14	31/03/17
EDUa014	Links between schools, colleges and employers	01/04/14	31/03/17
EDUa015	Advanced skills for growth sectors	01/04/14	31/03/17
EDUa022	Curriculum Enrichment Programme	01/04/15	31/03/17
EDUa023	A consistent approach to attendance in Denbighshire schools	01/09/15	31/07/16
PR000055	Bodnant Community School Extension and Refurbishment	20/12/12	31/12/16
PR000247	Extending Secondary Welsh Medium Provision – Ysgol Glan Clwyd Extension & Refurbishment	06/01/14	31/08/18
PR000319	Ruthin Town: Glasdir Development– Relocation of Ysgol Pen Barras and Rhos Street School	21/04/14	11/03/18
PR000330	Ruthin Area Review: New Area School for Ysgol Carreg Emlyn	01/01/14	30/06/18
	The delivery confidence reflects the latest response from NRW to the current issue with the drainage solution, the fact that the planning application is yet to be determined, and the fact that the tender process has not yet started.		09/01/17

PR000332	Ruthin Review –New Area School for Llanfair DC and Pentrecelyn	01/08/14	03/09/18
PR000359	Rhyl New School	30/01/14	17/10/16



PRIORITY – IMPROVING OUR ROADS

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

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

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

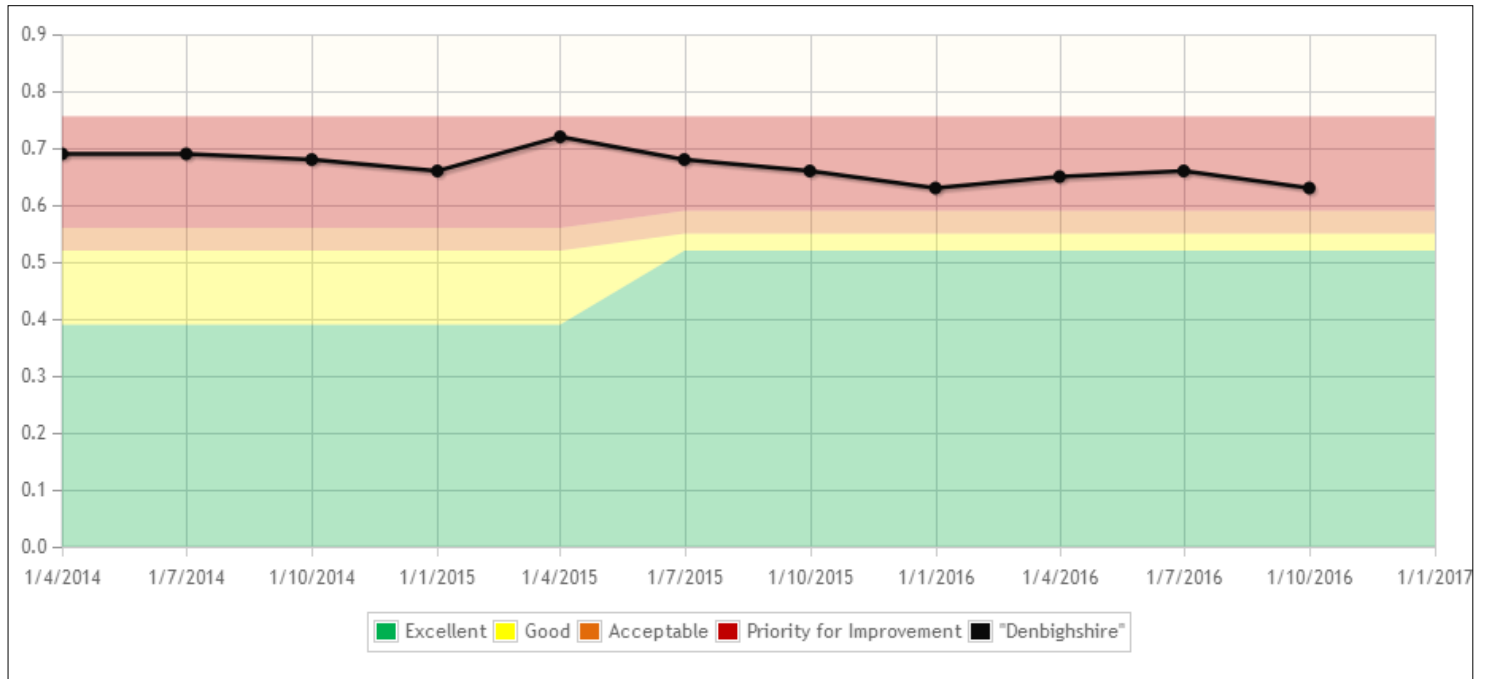
**Activities**

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

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

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

<b>Status</b>	<b>GOOD</b>
<b>Outcome Summary</b>	<p>The overall position for this outcome is Yellow: Good.</p> <p>There is one quarterly indicator that is considered to be a 'Priority for Improvement', and this is detailed below.</p>
<b>Indicators</b>	
QIndependent18	The percentage adults who live independent of a formal package of social care provided/arranged by the council (aged 18 or over)
QResidential18	The percentage of the population who cannot live independently (aged 18 or over)



**Latest Data Comment**

Quarter 3	We are working to reduce the number of new admissions to residential care homes through the use of both modern and traditional care packages in the home and by working with people to maximise their independence. Overall, this means the
-----------	---

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

### Measures

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

### Activities

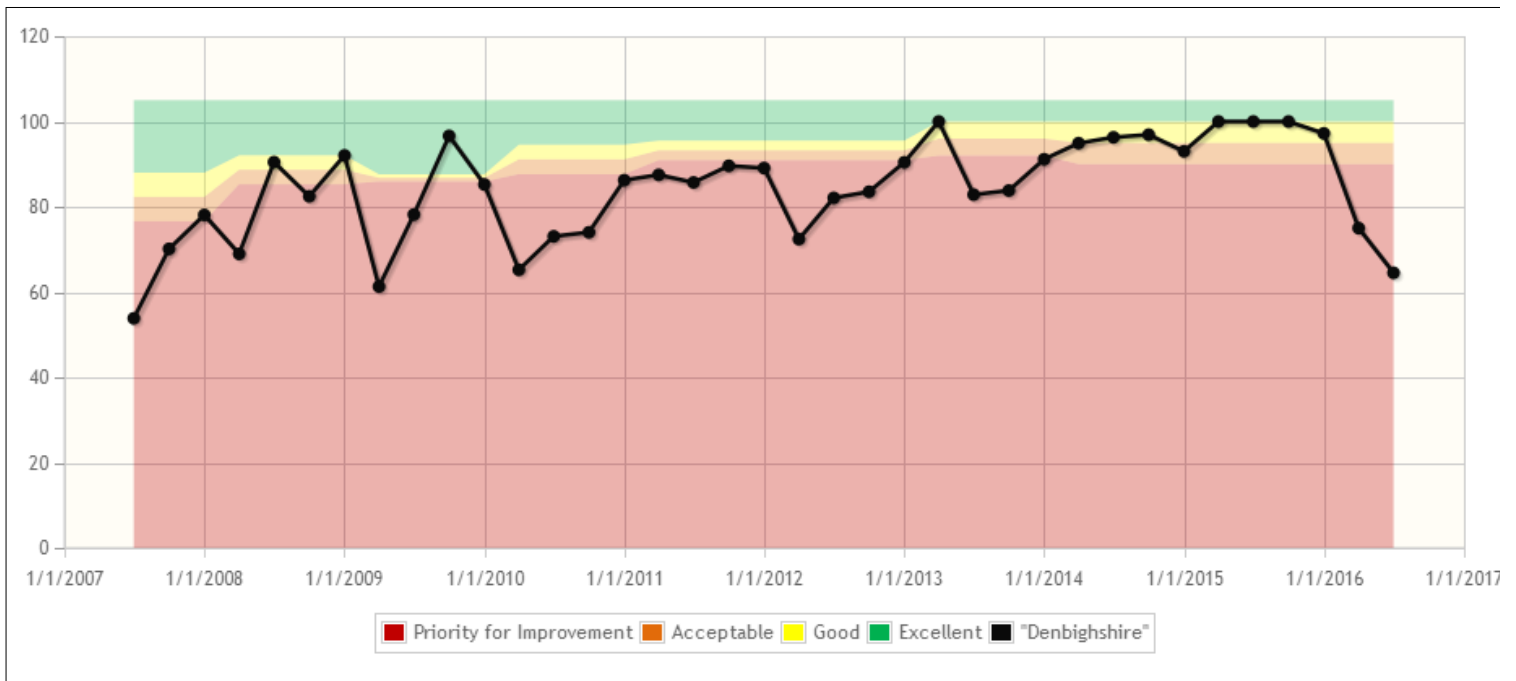
CFS207a	Implement actions from Foster Care Profile exercise undertaken in 2014/15.	01/04/15	30/06/16
CFS405a	Carry out a review of the assessment based service provision for children and young people with additional needs	01/04/15	30/06/16
CFS406a	Improve the approach to inclusive practice of mainstream providers of services to children and young people, so that these services can be easily accessed by children with additional needs	01/04/15	30/06/16

CFS407a	Alternative arrangements for residential / respite provision	01/04/15	30/06/16
CFS515a	Deliver an information, advice and assistance service that conforms with the Act	01/04/15	31/03/16
CSS307a	We will test a different way of working with citizens at risk of losing their independence that is community focussed and geared towards promoting independence. This will be part of a national 'Community Led Conversations' programme run by the NDTi	01/04/15	31/03/16
PR003057	Community Led Conversations	08/12/14	01/04/16

**OUTCOME 10 - VULNERABLE PEOPLE ARE PROTECTED**

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

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

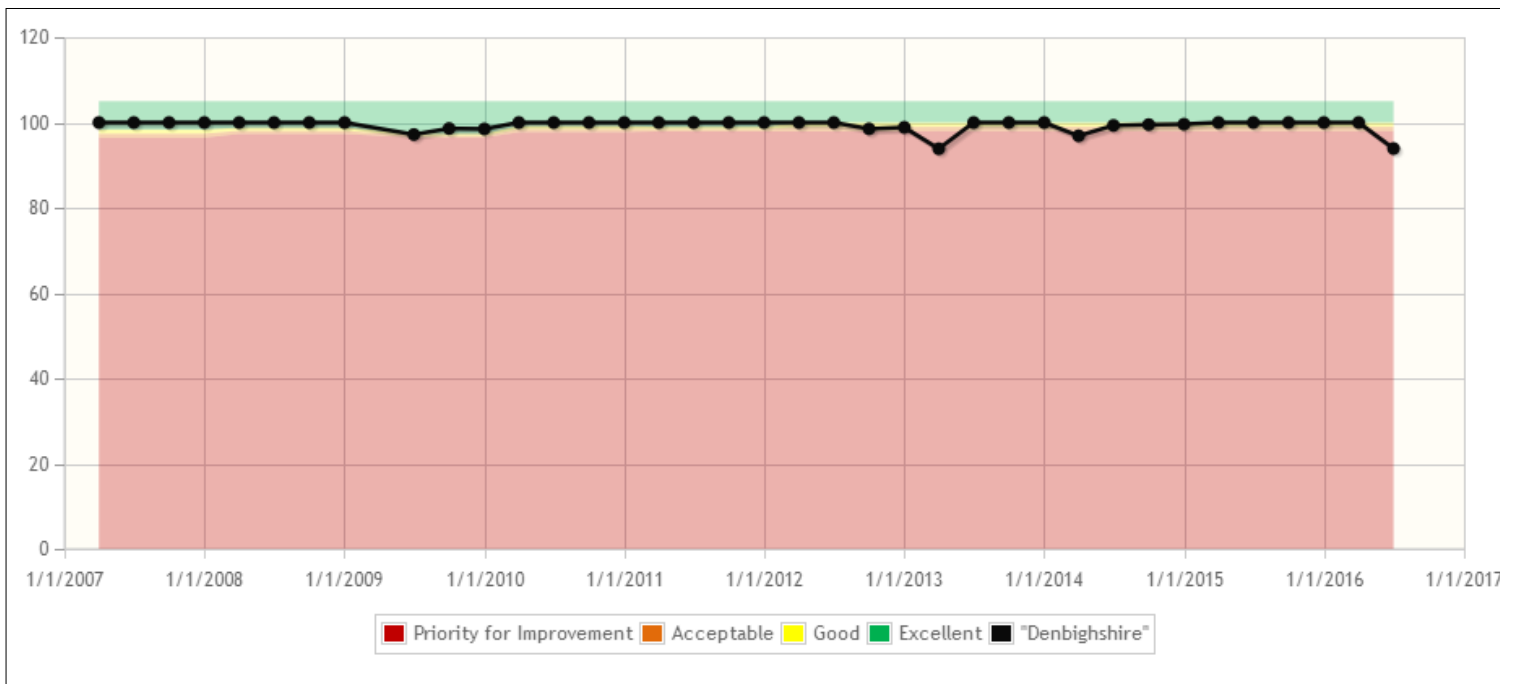


**Latest Data Comment**

**Quarter 3** Currently the service is able to validate 91% of core group meetings taking place within 10 working days of the initial conference in quarter 3. However, there persist issues with the recording of this data, as we expect the figure may be higher. Work is being undertaken by the ICT Business Partner to clarify this.

QSCC034

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



**Latest Data Comment**

**Quarter 3** We have not yet received accurate data for quarter three and the ICT Business Partner is working with Education & Children’s Services to address problems with recording. Currently we can validate that 88% of child protection reviews were carried out within statutory timescales in quarter 3. However, it is anticipated that this figure will be higher (nearer 93%) as we are aware of more review conferences being held than have been recorded on Paris.

**Activities**

CFS105a	Review the impact of the Waking Hours Service	01/04/15	31/03/16
CFS106a	Develop a Strategy to further strengthen impact of early intervention services and an Options Appraisal for strengthening the interface between TAF and Intake Services	01/04/15	30/09/15
CFS107a	Develop the final year plan for delivery of Families First to include preparation to exit from the programme	01/04/15	31/03/16
CFS108a	Develop and deliver an effective training programme for `all staff' around providing stability for vulnerable families	01/04/16	31/03/17

CSS203a	Implement the offer to support the Syrian Refugee Programme	01/04/16	31/03/17
CSS204a	Review the operation of the PoVA process and the new Adult Safeguarding Team to ensure that the revised processes have been fully implemented to address the concerns raised by CSSIW	01/04/16	30/09/16



PRIORITY – CLEAN & TIDY STREETS

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

<b>Status</b>	<b>GOOD</b>
<b>Outcome Summary</b>	<p>The overall position for this outcome is Yellow: Good.</p> <p>This outcome is predominantly supported by annual indicators which were reported on in quarter 4, 2015–16.</p>

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

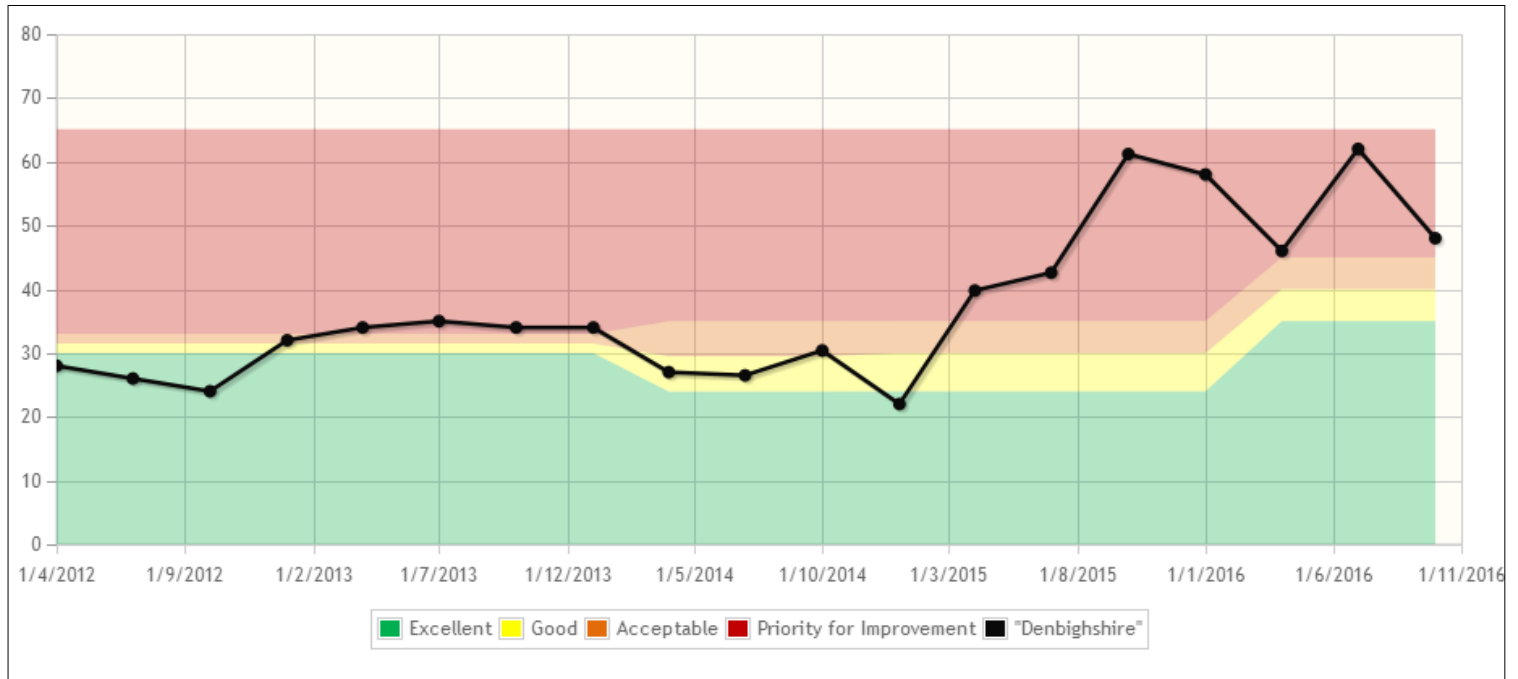
Measures		
STS006 – Annual		The percentage of reported fly tipping incidents cleared within 5 working days
QPPP102m		The rate of fixed penalty notices (all types) issues per 1000 population

	QPPP103m	The rate of fixed penalty notices (dog fouling) issues per 1000 population		
<b>Activities</b>				
	HES204a	Collaboration between Streetscene and Public Protection in relation to dog fouling	01/04/15	31/03/16
	HES205a	Streetscene/Countywide engagement with the general public in relation to dog fouling	01/04/15	31/03/16

PRIORITY – ENSURING ACCESS TO GOOD QUALITY HOUSING

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

<b>Status</b>	<b>GOOD</b>	
<b>Outcome Summary</b>	The overall position for this outcome is Yellow: Good. There is one indicator and one performance measure that are considered to be a priority for improvement. These are detailed below.	
<b>Indicators</b>		
	JHLASTAN1i Annual	The years of supply of housing land as determined by the Joint Housing Land Availability Study
	QPSR008a	% of HMOs known to the authority, that are eligible to be licensed, that have a full licence
	FAA407i	The % of Council House tenants that were at least satisfied with the quality of their home
	PPPAH001 Annual	The additional supply of affordable housing, including social housing, provided during the year
	LPIAF-01 Annual	The percentage of additional affordable housing units provided during the year per 10,000 population
<b>Measures</b>		
	Q-HMPI102	Percentage of residents satisfied with the most recent repair (when surveyed in accordance with the organisation's own survey format)
	Q-CMPI03	The number of calendar days taken to let empty properties (council stock only) – General Need & Housing for Older People



**Latest Data Comment**

Quarter 3 Despite still being below the intervention threshold, the figure has decreased since the last quarter which shows that improvements are now being made in the time taken to both complete void works and to allocate void properties. We will hope to see this continue to improve.

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

Activities				
	CSS301a	Develop and implement strategy to improve support to people at risk of homelessness	01/04/16	31/03/17
	FAH313a	Submit application to WG for suspension of Right to Buy Scheme	01/06/16	31/12/16
	FAH401a	Conduct condition surveys to update our intelligence around the housing stock, to include an analysis around high-cost maintenance properties	01/02/16	31/03/17
	FAH402a	Review approach to surveying tenants about property condition / repairs	01/01/16	30/04/16
	FAH403a	Profiling our tenants to understand current and future needs	01/01/16	30/09/16
	FAH404a	Create a more coherent approach to property management and maintenance in order to assure best value for money	01/12/15	30/09/16
	FAH405a	Develop and implement policy to support energy efficient housing within the council's stock	01/01/16	30/06/16
	FAH406a	Develop programme for the electrical testing of properties (dedicated DLO operative)	01/01/16	30/04/16
	FAH407a	Develop one approach to a Health & Safety policy for housing and corporate property (covering asbestos, fire, electrical, etc.)	01/01/16	30/06/16
	FAH408a	Implement enhanced processes around the 'anything else?' approach to maintenance and repairs, allowing flexibility for operatives to deal with ad-hoc tasks and reduce the need for repeat visits	01/01/16	30/06/16

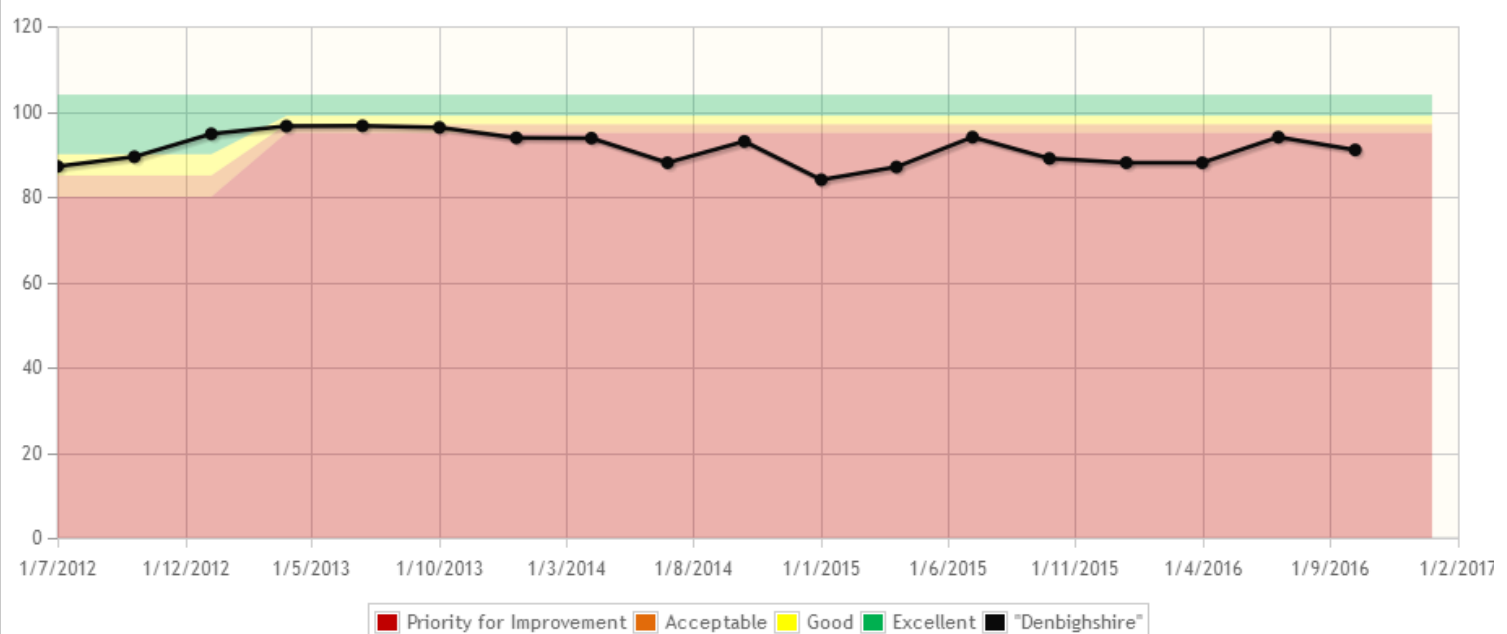
FAH409a	Evaluate the effectiveness of the Jewson supplier contract in preparation for its renewal / replacement, in partnership with neighbouring authorities	01/03/15	31/07/16
FAH410a	Develop a strategic asset management plan for our housing stock (link to Housing Strategy), which defines Denbighshire’s own housing quality standard	01/01/16	30/06/16
FAH411a	Delivery of planned upgrade works to housing stock	01/04/16	31/03/17
FAH412a	Integration of housing and corporate property services to deliver best value (to include a review of the workforce, helpdesk, skill-gaps and contracts, etc.)	01/01/16	31/08/17
FAH413a	Improve strategic approach to the buying and selling of housing assets (‘whole-street’ approach), supported by intelligence around need and demand, for the benefit of housing stock	01/02/16	31/07/16
FAH414a	Undertake work to enable identified vacant private sector dwellings to be converted into social housing and temporary accommodation, in partnership with homelessness services	01/09/15	31/03/17
FAH415a	Develop a schedule to enhance our open space / play assets	01/10/15	31/10/18
FAH416a	Acquire sites to enable new social housing developments	01/12/15	31/03/17
FAH417a	Profiling of current Council Housing stock against need and demand with a view to explore opportunities of reclassification (i.e Sheltered to general needs). Working in conjunction with RSL’s & Housing Strategy	01/02/16	30/09/16
FAH418a	Review of all IT systems and data recording methods in Housing (Keystone, Coms, spreadsheets etc)	01/01/16	
FAH504a	Develop the tenant handbook	01/02/16	31/12/16
FAH517a	Consideration for the implementation of SARTH	01/01/16	31/01/17

PPP208a	Deliver the Housing Strategy and associated actions	01/04/16	31/03/17
PPP211a	Undertake a Gypsy and Traveller accommodation needs assessment. Support delivery of appropriate accommodation if a need is identified	01/04/16	31/03/17
PPP215a	Develop the Council's Empty Homes Delivery Plan, investigate innovative mechanisms for bringing empty homes back into use and work with partners to develop new initiatives.	01/04/16	31/03/17
PPP218a	Establish and implement an affordable housing delivery / investment programme to enable resources to be targeted to priority sites and actions	01/04/16	01/06/16
PPP224a	To develop an Energy Conservation delivery plan and establish a database to prioritise those in fuel poverty	01/04/16	01/08/16
PPP225a	Develop & engage with private rented sector landlords & tenants through alternative methods and routes	01/04/16	01/12/16

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

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

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





## Latest Data Comment

Quarter 3 85 of 93 stage 1 complaints within timescale

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

## Activities

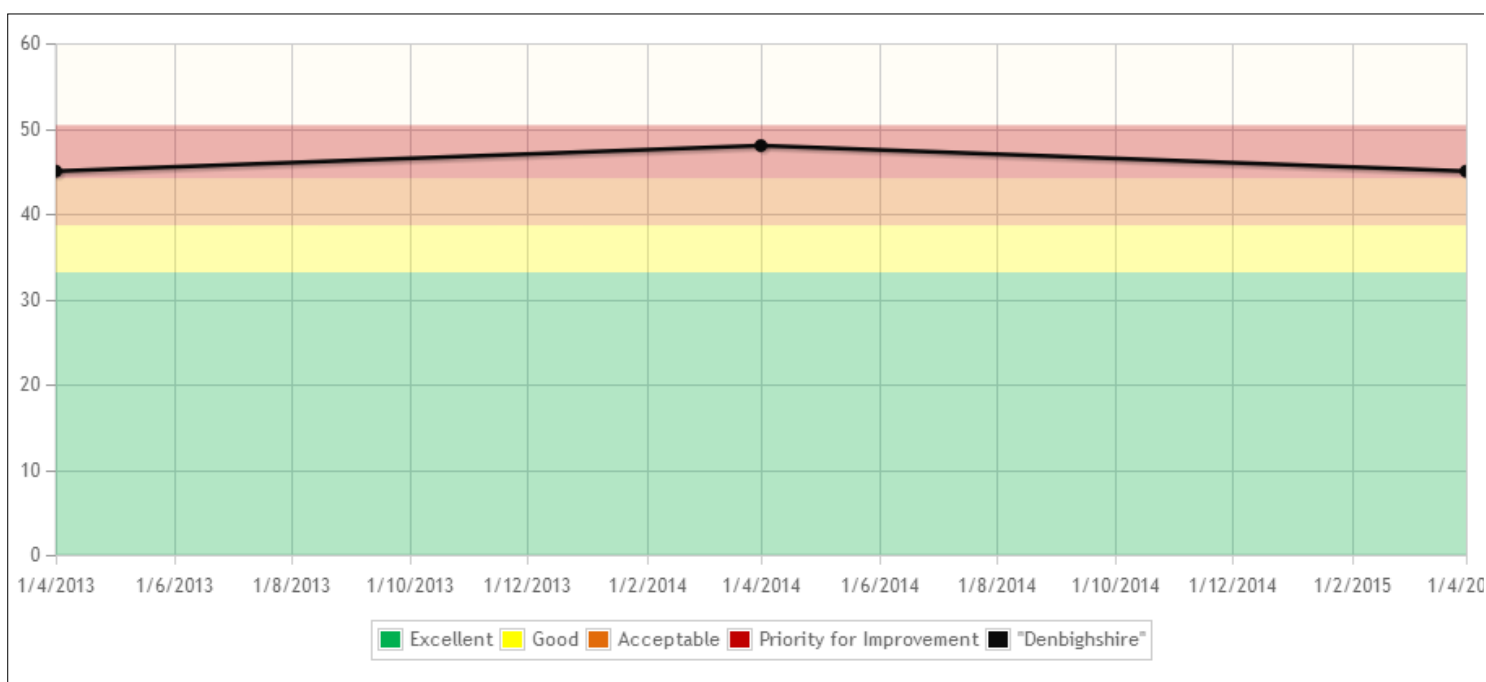
LDHR201a	Develop a business case for expanding webcasting and audiovisual facilities, if the prospect seems viable (linked to risk 00014)	01/04/15	30/06/16
LDS110a	Implement the relocation of Rhyl Register office to Rhyl Town Hall (linked to risk 00006)	01/04/14	31/12/16
LHRD2a	Increase public engagement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

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

<b>Status</b>	<b>ACCEPTABLE</b>
<b>Outcome Summary</b>	<p>The overall status for this Outcome is Orange: Acceptable.</p> <p>The three measures relating to carbon emissions have been inputted for 2015/16, see below.</p>

Indicators	
M202a 2015 result	Staff Survey Q3a – The percentage of staff responding positively to the statement: I have the skills to do my job effectively
SSQ13a 2015 result	The percentage of staff responding positively to the statement: I have access to the information and IT I need to work efficiently
SSQ1A 2015 result	The percentage of staff responding positively to the statement: I know what is expected of me
SACORP	(Corporate) The average number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence

Measures	
ABMCORP	The average number of business miles recorded per FTE across all corporate services
CES301 (count only)	The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels
FAA101m	Corporate office space occupied by Denbighshire County Council (m2) per FTE
FAA110i 2015/16	Carbon emissions (carbon kgs) per m2 of Denbighshire's corporate office space
FAA111i 2015/16	Carbon emissions (carbon kgs) per m2 in Denbighshire's primary schools

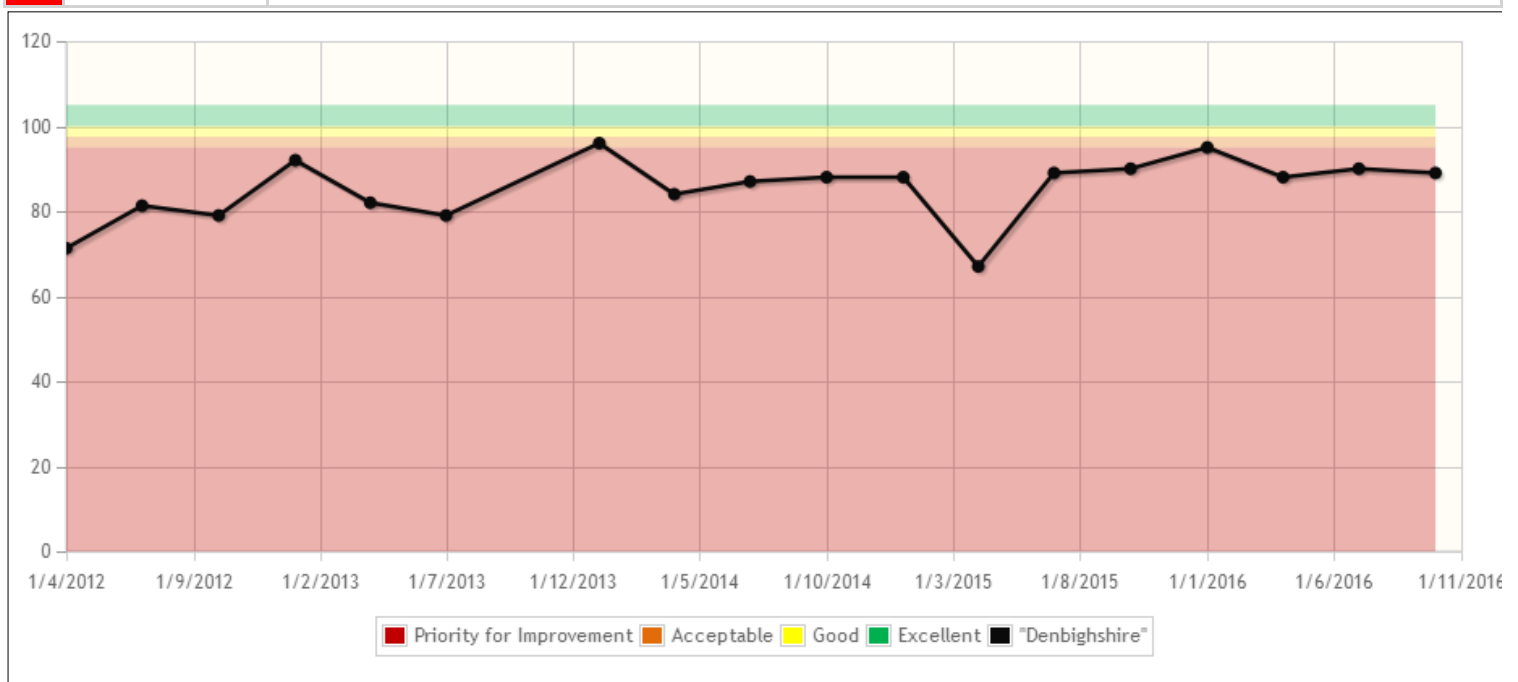


## Latest Data Comment

2015/16 Whilst secondary schools has seen a significant decrease of 22% in emissions from 59 (2014/15) to 46 (2015/16), primary schools have only seen a very slight decrease in 2015/16 and remains a priority for improvement. We will be carrying out a number of energy saving projects in 2017/18 that will help to reduce energy consumption. There are also a number of new primary schools in the pipeline that will be replacing the old, inefficient sites.

FAA112i Carbon emissions (carbon kgs) per m2 in Denbighshire's secondary schools  
2015/16

SHR104i The percentage of eligible staff that were due a performance appraisal within the last 13 months and have received one (corporately)



## Latest Data Comment

Quarter 3 Quarter 3 = 89% completion rate.  
Performance Appraisal reports go out monthly to Heads of Service and middle managers to inform them of their current compliance rate. HR also support with any help with inputting the information along with support from HR BPs to services where necessary.

## Activities

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

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

---

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

The report gives details of the council's revenue budget and savings as agreed for 2016/17. The report also provides a summary update of the Capital Plan as well as the Housing Revenue Account and Housing Capital Plan.

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

The purpose of the report is to provide an update on the council's current financial position and confirm the agreed service budgets for 2016/17.

**3. What are the Recommendations?**

It is recommended that Members:

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

**4. Report details**

The report provides a summary of the council's revenue budget for 2016/17 detailed in **Appendix 1**. The council's net revenue budget is £185.062m (£184.756m in 15/16). The position on service and corporate budgets is a forecast underspend of £0.213m (underspend of £0.241m reported for January). Narrative around the current risks and assumptions underlying this assessment are outlined in Section 6.

Savings of £5.2m were agreed as part of the budget and a summary of the savings is shown as **Appendix 2**. The assessment shows that 68% (68% last month) of savings have already been achieved, with a further 2% (2% last month) of savings making good progress, making a total of 70% likely to be achieved. This leaves 25% of savings which are classified as being deferred (meaning that there is still the expectation that these savings can and will be achieved in 2017/18) and only 5% of savings which cannot be achieved within this timeframe. The final position will be reported in next month's Finance Report.

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

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

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

Significant service narratives are shown in the following paragraphs.

**Customers, Communications and Marketing** is currently projected to overspend by £121k (£129k last month). The overspend relates to the following areas:

- Redundancy costs relating to planned restructure.
- Higher than anticipated relief costs.
- Agreed expenditure relating to a project aiming to improve processes within the cash office workstream. The aim of the project is to improve the operational efficiency of the work area, as well as providing the Council with assurance around the robustness of the processes and systems in place for the handling of income.

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

**Education and Children's Service** is now projected to break-even (net overspend of £22k last month). The service contains a number of demand-led and therefore volatile budgets such as children's placements. Reserves have been put in place to help manage annual variances, however they remain areas of risk in 16/17 and beyond. The overspend within Children's Service is currently projected to be £662K which is an increase of £50k from last month. This is mainly due to an increase in placements costs due to 3 new placements. The overspend will be offset by the use of reserves in 2016/17, however it is likely that this pressure will continue next financial year.

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

- Improvements to the Archives Service £24k
- £10k transitional support for corporate information relating to new Data Protection regulations
- £25k to employ a temporary information assistant to support the development of the new corporate plan
- £8k to match fund a temporary Hiraethog Co-operation Project Officer role (Economic and Community Regeneration) with Cadwyn Clwyd.

The underspend is after the agreed transfer of £404k to the 'IT Networks Development – Reserve' in order to help fund the Corporate ICT Strategy as agreed at December's cabinet meeting. The service has produced a two-year plan to help give Members assurance that the projects will actually be delivered, along with cost estimates. Progress against this plan can be reported to cabinet periodically.

**Facilities, Assets and Housing** is now projected to break-even (projected to underspend by £165k last month). The movement largely relates to the transfer of £150k of the underspend to a central reserve to help fund the Rhyl Waterfront developments in 2017/18 as approved by Cabinet last month. The service is also

coping with additional pressures as a result of the recent storm damage to the Nova Centre. As requested at last month's Cabinet a breakdown of the budgets for the leisure element of the service is included as **Appendix 3**.

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

**Highways and Environment Services** – The service is now projected to overspend by £163k (£163k last month). The reasons for the over spend are threefold:

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

The service has successfully identified areas of underspend within the service to mitigate some of these risks over the last few months. The service will continue to manage budgets carefully to try and bring the service into a break-even position. The budget process for 17/18 is taking into account some of the ongoing pressure around transport.

**Planning and Public Protection** – is now projected to underspend by £138k (£40k underspend last month). The underspend relates to an increase in projected fee income, a delay in expenditure relating to 'move-on' accommodation for local businesses and maximisation of grant income which has recently been secured. The service hopes to be able to carry forward the underspend to fund the following activities and investments in 2017/18:

- £41k to invest in parking equipment replacement which will not be delivered until next financial year.
- The Rhyl TC Masterplan Project Team have recommended that an Economic and Business Development underspend of £32k is allocated to pay for the contribution to the traffic modelling work to match Welsh Government grant that the service have secured. The spend will not be incurred until next financial year.
- £65k of the underspend relates to a delay in providing 'move-on' accommodation for start-up business that the Council has supported in St. Asaph. The spend will not now be incurred until next financial year and the service hopes to be able carry forward these funds to help contribute to the continued growth of these businesses.



**Community Services** – inflationary pressures such as the implementation of the statutory National Living Wage (NLW) will result in an increase in care home fees. Although it is hoped the pressure in 16/17 can be contained within existing budgets and through the use of reserves, the annual increase in NLW will cause a significant pressure in future years. Community Services utilised reserves of £0.386m in 2015/16 in response to such pressures and it is still currently projected that the service will need to use approximately £1.8m of reserves in 2016/17. Finance is currently working with the service to amend the method of dealing with deferred income from clients which may result in more income being recognised in the accounts this financial year. This is a technical issue that does not affect amounts owed by clients. These pressures are being considered as part of the 2017/18 budget process and Medium Term Financial Plan.

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

**Schools** – Although schools received protection of 1.85% (£1.173m) they have also had to find efficiency savings to fund inflationary pressures of approximately £2.5m. As reported in previous reports it was likely that the reduction in School's balances seen during 2015/16 would continue in 2016/17. The projection for school balances at the end of February is a net deficit balance of £0.973m, which is a reduction of £2.535m on the balances brought forward from 2015/16 (£1.562m). Schools continue to work closely with Education Finance colleagues on detailed financial plans for the new academic year and over the following two years to deliver long term balanced budgets. Currently there are 23 schools with projected deficit balances, of which 21 have agreed recovery plans, while the remaining 2 schools have only just started projecting a deficit and are working closely with finance colleagues to develop and agreed action plan.

The **Housing Revenue Account (HRA)**. Following in depth analysis carried out in conjunction with the rent setting process for 2017/18, projected balances at year end are expected to be £2.315m. Although this is £0.546m less than budgeted for in for 2016/17, it is in line with the Housing Stock Business Plan which assumes a balance of £2m is maintained over the medium term to mitigate any future risks. The Capital budget of £11.8m is allocated between planned improvements to existing housing stock (£8m) and new build developments (£3.8m).

**Treasury Management** – At the end of February, the council's borrowing totalled £186.96m at an average rate of 4.99%. Investment balances were £6.7m at an average rate of 0.17%.



A summary of the council's **Capital Plan** is enclosed as **Appendix 4**. The approved general capital plan is £36.6m with expenditure to date of £25.7m. Also included within Appendix 4 is the proposed expenditure of £18.9m on the **Corporate Plan**. **Appendix 5** provides an update on the major projects included in the Capital Plan.

**Corporate Plan** cash reserves at the beginning of 2016/17, are £2.050m. This is after taking account of committed funding already transferred to the capital plan to fund expenditure in 2016/17 of £7m. Allowing for projected funding and additional expenditure during the year, the Corporate Plan balance at the end of the year is estimated to be £2.2m.

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

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

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

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

**9. Chief Finance Officer Statement**

It is important that services continue to manage budgets prudently and that any in-year surpluses are considered in the context of the medium-term financial position, particularly given the scale of budget reductions required over the coming two or three years.

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

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

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

**11. Power to make the Decision**

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

This page is intentionally left blank

Appendix 1

**DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET 2016/17**

Feb-17	Net Budget	Budget 2016/17			Projected Outturn							Variance
	2015/16 (Restated)	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	Previous Report
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Customers, Communications and Marketing	2,801	3,097	-401	2,696	3,258	-441	2,817	161	-40	121	4.49%	129
Education and Children's Service	14,302	27,952	-13,826	14,126	29,644	-15,518	14,126	1,692	-1,692	0	0.00%	22
Business Improvement and Modernisation	4,055	6,337	-1,765	4,572	5,559	-1,054	4,505	-778	711	-67	-1.47%	-58
Legal, HR and Democratic Services	2,412	3,304	-908	2,396	3,470	-1,074	2,396	166	-166	0	0.00%	0
Facilities, Assets and Housing	8,535	19,607	-12,642	6,965	23,648	-16,683	6,965	4,041	-4,041	0	0.00%	-165
Finance	2,530	5,178	-2,290	2,888	5,096	-2,208	2,888	-82	82	0	0.00%	0
Highways and Environmental Services	17,458	30,056	-12,991	17,065	30,757	-13,529	17,228	701	-538	163	0.96%	163
Planning and Public Protection	3,164	5,821	-2,880	2,941	6,486	-3,683	2,803	665	-803	-138	-4.69%	-40
Community Support Services	31,755	45,816	-14,598	31,218	48,079	-16,861	31,218	2,263	-2,263	0	0.00%	0
<b>Total Services</b>	<b>87,012</b>	<b>147,168</b>	<b>-62,301</b>	<b>84,867</b>	<b>155,997</b>	<b>-71,051</b>	<b>84,946</b>	<b>8,829</b>	<b>-8,750</b>	<b>79</b>	<b>0.09%</b>	<b>51</b>
Corporate	16,760	54,501	-36,323	18,178	54,209	-36,323	17,886	-292	0	-292	-1.61%	-292
Precepts & Levies	4,361	4,364	0	4,364	4,364	0	4,364	0	0	0	0.00%	0
Capital Financing	12,945	13,214	0	13,214	13,214	0	13,214	0	0	0	0.00%	0
<b>Total Corporate</b>	<b>34,066</b>	<b>72,079</b>	<b>-36,323</b>	<b>35,756</b>	<b>71,787</b>	<b>-36,323</b>	<b>35,464</b>	<b>-292</b>	<b>0</b>	<b>-292</b>	<b>-0.82%</b>	<b>-292</b>
<b>Council Services &amp; Corporate Budget</b>	<b>121,078</b>	<b>219,247</b>	<b>-98,624</b>	<b>120,623</b>	<b>227,784</b>	<b>-107,374</b>	<b>120,410</b>	<b>8,537</b>	<b>-8,750</b>	<b>-213</b>	<b>-0.18%</b>	<b>-241</b>
<b>Schools &amp; Non-delegated School Budgets</b>	<b>63,678</b>	<b>72,902</b>	<b>-8,463</b>	<b>64,439</b>	<b>76,055</b>	<b>-9,081</b>	<b>66,974</b>	<b>3,153</b>	<b>-618</b>	<b>2,535</b>	<b>3.93%</b>	<b>2,213</b>
<b>Total Council Budget</b>	<b>184,756</b>	<b>292,149</b>	<b>-107,087</b>	<b>185,062</b>	<b>303,839</b>	<b>-116,455</b>	<b>187,384</b>	<b>11,690</b>	<b>-9,368</b>	<b>2,322</b>	<b>1.25%</b>	<b>1,972</b>
<b>Housing Revenue Account</b>	<b>-168</b>	<b>14,009</b>	<b>-14,266</b>	<b>-257</b>	<b>14,421</b>	<b>-14,132</b>	<b>289</b>	<b>412</b>	<b>134</b>	<b>546</b>		<b>546</b>

This page is intentionally left blank

**Appendix 2 Agreed Savings 2016/17**

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

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

This page is intentionally left blank

Appendix 3

**DENBIGHSHIRE COUNTY COUNCIL LEISURE SERVICES REVENUE BUDGET 2016/17**

Code	Description	Budget 2016/17			Projected Outturn			Projected Variance		
		Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000
<b>ELEXXX</b>	<b>LEISURE SERVICES</b>	<b>9,862</b>	<b>-7,814</b>	<b>2,048</b>	<b>10,082</b>	<b>-7,974</b>	<b>2,108</b>	<b>-220</b>	<b>160</b>	<b>60</b>
EALXXX	ARMS LENGTH ORGANISATIONS	22	-5	17	21	-5	16	1	0	-1
P64CST	SCALA CINEMA	21	-5	16	20	-5	15	1	0	-1
<b>ELEDEV</b>	<b>STRATEGIC LEISURE</b>	<b>1,310</b>	<b>-1,020</b>	<b>290</b>	<b>1,341</b>	<b>-1,051</b>	<b>290</b>	<b>-31</b>	<b>31</b>	<b>0</b>
E47CST	FAMILY INFORMATION SERVICE	261	-190	71	293	-222	71	-32	32	0
E53CST	ARTS	151	-77	74	161	-86	74	-9	9	0
E62CST	INTEGRATED CHILDREN'S CENTRES	477	-384	93	485	-392	93	-8	8	0
L39CST	DRAGON SPORT	43	-43	0	43	-43	0	0	0	0
L40CST	5 X 60	180	-180	0	173	-174	-1	7	-6	-1
L42CST	ADDITIONAL LAPA FUNDING	15	-15	0	0	0	0	15	-15	0
P44CST	SPORTS DEVELOPMENT	182	-131	51	186	-134	52	-3	2	1
<b>ELECOM</b>	<b>LEISURE COMMERCIAL</b>	<b>8,530</b>	<b>-6,789</b>	<b>1,741</b>	<b>8,720</b>	<b>-6,918</b>	<b>1,802</b>	<b>-190</b>	<b>129</b>	<b>61</b>
ELECBD	COMMUNITY BUILDINGS	678	-466	212	676	-458	218	2	-8	6
P48CST	ROYAL INTERNATIONAL PAVILION	214	-124	90	224	-127	98	-11	3	8
P52CST	NORTH WALES BOWLS CENTRE	268	-214	54	260	-203	58	8	-12	3
P62CST	COMMUNITY BUILDINGS	196	-128	68	191	-129	63	5	0	-5
ELECLW	CLWYD LEISURE	52	0	52	56	-4	52	-4	4	-0
ELECOA	COAST	374	-143	231	411	-198	214	-38	55	-17
P25CST	MARITIME & HARBOUR	193	-105	89	236	-147	89	-43	43	-0
P46CST	COASTAL LEISURE DEV	180	-38	142	175	-51	125	5	12	-17
ELELCR	LEISURE CENTRES	4,126	-3,620	506	4,183	-3,599	585	-57	-22	79
P51CST	CORWEN LEISURE CENTRE	281	-206	75	285	-211	74	-4	4	-1
P54CST	NOVA	1,126	-933	194	1,109	-803	306	17	-129	112
P55CST	RHYL LEISURE CENTRE	933	-889	44	955	-934	21	-22	45	-23
P56CST	PRESTATYN LEISURE CENTRE	198	-177	22	183	-171	12	15	-5	-10
P57CST	ST. ASAPH LEISURE CENTRE	167	-182	-15	144	-158	-14	23	-24	0
P58CST	DENBIGH LEISURE CENTRE	601	-596	5	698	-662	35	-96	66	30
P59CST	RUTHIN LEISURE CENTRE	622	-468	154	612	-481	131	10	14	-23
P60CST	LLANGOLLEN LEISURE CENTRE	197	-170	27	198	-178	20	-1	8	-7
ELENER	NATIONAL EXERCISE REFERRAL SCHE	204	-184	20	199	-180	20	4	-4	-0
ELEPAV	PAVILIONS	2,619	-2,277	342	2,731	-2,372	359	-112	95	17
P47CST	RUTHIN CRAFT CENTRE	760	-700	61	775	-704	71	-15	5	10
P61CST	PAVILION THEATRE	1,693	-1,505	189	1,760	-1,565	195	-67	60	7
P63CST	EVENTS	165	-73	92	195	-103	92	-30	30	0
ELESUP	MANAGMENT & SUPPORT	478	-99	379	463	-107	356	15	9	-24
P42CST	LEISURE COMM. MNGMNT. & SUPPT.	478	-65	413	463	-74	389	15	10	-25
P43CST	LEISURE CARD	0	-34	-34	0	-33	-33	0	-1	1

This page is intentionally left blank



**General Capital Plan**

		2016/17	2017/18	2018/19	2019/20
		£000s	£000s	£000s	£000s
<b>Capital Expenditure</b>					
	Total Estimated Payments - General	17,531	13,310	242	171
	Total Estimated Payments - Corporate Plan	18,899	16,534	562	0
	Contingency	184	500	500	500
	<b>Total</b>	<b>36,614</b>	<b>30,344</b>	<b>1,304</b>	<b>671</b>
<b>Capital Financing</b>					
1	External Funding	14,497	16,589	5,286	4,869
2	Receipts and Reserves	11,475	4,814	17	
3	Prudential Borrowing	10,642	8,941	370	171
5	Unallocated Funding	0	0	(4,369)	(4,369)
	<b>Total Capital Financing</b>	<b>36,614</b>	<b>30,344</b>	<b>1,304</b>	<b>671</b>

**Corporate Plan**

Revised February 2016

		£000s	£000s	£000s	£000s
<b>Approved Capital Expenditure</b>					
	Cefndy Healthcare Investment	0	103		
	Extra Care	20	80		
<b>included in above plan</b>					
	Highways Maintenance and bridges	2,742	2,550		
	New Ruthin School	2,849	7,958	247	
	Feasibility Study - Carreg Emlyn	273			
	Llanfair New School	29	407		
	Rhyl High School	2,019	437		
	Ysgol Bro Dyfrdwy - Dee Valley West Review	33			
	Bodnant Community School	924	67		
	Ysgol Glan Clwyd	9,909	3,600	315	
	Faith Based Secondary	101	1,332		
	<b>Estimated Capital Expenditure</b>	<b>0</b>	<b>7,024</b>	<b>25,384</b>	<b>9,422</b>
	<b>Total Estimated Payments</b>	<b>18,899</b>	<b>23,558</b>	<b>25,946</b>	<b>9,422</b>
<b>Approved Capital Funding</b>					
	External Funding	4,653	6,330	417	
	Receipts and Reserves	6,561	3,115	17	
	Prudential Borrowing	7,685	7,089	128	
<b>Estimated Capital Funding</b>					
	External Funding	0	2,170	12,898	592
	Receipts and Reserves	0	1,505	3,438	4
	Prudential Borrowing	0	3,349	9,048	8,826
	<b>Total Estimated Funding</b>	<b>18,899</b>	<b>23,558</b>	<b>25,946</b>	<b>9,422</b>

This page is intentionally left blank

## Appendix 5 - Major Capital Projects Update - March 2017

<b>Rhyl Harbour Development</b>	
Total Budget	£10.654m
Expenditure to date	£10.565m
Estimated remaining spend in 2016/17	£ 0.002m
Future Years estimated spend	£ 0.087m
Funding	WG £2.545m; WEFO £5.899m; Sustrans £0.700m: RWE £155k; WREN/NRW £83k and DCC £1.272m
<b>Narrative:</b>	
As the project is being brought to a close, the remaining defects are being dealt with and the maintenance schedule for the bridge is being reviewed; this is to ensure that the current maintenance schedule is appropriate for the longer term.	
Forecast In Year Expenditure 16/17	£0.002m

<b>21<sup>st</sup> Century Schools Programme - Rhyl New School</b>	
Total Budget	£23.822m
Expenditure to date	£23.292m
Estimated remaining spend in 16/17	£ 0.093m
Future Years estimated spend	£ 0.437m
Funding	DCC £10.133m; WG £13.689m
<b>Narrative:</b>	
<p>The project has provided a new school building for Rhyl High School to accommodate 1,200 pupils in mainstream education and approximately 45 pupils from Ysgol Tir Morfa, the community special school in Rhyl. The works have also included some extensive refurbishment to the exterior of the Leisure Centre.</p> <p>Contractual works to be undertaken include the remedial works to the reception area to overcome a design defect which is causing the area to be draughty, completion of the snagging works and management of any defects.</p> <p>Other minor finishing works are being undertaken outside the main contract to complete the project; these should be completed this financial year.</p> <p>The defects period in respect of the first phase of the works which includes the school building completed on 14<sup>th</sup> March. A programme of works to complete any remaining snags and defects will be arranged with the contractor.</p>	
Forecast In Year Expenditure 16/17	£2.019m

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

Total Budget	£16.321m
Expenditure to date	£11.267m
Estimated remaining spend in 16/17	£ 1.140m
Future Years estimated spend	£ 3.914m
Funding	DCC £3.460m; WG £12.861m
<p><b>Narrative:</b></p> <p>This scheme is within the Band A proposals for 21st Century Schools Programme. The project will deliver an extended and refurbished Ysgol Glan Clwyd to accommodate a long term capacity of up to 1,250 pupils via a new three storey extension, partial demolition of existing buildings and refurbishment of the retained buildings.</p> <p>The project will also see extensive landscaping, with creation of new outdoor hard &amp; soft landscaped areas including a new sports field, extended and rationalised car park and coach parking area.</p> <p>Phase 1, a new three storey extension has now been completed and the school are in occupation. Following handover of the old buildings that make up Phase 2 to the contractor, 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 building, which forms Phase 2a is due to be handed over on 9<sup>th</sup> May 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. An open day was held on 21<sup>st</sup> February 2017 where Local Members, AM, Welsh Government and others with an interest in the project were invited for a tour of Phase 1.</p> <p>The project team are working with the school and wider community to engage with them to develop and deliver a number of community benefits.</p>	
Forecast In Year Expenditure 16/17	£9.909m

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

Total Budget	£12.155m
Expenditure to date	£ 2.151m
Estimated remaining spend in 16/17	£ 1.265m
Future Years estimated spend	£ 8.739m
Funding	DCC £6.985m WG £5.170m

### **Narrative:**

Denbighshire received permission to extend the scope of the 21<sup>st</sup> Century Schools Programme to include the three Ruthin primary school projects in September 2015. In January 2016, the Strategic Outline Case for the three projects was approved by the Welsh Government. On-going work has enabled firm project costs, including contingency funding, to be established for the new Rhos Street / Penbarras schools. Cabinet have recently 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 work to raise the ground level to meet the design requirement and subsequent piling has been completed.

Over the coming weeks the groundworks will continue with foundation trenches being excavated and concrete being poured on site.

In the next stage of the project, internal drainage will be installed along with blockwork and steel columns as part of the work to complete the foundations. The structure above ground will start to emerge during May 2017.

### **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 approval remains outstanding. Currently a drainage solution is being developed as part of the response to objections and concerns raised during the consultation period.

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

### **Llanfair New School**

This proposed scheme would see the development of a new build school to accommodate 126 FT pupils and 18 part time pupils.

A meeting took place in January 2017 with the Head teacher, Governing Body, the Diocese of St Asaph and Design Construction staff to discuss the most indicative design layout for the school and to review progress.

More detailed plans for the new building will be discussed over the coming months with an opportunity to comment on the proposals prior to their submission for planning approval.

Alongside this, we will be further developing the business plan which will be submitted to Welsh Government for approval as part of the 21<sup>st</sup> Century Schools and Education Programme.

Forecast In Year Expenditure 16/17	£3.024m
------------------------------------	---------

<b>21<sup>st</sup> Century Schools Programme – Rhyl 3-16 Faith School</b>	
Total Budget	£1.5m (Feasibility and Design)
Expenditure to date	£0.067m
Estimated remaining spend in 16/17	£0.101m
Future Years estimated spend	£1.332m
Funding	DCC £1.5.m
<b>Narrative:</b>	
<p>Cabinet gave approval in January 2017 for a £1.5m allocation to allow the design stages for a new 3 -16 Catholic School to commence following the recommendation of the initial Business Case by the Strategic Investment Group.</p> <p>The school organisation proposal is out to formal consultation and this will end on 30<sup>th</sup> March 2017. The majority of responses to date are positive and supportive of the proposal.</p> <p>We have appointed Mott Macdonald as the client side project manager and they will be pulling together all the paperwork in terms of appointing the contractor for the design phase initially. It is expected that the tender documents will be sent out at the beginning of April 2017.</p>	
Forecast In Year Expenditure 16/17	£0.101m

<b>Rhyl Waterfront Development</b>	
Total Budget	£5.158m
Expenditure to date	£1.117m
Estimated remaining spend in 16/17	£2.465m
Future Years estimated spend	£1.576m
Funding	WG £3.500m; DCC£1.658m
<b>Narrative:</b>	
<p>Work on the Pavilion Theatre is progressing with the internals due to complete in May 2017 and the external recladding in early September 2017. The East car park will be handed over in April 2017 and work to enhance the Sky Tower will complete in June 2017.</p> <p>Following Council approval to proceed with the Rhyl Waterpark, detailed design has now commenced and will be completed in September 2017. The Pre-Application Consultation period commenced on 15<sup>th</sup> March and will run for 28 days, prior to the planning application being submitted.</p> <p>Approval to proceed with the hotel and family pub/restaurant was given by Cabinet in February. Proposals for this element of the development are now being worked up.</p>	
Forecast In Year Expenditure 16/17	£3.582m

<b>West Rhyl Coastal Development Phase 3</b>	
Total Budget	£5.732m
Expenditure to date	£5.685m
Estimated remaining spend in 16/17	£0.047m
Future Years estimated spend	£0.000m
Funding	DCC £0.634m;WG/WEFO £4.648m; WG £0.198m; Town Plans/Town Council £0.217m; Other £0.035
<b>Narrative:</b>	
<p>This coastal defence scheme is the final phase of works designed to protect 2,700 properties from coastal flooding.</p> <p>The coastal defence works are now operationally complete and the final account requires agreement with the main contractor. The end of maintenance period has expired and a final inspection will be undertaken.</p>	
Forecast In Year Expenditure 16/17	£0.214m

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
<b>6 June</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Lead Member for Finance, Corporate Plan and Performance / Richard Weigh
	2	Final Outturn Report 2016/17	To approve the final position and resulting recommendations.	Yes	Lead Member for Finance, Corporate Plan and Performance / Richard Weigh
	3	Corporate Plan Performance Report 2016/17 Q4	To consider progress against the Corporate Plan	Tbc	Lead Member for Finance, Corporate Plan and Performance / Alan Smith
	4	Welsh in Education Strategic Plan 2017 – 20	To seek approval of Cabinet of Denbighshire County Council's Welsh in Education Strategic Plan 2017 – 2020	Yes	Lead Member for Education / Karen Evans / Geraint Davies
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>18 July</b>	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Lead Member for Finance, Corporate Plan and Performance / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

## Cabinet Forward Work Plan

Meeting	Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer

*Note for officers – Cabinet Report Deadlines*

<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>
<i>June</i>	<b><i>22 May</i></b>	<i>July</i>	<b><i>4 July</i></b>		

Updated 21/03/17 - KEJ

Cabinet Forward Work Programme.doc

By virtue of paragraph(s) 12, 14 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank