

To: Members of the Cabinet

Date: 24 April 2019

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Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 30 APRIL 2019** in the **COUNCIL CHAMBER, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams
Head of Legal, HR and Democratic Services

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS

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

4 MINUTES (Pages 7 - 14)

To receive the minutes of the Cabinet meeting held on 26 March 2019 (copy enclosed).

5 DENBIGHSHIRE'S REPLACEMENT LOCAL DEVELOPMENT PLAN - DRAFT PREFERRED STRATEGY (Pages 15 - 90)

To consider a report by Councillor Brian Jones, Lead Member for Highways, Planning and Sustainable Travel (copy enclosed) presenting the recommendations from the Strategic Investment Group regarding the Replacement LDP Draft Preferred Strategy.

6 IMPLEMENTATION OF AN ALTERNATIVE DELIVERY MODEL (ADM) FOR VARIOUS LEISURE RELATED ACTIVITIES/FUNCTIONS (Pages 91 - 302)

To consider a joint report (**which includes a confidential appendix**) by Councillor Bobby Feeley, Lead Member for Well-being and Independence and Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) seeking Cabinet's recommendation to Council to support the business case and establishment of a Local Authority Trading Company for a range of previously agreed "in scope" leisure related activities/functions together with associated authorisations.

7 FINANCE REPORT (Pages 303 - 316)

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

8 CABINET FORWARD WORK PROGRAMME (Pages 317 - 320)

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

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

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

9 CHANGES TO THE APPOINTMENT OF CONTRACTORS TO THE NORTH WALES CONSTRUCTION FRAMEWORK 2 (NWCF2) (Pages 321 - 346)

To consider a confidential report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) detailing changes to the outcome process of the NWCF2 and recommended appointment of contractors.

MEMBERSHIP

Councillors

Hugh Evans
Bobby Feeley
Huw Hilditch-Roberts
Richard Mainon

Tony Thomas
Julian Thompson-Hill
Brian Jones
Mark Young

COPIES TO:

All Councillors for information
Press and Libraries
Town and Community Councils

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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

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

Denbighshire County Council

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

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

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

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CABINET

Minutes of a meeting of the Cabinet held in the Council Chamber, County Hall, Ruthin on Tuesday, 26 March 2019 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for the Economy and Corporate Governance; Bobby Feeley, Lead Member for Well-being and Independence; Huw Hilditch-Roberts, Lead Member for Education, Children and Young People; Brian Jones, Lead Member for Highways, Planning and Sustainable Travel; Richard Mainon, Lead Member for Developing Community Infrastructure; Tony Thomas, Lead Member for Housing, Regulation and the Environment; Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets, and Mark Young, Lead Member for Corporate Standards

Observers: Councillors Mabon Ap Gwynfor, , Alan James, Merfyn Parry, Paul Penlington, Peter Scott, Glenn Swingler, Rhys Thomas, Huw Williams and Emrys Wynne

ALSO PRESENT

Chief Executive (JG); Corporate Directors: Communities (NS) and Economy and Public Realm (GB); Heads of Service: Legal, HR and Democratic Services (GW), Finance/S.151 Officer (RW), Facilities, Assets and Housing (JG); Lead Officer – Corporate Property and Housing Stock (DL) 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 26 February 2019 were submitted.

Matters Arising – Page 6, Item 4 Minutes (Matters Arising) – Cabinet 30 October 2018 (Gypsy and Traveller Site Provision) – Councillor Peter Scott reported upon his meeting with the Corporate Director Communities to discuss the pre planning consultation report. He felt that the report had not been open and transparent and was concerned that important and justified public comments and objections had been dismissed with ineffectual and inappropriate mitigation proposed. Councillor Scott confirmed he would elaborate further on his concerns under the following agenda item on Gypsy and Traveller Site Provision.

RESOLVED that the minutes of the meeting held on 26 February 2019 be received and confirmed as a correct record.

5 GYPSY AND TRAVELLER SITE PROVISION

Councillor Tony Thomas presented the report updating Cabinet following the pre planning consultation exercise undertaken in respect of the provision of residential and transit Gypsy and Traveller sites and setting out the options for taking the project forward and recommendations in respect of the next phase of the project. He also took the opportunity to thank officers for their hard work in that regard.

Some background information had been provided in the report including the Council's statutory requirement to carry out an assessment of residential and transit gypsy and traveller accommodation needs and make provision for sites when need was identified. The assessment had identified the need for one residential site and one transit site and following a comprehensive site selection process Cabinet had approved the undertaking of pre planning consultation on the proposal for both sites to be located on Greengates Farm East, St. Asaph. Details of that consultation, including an analysis of responses received, had been provided within the report together with Communities Scrutiny Committee's recommendations following consideration of the pre planning consultation exercise and response analysis.

The report recommended that Cabinet agree not to progress the transit site at Greengates Farm East and that the location be determined through the formal site allocation process as part of adoption of a new Local Development Plan (LDP). It was also recommended that Cabinet consider whether or not to progress the development of a residential site at Greengates Farm East through formal planning application or through the LDP process. In any event it was recommended that the transit and residential sites not be located in close proximity to each other.

The Corporate Director Communities, via a power point presentation –

- reiterated the Council's statutory duties and relevant legislation in that regard
- provided an overview of the separate proposals for residential and transit sites
- gave an overview of the pre planning consultation process
- summarised local activity around the consultation
- highlighted the Equality concerns raised as part of the consultation
- provided an overview and breakdown of responses received and issues raised.

In closing the Corporate Director reported that it was officers' view that the material planning matters could be satisfactorily mitigated and research suggested that the perceived impacts were unlikely to materialise.

The Leader confirmed the Council's statutory responsibilities were clear in terms of providing Gypsy and Traveller accommodation and Cabinet must be satisfied that the proposed location was the right one for those sites. He added that there would be no debate on the position of families affected by the potential developments.

Councillor Huw Williams, Chair of Communities Scrutiny Committee provided an overview of the scrutiny debate on the pre planning consultation exercise and feedback during the meeting on 14 March 2019 and elaborated upon the reasoning behind their recommendations to Cabinet that *“(i) the residential and transit Gypsy and Traveller sites are not developed close to each other, wherever they are located, and (ii) the location of the residential and transit Gypsy and Traveller sites are determined through the ongoing Local Development Plan process”*. As a point of clarification Councillor Brian Jones confirmed the new LDP would be adopted in 2021 for the period up to 2033. The Leader confirmed that Cabinet would carefully consider scrutiny’s position and valued their input into the decision making process.

Main areas of debate focused on the following –

- Councillor Tony Thomas reported upon the comprehensive consultation process and elaborated upon the concerns of the business community, citing evidence of cost in that regard even at this early stage of the process. He felt the approach taken to consult on both proposed sites simultaneously had created the perception that both sites would create similar problems. Having considered the consultation responses and scrutiny’s comments, and with a statement from the Minister for Housing and Local Government regarding the issue due at Easter, he supported scrutiny’s recommendation for both sites to be determined through the LDP process, in line with the approach taken by other local authorities in Wales, to enable a full discussion with all available information. He also felt that to proceed with the proposals would give the impression that the Council had not listened to the views of the public or the business community
- the Leader referred to concerns raised by the business community and asked the Corporate Director Economy and Public Realm for his viewpoint. In his view the Corporate Director considered the potential impact of the transit and residential sites on the local business community to be different – the transit site by its nature would be a short term occupancy by people unlikely to be familiar with the area or have any link to the community or affinity with it; the residential site would provide accommodation for an extended family residing in Denbighshire who were already invested in the community. Consequently he considered that the fears and concerns raised were predominately linked to the transit site given the higher risk of negative issues and it was difficult to understand what the business objections would be to the residential site. Experience had shown that concerns and fears raised at the pre planning stage often did not materialise in reality. If a planning application was pursued a business impact assessment would be undertaken as part of that process. In responding to an earlier point he advised that recent enquiries had been received about potential new investment in the Business Park
- Councillor Brian Jones provided some statistical information from Welsh Government advising that up to July 2018 unauthorised sites had increased by 32% and authorised sites had increased by 6% highlighting demand for sites may have already increased since the Gypsy and Traveller Accommodation Needs Assessment had been undertaken. He also advised that having spoken to his counterparts in other Welsh local authorities the general way forward involved the allocation of sites as part of the LDP process and collaborative working with neighbouring authorities and he also advocated that approach

- Councillor Richard Mainon acknowledged the Council's statutory duties and the hard work taken to date in order to meet those requirements. Having taken into account the current process and outcome of the pre planning consultation exercise he felt that both sites should be treated equally and supported scrutiny's recommendation that both sites be determined through the LDP process. He considered that this option would provide a more robust, open and transparent process and enable effective and meaningful consultation in order to make a fully informed decision with the involvement of all county councillors in the decision making process rather than a small number on the executive. In terms of the Wellbeing Impact Assessments he felt there should be greater differentiation between the two very different proposed development sites
- Councillor Huw Hilditch-Roberts felt that regardless of the process, given the nature of the proposed development it would attract objections wherever it was located. He was pleased to note the amount of public engagement in the pre planning consultation process and volume of responses received in order to inform the decision making process. He considered the majority of responses related to the transit site and in recognising those concerns he felt it would not be an appropriate location for a transit site given the case made in terms of impact, particularly on the business community. However he felt a case had not been made in relation to the residential site with no evidence to support a negative impact on the business economy. He also considered that the increasing need for transit provision as referred to by Councillor Brian Jones should also be taken into account when taking the project forward
- Councillor Bobby Feeley re-iterated the reasoning behind the report to Cabinet given the Council's statutory duty to assess the accommodation needs of gypsy and travellers and make provision to meet those needs and she acknowledged the comprehensive process undertaken in that regard. She also considered the process had been thorough (although she felt the finding that both sites should not be developed close to each other should have been identified at an earlier stage) and praised the work of Communities Scrutiny Committee in terms of both the initial 'call in' of the decision and analysing the consultation responses.

Officers clarified a number of points raised during discussion and also responded to questions as follows –

- officers were unaware of a forthcoming statement by the Minister for Housing and Local Government regarding Gypsy and Traveller Sites but it was unlikely to have an impact on the current legal duties unless there was a change in the law
- legislative provisions governing meetings and proceedings relating to disclosure of information were highlighted including the reasoning behind some meetings held in closed session (all county councillors had access to papers considered in closed session); agendas were published providing details of items considered and suitably redacted information had been published to ensure the public had sight of the criteria and process by which sites had been assessed
- when Cabinet received the Gypsy and Traveller Accommodation Assessment in January 2017 the recommendation of Cabinet at that point had been to prioritise the residential site over the transit site
- once the accommodation needs assessment had been approved by Welsh Government the Council had a duty to provide that accommodation; whilst no timescale had been specified, each day that accommodation had not been

provided the Council was potentially in breach of its statutory duty – the longer it took to fulfil that duty the more likely it was that a legal challenge would be made if someone was aggrieved by the breach of that statutory duty

- if an unmet need was identified following an accommodation needs assessment then the Council needed to allocate specific sites in the LDP unless those sites had already been provided through the planning process – at the time of approval of the current LDP there had not been an approved assessment of need and therefore there had been no requirement to allocate sites at that time
- the process for the new LDP (which was currently underway) was explained with the intention to submit a high level strategy to Council in May for approval following which identification and allocation of various sites would commence together with a consultation process with a view to adoption of the new LDP in 2021; details of the timescales in progressing the development through both the options of the LDP process and the formal planning process were provided.

Councillor Peter Scott (Local Member for St. Asaph West) reiterated his concerns regarding the lack of consultation and methodology used in the site selection process. He reported upon the community's grave concerns regarding the proposed location of the sites which would likely devastate the locality, including risk to community cohesion, loss of amenity, impact on businesses and the economy. The business community had voiced serious and valid concerns quoting irrevocable and lasting damage which would influence future development and there had been very limited engagement with businesses during the consultation period. The devastating impact on one particular family residing in the vicinity was also highlighted. The rights and needs of travellers was taken very seriously – however the site choice was poor and meeting those needs should not result in developments being located in an improper location. In responding to officers' comments he advised that much of their research had been reliant on outdated information; 'Business and Residents Against Indiscriminate Development in St. Asaph – BRAIDS' had been set up to share information and a drop-in session arranged to provide assistance for respondents, and objections from the Equalities and Human Rights Commission had been answered by St. Asaph City Council. Councillor Scott considered the wealth of objections had been ridiculed and dismissed as a hurdle to overcome. He asked that due consideration be given to the views of residents and urged Cabinet not to proceed with the developments on Greengates Farm East but to direct them through the LDP process to ensure suitable sites were identified for both travellers and residents. In response to questions from Cabinet, Councillor Scott considered that if separate consultations on each proposal had been undertaken the perceived impact on the community would be the same. There was no objection to the developments, only to the location proposed in St. Asaph.

The Leader referred to references regarding the site selection process which had been considered at scrutiny and previously tested with officers. Cabinet had agreed they were comfortable with that process, apart from Councillor Richard Mainon. To provide further assurance the Lead Officer – Corporate Property and Housing Stock reiterated the comprehensive and lengthy process of site selection and assessment and reasons why Greengates Farm East had been selected as opposed to other potential sites identified and discounted as part of that process. Councillor Scott advised that an alternative suitable site had been identified but the

Council did not want to lose the value of that site. Officers referred to the Council's duty to demonstrate best value and the need to consider the opportunity cost of providing sites had been taken into consideration during the assessment process.

Having considered the results of the pre planning consultation exercise and representations received and the options for taking the project forward, Cabinet considered the recommendations as detailed within the report and agreed that they be voted upon separately for clarity. Following votes on recommendations 3.1 – 3.3 within the report there was a short break. Upon reconvening there was further discussion on recommendation 3.4 relating to the options for the residential site. Councillor Huw Hilditch-Roberts advised that in the event that the development for a residential site at Greengates Farm East was not approved there was still potential for the transit site to be located there as part of the LDP process. Taking into account the pre planning consultation responses Councillor Hilditch-Roberts considered the location to be unsuitable for a transit site and, given that the determination of site allocations in the LDP was a decision for full Council, he proposed that Cabinet do not recommend the allocation of a transit site at Greengates Farm East as part of the LDP process. Cabinet subsequently considered and voted on the remaining recommendations and the new proposition.

RESOLVED that Cabinet –

- (a) *note the analysis of the pre planning consultation exercise undertaken in respect of proposed transit and residential Gypsy and Traveller sites on the Greengates Farm (East) site in St. Asaph as outlined in Appendix 2 of the report;*
- (b) *note the recommendations of Communities Scrutiny Committee of 14 March 2019 as set out in paragraph 8.4 of the report;*
- (c) *in response to concerns raised during the pre-planning consultation regarding the proximity of the sites to each other, lack of meaningful consultation with the Travelling Community and in recognition of the priority need for the residential family, that Cabinet agree not to progress the Gypsy and Traveller transit site at Greengates Farm (East) via a formal planning application, and that the location of this proposed development site is determined through the formal site allocation process as part of the adoption of a new Local Development Plan;*
- (d) *following consideration of the options for the Gypsy and Traveller residential site agree to progress the development of the Gypsy and Traveller residential site at Greengates Farm (East) through the formal planning application process in the location indicated in Appendix 3 to the report and that the formal planning application should contain as background supporting information all statutory information together with business and residential impact assessments and suitable measures for mitigation where deemed necessary;*

- (e) *that whatever options are selected for identifying the location of the residential and transit Gypsy and traveller sites, the sites are not developed in close proximity to each other;*
- (f) *the Cabinet will not recommend the allocation of a transit site at Greengates Farm East as part of the Local Development Plan process, and*
- (g) *Cabinet confirms that it has read, understood and taken account of the Well-being Impact Assessments (Appendix 5 to the report) as part of its consideration.*

Councillor Richard Mainon voted against resolutions (a) and (c) above.

In respect of resolution (d) with regard to the residential site Cabinet considered two options detailed within the report. Option A – to progress the development through the formal planning application process in the location indicated, and Option B – not to progress Option A and the location of the development site be determined through the LDP process. Members voted as follows: Option A – Councillors Hugh Evans, Bobby Feeley, Huw Hilditch-Roberts and Mark Young; Option B – Councillors Brian Jones, Richard Mainon, Tony Thomas and Julian Thompson-Hill. Given the tied vote the Leader/Chair Councillor Hugh Evans used his casting vote for Option A to carry resolution (d) above.

6 FINANCE REPORT

Councillor Julian Thompson-Hill presented the report detailing the latest financial position and progress against the agreed budget strategy. He provided a summary of the Council's financial position as follows –

- the net revenue budget for 2018/19 was £194.418m (£189.252m in 2017/18)
- an overspend of £0.487m was forecast for service and corporate budgets
- highlighted current risks and variances relating to individual service areas, and
- provided a general update on the Housing Revenue Account, Housing Capital Plan and the Capital Plan (including the Corporate Plan element).

Cabinet was also asked to note the proposed use of service carry forwards and to approve the housing capital schemes in Aquarium Street and John Street, Rhyl as recommended by the Strategic Investment Group and detailed in the report.

The following matters were raised during debate –

- the Chief Executive provided assurances to Cabinet advising that the downward trend in terms of budget pressure over the last couple of months had been largely due to the positive action taken by senior officers in managing expenditure to ensure a more robust position going forward
- Councillor Brian Jones reported that Dawnus Construction, who sub contracted out the Pont y Ddraig bridge maintenance contract, had recently gone into administration. Assurances were provided that temporary measures had been implemented to ensure the bridge operated effectively and was properly maintained prior to the award of a formal maintenance contract

- the Head of Legal, HR and Democratic Services also advised that Dawnus Construction was one of the successful bidders on the North Wales Construction Framework and reported upon discussions with the administrators regarding their position and legalities surrounding that process and the potential exclusion of Dawnus from the framework – in the event of their exclusion Dawnus would likely be replaced by the next highest scoring supplier
- reference to an overspend relating to SC2 had been included within the report and the Head of Facilities, Assets and Housing clarified that SC2 was not overspent and explained that instead of requiring corporate cash the service had opted to subsume the entire set up costs. The provision for set up costs had been contained within the original business case and the entire service had overachieved to contain those set up costs.

RESOLVED that Cabinet –

- (a) *note the budgets set for 2018/19 and progress against the agreed budget strategy;*
- (b) *note the proposed use of service carry forwards, and*
- (c) *approve the housing capital schemes in Aquarium Street and John Street, Rhyl as recommended by the Strategic Investment Group and detailed in the report.*

7 CABINET FORWARD WORK PROGRAMME

The Cabinet Forward Work Programme was presented for consideration.

RESOLVED that Cabinet's Forward Work Programme be noted.

The meeting concluded at 12.40 hrs.

Report To:	Cabinet
Date of Meeting:	30 th April 2019
Lead Member/ Officer:	Cllr Brian Jones, Lead Member for Highways, Planning & Sustainable Travel
Report Author:	Angela Loftus, Strategic Planning & Housing Manager
Title:	Denbighshire's Replacement Local Development Plan – Draft Preferred Strategy

1. What is the report about?

- 1.1 This report sets out work undertaken so far on Denbighshire's Replacement Local Development Plan and presents the recommendations from the Council's Strategic Planning Group regarding the Draft Preferred Strategy for the LDP. The Replacement LDP will provide up to date planning policies and site allocations for development to address issues and needs in the County to cover the period 2018 – 2033.
- 1.2 Having an up-to-date LDP is a fundamental part of the plan-led system, and in accordance with national legislation, LPAs must commence a review of their LDPs no more than four years following adoption. In addition, the current LDP will expire in December 2021 and there is a need to have a Replacement Plan in place by then.
- 1.3 The Denbighshire Replacement LDP Delivery Agreement sets out the timetable for producing the Replacement LDP and this was approved by Council on 15th May 2018, and subsequently by Welsh Government. Appendix 1 sets out the key stages in the Council's approved timetable.

2. What is the reason for making this report?

- 2.1 The purpose of this report is to present to Cabinet the recommendations from the Strategic Planning Group regarding the Replacement LDP Draft Preferred Strategy (attached as Appendix 2). The next step will be to report the Preferred Strategy to Council seeking approval to consult on the document. At this stage the Preferred Strategy is in draft form and if agreed by Council, would be subject to an 8 week public consultation.

3. What are the Recommendations?

- 3.1 That Cabinet note the Strategic Planning Group recommendations to Cabinet and Council regarding the Draft Replacement LDP Preferred Strategy:
 - a) **Draft Proposed Levels of Growth:**
 - 68ha of employment land to accommodate a forecasted land requirement of 47.6ha
 - Land for 3,775 new homes to meet a housing requirement of 3,275 homes
 - b) **Draft Proposed Spatial Approach:**

Based on Option 3 - focus development in Bodelwyddan Strategic Site and serviced settlements: the top three tiers in the settlement hierarchy (main centres, local centres and villages) with more limited growth in other unserviced settlements (infill & small sites within development boundaries), primarily focussed on meeting local needs.

- c) To recommend the Draft Preferred Strategy (Appendix 2) in its entirety to Cabinet and Council.

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

4. Report details

Strategic Planning Group

- 4.1 The Group was established in June 2018 with the purpose of leading the delivery of the Replacement LDP through providing a Corporate Steer and input to support its development. The Terms of Reference for the Group state that the Group has a non-executive role but will report back and make recommendations to Planning Committee, Cabinet and/or Council as appropriate. The Group is chaired by the Lead Member with responsibility for the LDP, Cllr Brian Jones, and membership comprises the Chair of Planning Committee and one representative from each Member Area Group. Members are expected to report back to their political groups and MAGs and feedback any contributions from those groups to the SPG.

Development of Draft Preferred Strategy

- 4.2 Detailed work has taken place on developing a range of 'growth options' and 'spatial options', with the eventual choice forming the LDP 'Draft Preferred Strategy'. The Preferred Option sets the context for identifying how much development land is required for housing and employment and where that development should be located.
- 4.3 The growth options consider how much development there should be across the whole county during the life of the LDP. Six growth options taking account of population forecasts, migration trends and employment growth, have been developed and tested.
- 4.4 The spatial options consider where new development should be located. Three options were developed, taking account of the existing size and function of the County's settlements, as well as access to facilities and transport links. An additional fourth option was put forward at the Members' Workshop. Further detail on the options considered is set out in the draft Preferred Strategy document (Appendix 2).
- 4.5 As part of the work examining alternative growth options, limited stakeholder engagement has been undertaken. A Council Briefing/ workshop was held on 25th January to ensure that Members had an opportunity to discuss options for growth, in terms of scale and location. This also included information on the Candidate Sites submitted. There is not a requirement to carry out full public consultation at this stage but three informal drop-in events were also held for County Councillors, City, Town and Community Councils (week commencing 4th February) in Denbigh, Ruthin and Rhuddlan.

4.6 The Strategic Planning Group have considered the options proposed together with feedback from the stakeholder engagement. The Group has considered, and had regard to, other contextual information, in particular the Council's corporate priorities, Economic and Community Ambition Strategy and North Wales Economic Ambition Strategy. The North Wales Economic Ambition Strategy, as endorsed by all 6 North Wales Local Authorities, stresses the need for *'market responsive, well-serviced, readily available development sites that meet the needs of current and future economic sectors and clusters, especially along the A55 corridor.'*

4.7 The majority of the Strategic Planning Group at their meeting on 5th April agreed to recommend preferred growth levels, the proposed spatial approach and the complete draft Preferred Strategy document (attached as Appendix 2) to Cabinet and Council. The Chair and Elwy MAG representative supported the housing growth figure, but not the employment land figures, so by implication also did not support the proposed spatial approach.

4.8 In summary, the draft LDP Preferred Strategy sets out the following:

Draft Proposed Levels of Growth:

- 68ha of employment land to accommodate a forecasted land requirement of 47.6ha
- Land for 3,775 new homes to meet a housing requirement of 3,275 homes

Draft Proposed Spatial Approach:

- Focus development in Bodelwyddan Strategic Site and serviced settlements: the top three tiers in the settlement hierarchy (main centres, local centres and villages) with more limited growth in other unserviced settlements (infill & small sites within development boundaries), primarily focussed on meeting local needs.

Next steps

4.9 The next key step in the LDP process is publication and consultation on the Draft Preferred Strategy. This is the first statutory consultation stage in the LDP preparation process and sets out the Council's draft broad approach to the scale and location of growth. Following consultation and any subsequent amendments, it will provide the strategic framework for more detailed policies, proposals and land use allocations, which will subsequently be included in the Deposit LDP. The intention is to report to Council on 14th May 2019, seeking approval to consult on the Draft Preferred Strategy.

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

The development of a Replacement LDP will contribute to all Corporate Priorities: Housing; Connected Communities; Resilient Communities; Environment & Young People

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

The cost of producing a replacement LDP will continue to be reviewed in detail over the coming months. Budget for the review has been accrued on an annual basis and will be available for this work.

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

On-going Wellbeing Impact Assessment will inform the development of the replacement LDP, alongside Sustainability Appraisal. Wellbeing Impact Assessment has been undertaken on the contents on the draft Preferred Strategy and its conclusions are broadly neutral or positive. Much of the mitigation identified will be included at the Deposit stage when detailed policies will be developed which will demonstrate that negative impacts can be mitigated.

- 8. What consultations have been carried out with Scrutiny and others?** The emerging replacement LDP will be subject to engagement and consultation with the public and other stakeholders.
- 9. Chief Finance Officer Statement**
The costs of undertaking producing a replacement LDP will be assessed in detail over the coming months. There is a specific Council LDP Reserve set-up for this purpose to which the Planning and Public Protection service makes an annual contribution of £20k. This Reserve has been specifically established to help meet the costs associated with any review and replacement LDP.
- 10. What risks are there and is there anything we can do to reduce them?**
The approved Replacement LDP Delivery Agreement includes a detailed risk assessment for the development of the replacement LDP. In summary, the main risks identified include staff resources, changing legislation and national policy and timetable delays due to unexpectedly high volumes of consultation response or lack of consensus. The Replacement LDP Delivery Agreement builds in some flexibility to allow for unexpected delays and project planning will help to minimise these risks.
- 11. Power to make the Decision**
Planning and Compulsory Purchase Act 2004, Planning (Wales) Act 2015

Appendix 1

Replacement Local Development Plan – key stages		
Stage	Main purpose/ detail	Indicative timescale
Review Report	<ul style="list-style-type: none"> Identifies the parts of the adopted Local Development Plan that need to be revised. Background papers (evidence base) in support. 	COMPLETE Approved by WG May 2018
Delivery Agreement	<ul style="list-style-type: none"> Timetable for producing the replacement Local Development Plan. Community Involvement Scheme outlining the principles of community engagement. 	COMPLETE Approved by WG May 2018
Preferred Strategy participation	<ul style="list-style-type: none"> Call for Candidate Sites Review LDP vision & strategy and assessment of alternative growth & spatial options Review key policies 	COMPLETE IN PROGRESS
Preferred Strategy Public Consultation	<ul style="list-style-type: none"> Publish draft strategy Publish Candidate Sites Register Formal public consultation on Vision, Strategic Options, Revised Preferred Strategy & revised key policies 	April 2019 – July 2019
Statutory deposit of proposals	<ul style="list-style-type: none"> Prepare and publish revised detailed policies and proposals map 6 week deposit public consultation 	January 2020 – February 2020
Submission of LDP for Examination	<ul style="list-style-type: none"> Submit the replacement Plan and supporting evidence to the Planning Inspectorate 	Autumn 2020
Examination	<ul style="list-style-type: none"> An independent Inspector assesses the soundness of the Plan Receipt of Inspector's Report 	Autumn 2020 – Autumn 2021
Adoption	<ul style="list-style-type: none"> The Council adopts the Plan and uses it in making planning decisions. 	Autumn 2021

Annual Monitoring Report	<ul style="list-style-type: none">• On-going monitoring of LDP delivery & effectiveness, submitted to WG every year	Annually - to be submitted in October each year
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Denbighshire Local Development
Plan 2018- 2033

DRAFT PREFERRED STRATEGY **Date XX**



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FOREWORD

As Lead Member for Highways, Planning & Sustainable Travel I am very pleased to present to you the draft Preferred Strategy for the Local Development Plan (LDP) 2018 – 2033. This will replace the existing LDP 2006 – 2021 once adopted.

This document represents the first formal stage in producing the LDP. It presents for consultation, the suggested overall levels of growth, and, in broad terms, where that growth will go within the County. Key policies are also included and these will form the guiding principles for development in the future and will provide the basis for the final LDP.

The draft LDP Preferred Strategy has been developed under the guidance of the Strategic Planning Group within the Council and also in discussion with a range of community representatives and other key partners. We have considered how much development Denbighshire needs to support its communities and sought to balance this alongside providing robust protection for our outstanding cultural and environmental qualities.

A significant number of legislative Acts, plans and strategies have informed the development of the Preferred Strategy including The Wellbeing of Future Generations Act 2015; the Environment (Wales) Act 2016; the Conwy/Denbighshire Wellbeing Plan and the Denbighshire Corporate Plan. We want to ensure that Denbighshire is a sustainable place to live, work and visit and believe that the LDP is one of the key ways to achieve this in practice.

The draft LDP Preferred Strategy is only the first stage in the process. This public consultation represents an opportunity for everybody to be involved in influencing the LDP. We therefore urge you to respond to the proposals set out and ensure that your views are known in determining the future of your County.



Councillor Brian Jones, Lead Member for Highways, Planning & Sustainable Travel 2019

1. Introduction

- 1.1 The new Denbighshire Local Development Plan (LDP) will provide the framework for land use planning in the County up to 2033. The adopted (LDP) ends in December 2021 and in order to direct development in line with the needs of Denbighshire a replacement is required.
- 1.2 National legislation and policy specifies the process for producing an LDP. This includes having consideration as to the delivery of the adopted LDP through the Annual Monitoring Reports (AMR), the current economic, social and environmental situation in the county by way of background evidence, as well as national and local, plans, policies and programmes. This process is illustrated in Figure 1.1 below.

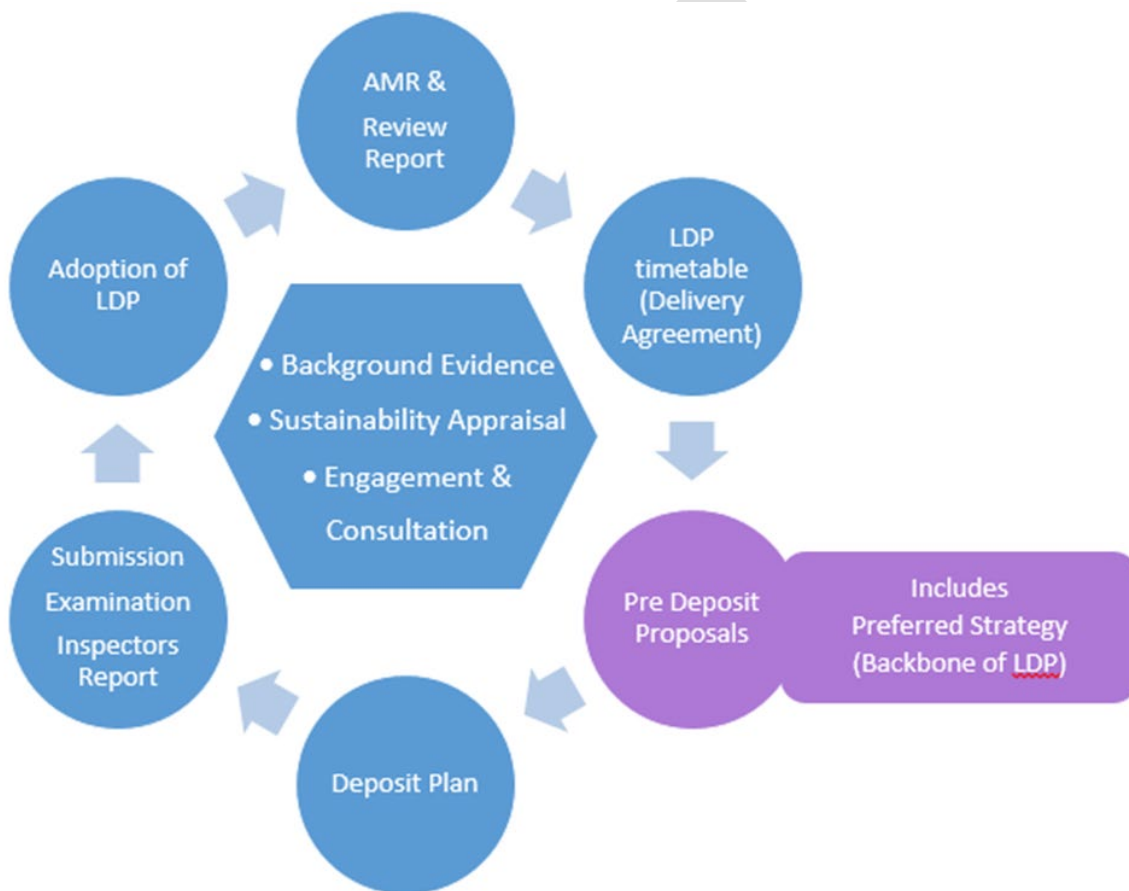


Figure 1.1: LDP Process Diagram (adapted from the Welsh Government LDP Manual)

- 1.3 The LDP aims to deliver a framework for sustainable development in Denbighshire, aligning the social, economic and environmental needs of the county. The framework is assessed by undertaking a Sustainability Appraisal (SA) and through public consultation.
- 1.4 Sustainability and engagement are central to the process of developing an LDP, as is ensuring that there is evidence to prove that the aspiration and ambition of the LDP is realistic and deliverable.

- 1.5 This document sets out the Draft Preferred Strategy for the new LDP. A Preferred Strategy is required as part of the Pre-Deposit stage of developing the LDP and is effectively the backbone of the LDP, setting out the levels and spatial distribution of development growth, at a high level, for the plan period. Currently this Preferred Strategy is Draft as the Council recognises the importance of consultation and welcomes constructive feedback.
- 1.6 Opportunities and challenges that will drive change and need to be considered in the LDP have been utilised to create the Vision, as well as setting the objectives for the LDP. The issues and objectives have also been considered in light of national and local legislation, plans, policies and programmes. These are described in Sections 3 and 4 of this report. Consideration of how they relate to Welsh Government’s Well-being Goals, Denbighshire’s Well-being Plan and Corporate Plan can be seen at Appendix 1.
- 1.7 The process of developing the Draft Preferred Strategy can be seen in Figure 1.2 below.

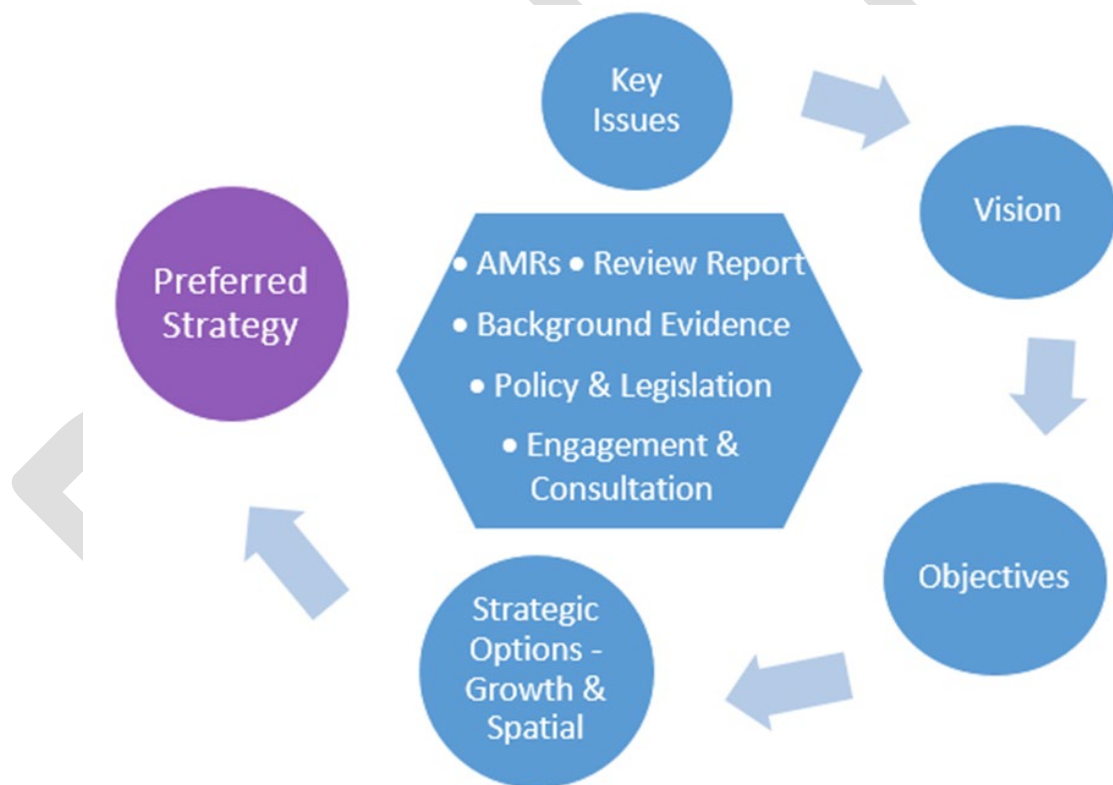


Figure 1.2: Preferred Strategy Process Diagram

- 1.8 Section 5 of this report sets out options on the level of development growth in the county described in terms of housing and employment. An indication of the preferred level of growth is provided having undertaken consultation with key stakeholders and Members as well as a Sustainability Appraisal.

- 1.9 Section 7 describes options as to how development should be distributed throughout the county and again indicates a preference. These spatial options have been informed by the settlement hierarchy which is set out in Section 6.
- 1.10 Key policies setting out the overarching principles for future development are specified in Section 8. These will be developed at a later stage into detailed policies for use in determining planning applications and appeals.
- 1.11 The key background evidence that has been used to develop this Draft Preferred Strategy is:-

Background papers	Purpose
Background paper on Growth Options	Provides a methodology and options for development growth in Denbighshire.
Background paper on Settlement hierarchy	Assesses settlements so that they could be categorised into tiers and develop a hierarchy.
Background paper on Spatial Options	Provides options for distributing development in Denbighshire.
Well-being Impact Assessment	Assesses the Preferred Strategy against Welsh Government Well-being goals.
Sustainability Appraisal (SA)	Assesses the significance of economic, social and environmental impacts of the Preferred strategy.
Habitats Regulations Appraisal (HRA)	Assesses the likelihood of any significant effects arising from plan elements on the qualifying features of internationally designated sites of nature conservation and their respective conservation objectives.
Review Report	Assesses the adopted LDP, the current economic and social situation in Denbighshire and concluded that there was a need for a Replacement LDP.
Annual Monitoring Reports	Monitor the progress of the adopted LDP.
Background evidence	Purpose
Employment Land and Economic Growth Assessment	Assesses the demand, need and availability of employment land in Denbighshire.
Local Housing Market Assessment	Assesses the demand and need for housing, including affordable housing, in Denbighshire.
Retail Study	Assesses the retail catchment areas and future potential spend and growth in retailing Denbighshire.
Town Centre Health Check	Assesses the vitality of town centres.
Joint Housing Land Availability Study	Indicates the availability of housing land locally and regionally.
New Housing Occupancy Survey	Undertaken jointly with Conwy County Borough Council it allows the Council to understand the future housing needs and the need for facilities.

- 1.12 A 'Call for Sites' has been held to allow landowners and others to put forward sites that they wish to have included in the LDP. All the sites received are listed in the Candidate Sites Register. Submission of a candidate site is not a guarantee of inclusion within the LDP however, and an assessment will be made of each as to their suitability and compliance with the Preferred Strategy. The Candidate Site Register accompanies this Draft Preferred Strategy.

Your Comments

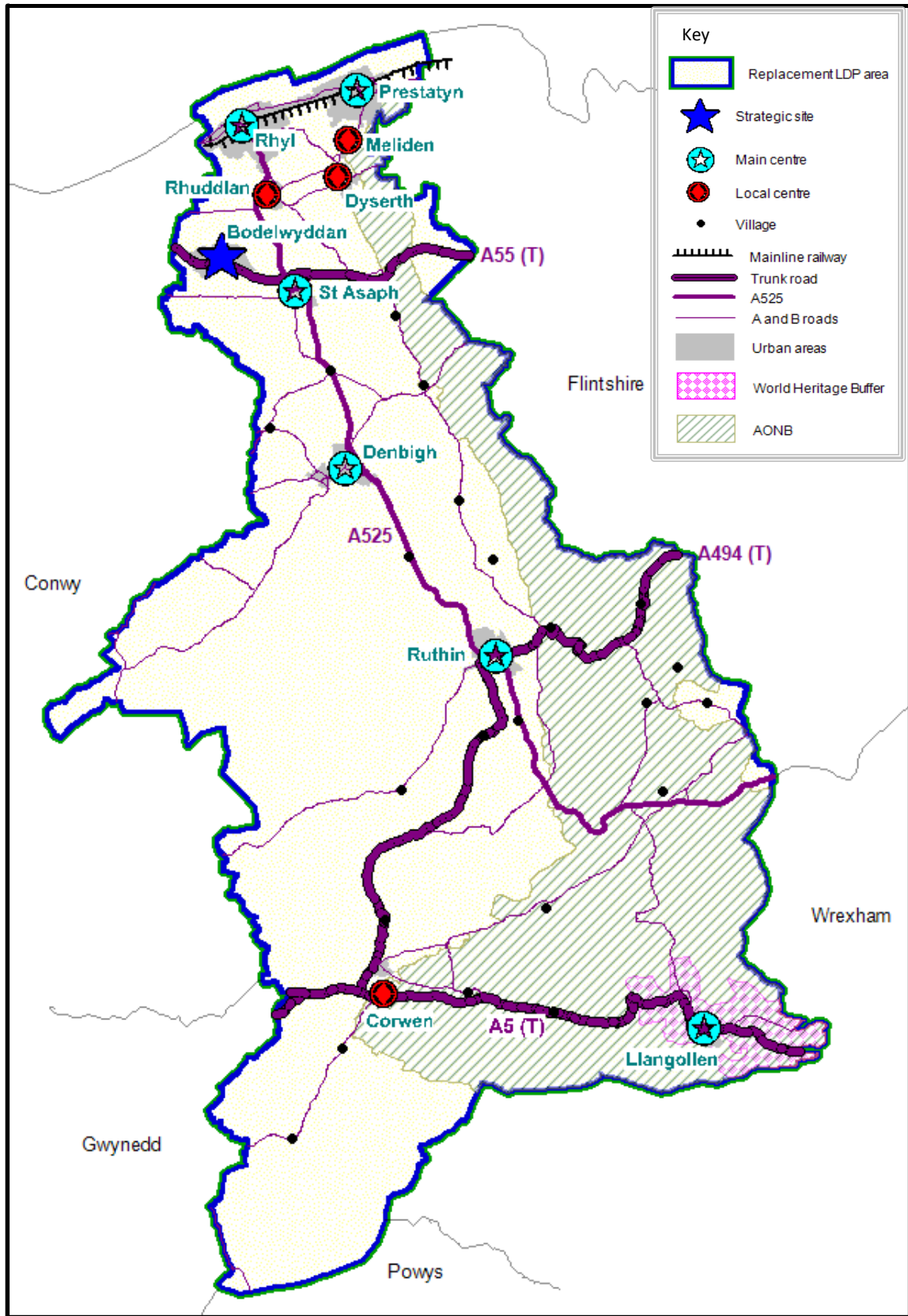
- 1.13 Denbighshire County Council would like to hear your views on the LDP Preferred Strategy and we will be consulting on this document from **xx to xx**. All consultation documents are available on the Council's website, and copies are available for inspection during normal opening hours at Denbighshire's Council offices and libraries. Any comments should be made using the Council's Consultation Portal or the consultation response form provided.
- 1.14 The closing date for submission of comments on the Denbighshire LDP Preferred Strategy is **xxxxx**. Please forward your comments to:
- Strategic Planning and Housing
Denbighshire County Council
PO Box 62, Ruthin, LL15 9AZ
- Email: planningpolicy@denbighshire.gov.uk
Website: www.denbighshire.gov.uk/ldp
- 1.15 Please contact the Strategic Planning and Housing Team if you require further information and advice by emailing: planningpolicy@denbighshire.gov.uk or contact us by phone on Telephone: 01824 706916.

2 Strategic context

2.1 Profile of Denbighshire

- 2.1.1 Denbighshire is a largely rural authority situated in the North East of Wales which borders with five (5) other local authorities and the Irish Sea. It has an area of 844sq.km. In 2011, the population of Denbighshire was 93,734, an increase from the previous Census which was 93,065. A high proportion of the population is clustered around the two main coastal towns of Rhyl (approx. 25,000) and Prestatyn (approx. 20,000) the remainder are scattered throughout small towns and villages across a rural area. More than 60% of the population live to the north of St Asaph.
- 2.1.2 The County has a high quality built and natural environment with numerous listed buildings, conservation areas, Scheduled Ancient Monuments, and protected wildlife species and habitats. Many of these have national or international recognition and protection status, such as the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty (AONB) and the River Dee which is designated as Special Area of Conservation (SAC) by the European Union. In particular, the area around the Llangollen Canal in the south-east of Denbighshire is designated by UNESCO as a World Heritage Site.
- 2.1.3 Welsh culture and language is an integral part of the make-up of Denbighshire. More than 24.6% of the population speak Welsh (Census 2011), and this proportion rises to over 60% within many rural communities.
- 2.1.4 There are good road transport links including three national trunk roads (T). The A 55 (T) is an important transport route for the coast in North Wales running east / west and providing links to Ireland. The A5 (T) joins the A55 at Bangor and runs south-east down to Shrewsbury where it joins the M54 and services the South of the county. The A494 (T) runs east / west from the M56 around Chester to Ruthin and Corwen connecting the county to Dolgellau. The A525 runs from Rhyl in the north to Llandegla in the south and onto Wrexham and Newcastle under Lyme.
- 2.1.5 Given the rural nature of the county, many residents are reliant on car use for commuting and accessing services although the North Wales Coast Mainline provides direct rail links to Holyhead (Dublin) to the north west and Manchester/ London to the south east.
- 2.1.6 The key characteristics of the county can be seen in the map below.

Denbighshire's Character Map



3 Key issues and challenges for Denbighshire

3.1 Key issues and challenges

3.1.1 Looking forwards to 2033, the key issues and challenges which need to be addressed through the Preferred Strategy and LDP are set out below and we need to plan for:

The need for market housing, affordable housing and the need to secure rural housing to meet future requirements
Potential impacts on Welsh language and culture need to be assessed and the LDP Strategy, allocations and policies should protect, support and enhance
The need to continue to protect existing open space and look at options for delivery of new provision.
Need to agree position with the minerals industry regarding areas of search or allocations.
Provision for renewable energy generation
The protection and enhancement of the natural, built and historic environment.
Ensure that infrastructure capacity is available or is provided in relation to new development.
Provision for waste management.
Need to deliver serviced strategic employment land – Strategic Site, Growth bid.
Need to site local employment sites where they will be sustainable and not subject to pressure to release for other uses.
Ensuring that rural employment sites are protected where practical and that policies are flexible enough to support the rural economy whilst still protecting our high quality natural and built environment.
Continue to develop quality tourism products.
Consideration of the role of existing town centres in addition to retailing to improve viability and long term sustainability.
Continuing to support regeneration initiatives.
Prioritise walking & cycling routes in new developments.
Locate development to maximise accessibility as far as constraints allow.
Ensure that new development is directed away from flood risk areas and that the longer term implications of climate change are considered.

4. LDP Vision and Objectives

4.1 LDP Vision

- 4.1.1 The role of the LDP Vision is to define the main purpose on the Plan and provide a framework for the Preferred Strategy and future detailed policies. The Vision distils the main priorities and drivers for Denbighshire and draws on priorities set by national policy and relevant local strategies.
- 4.1.2 The draft LDP Vision and objectives have been the subject of stakeholder engagement and feedback has influenced the final Vision and objectives below.
- 4.1.3 The LDPs' Vision is:

Denbighshire, through sustainable development, will have a vibrant urban coast, with thriving market towns and rural areas. The housing and employment needs of the County will be met and the high quality environment will be protected and enhanced. Life of a high quality will be maintained for all communities; with full recognition that we have a strong Welsh language and culture that should be supported and enhanced throughout the County.

4.2 LDP Objectives

- 4.2.1 A number of more detailed strategic objectives have been developed which translate the Vision into a framework which sets out how the LDP Vision will be delivered and what the Plan is trying to achieve. Current LDP objectives have been reviewed and revised to reflect the goals set out in the Well-being of Future Generations Act, the Conwy Denbighshire Well-being Plan and the Council's Corporate Plan, together with national guidance and legislation.
- 4.2.2 One of the key challenges of producing a sustainable LDP is to ensure a reasonable balance between competing aims. The Plan will need to minimise potential conflicts arising from these objectives and the Sustainability Appraisal process will contribute to reducing potential areas of conflict.

4.2.3 The LDP Objectives are:

1.	Allocating sufficient land in accordance with a sustainable settlement strategy to meet the projected market and affordable housing needs of Denbighshire.
2.	Supporting and enhancing the Welsh Language
3.	Protecting, enhancing and sustainably developing Denbighshire's natural resources including green and blue infrastructure, renewable energy and mineral resources.
4.	Protecting and enhancing Denbighshire's natural, built and historic environment.
5.	Supporting the provision, operation and development of infrastructure and services
6.	Supporting a healthy economy including proposals for strategic growth, key economic sectors and the rural economy.
7.	Enabling the regeneration and renewal of Denbighshire's built environment and public realm to contribute to vital, viable and attractive town centres with employment premises that meet the requirements of modern businesses.
8.	Supporting development that promotes well-being, community cohesion and resilience including measures to address the effects of flood risk and climate change.

5. LDP Strategic growth options

5.1 Assessment of Growth Options

- 5.1.1 A key part of developing a Plan is the consideration of different options to determine the appropriate level of development the Plan should provide for and the most sustainable way to distribute this around the County. This consideration informs the selection of the preferred option, which will set the context for identifying how much development land is required for housing and employment and where that development should be located.
- 5.1.2 The growth options considered are informed by demographic and economic trends and projections, together with an assessment of the ability of the market to deliver those options. There are clearly external factors beyond the control of the Plan which may have a significant impact on growth, including the economic climate, access to development finance, growth within neighbouring authorities and capacity within the building industry. Growth levels put forward in the current adopted LDP are not being achieved and therefore a reassessment of potential growth over the next 15 years, using up to date information, is necessary to inform the development of the Preferred Strategy for the emerging Replacement LDP.
- 5.1.3 A number of options which are considered to be realistic and sustainable have been developed and tested. These options have been assessed against the key issues and challenges for the County, the LDP Vision and objectives, together with national policy guidance and local strategies. A separate Background Paper: Growth Level Options Report provides further information expanding on the methodology and considerations in assessing the various options.

Growth Option	Household Growth	Households to dwellings	Annual figures	Figures with 15% contingency	Employment Growth
Option 1: Population led - 15 year migration trend	2,050	2,150	143	2,450 160 per annum	Approx 750 jobs 5.2 ha land
This reflects Welsh Government 2017 population forecasts which projects forward the previous 15-year migration trend.					
Option 2: Population led – 10 year migration trend	2,500	2,600	173	3,000 200 per annum	Approx 1,200 jobs 8.3ha land
This reflects a refinement of the Welsh Government 2017 population forecasts which projects forward the previous 10-year migration trend.					

Option 3: Population led – 15 year migration trend	3,750	3,950	263	4,550 300 per annum	Approx 2,750 jobs 19.2ha land
This reflects a refinement of the Welsh Government 2017 population forecasts which projects forward the previous 15-year migration trend.					

Option 4: Employment led	3,000	3,150	210	3,600 240 per annum	Approx 1,300 jobs 6.72ha 8.5ha land (incl 2.24ha flexibility allowance)
This reflects an ‘employment-led’ option where the projections model is essentially run in reverse. The target of 8.5 ha (including flexibility allowance) of employment land (approximately 1,300 jobs) is derived from an option in Denbighshire Employment Land and Economic Growth Assessment 2019.					

Option 5: Employment led	6,150	6,500	433	7,500 500 per annum	Approx 6,800 jobs 35.70 ha (47.6ha land incl 11.9ha flexibility allowance)
This reflects an ‘employment-led’ option where the projections model is essentially run in reverse. The target of 47 ha (including flexibility allowance) of employment land (approximately 6,800 jobs) is derived from the recommended option in Denbighshire Employment and Economic Growth Assessment 2019.					

5.1.4 The Strategic Options were subject to an engagement exercise with Members, City Town & Community Councils and key stakeholders. The above growth options were presented to demonstrate the effects of using different data sets and the impact on potential housing numbers. Growth options presented included a 15% allowance for contingency. Feedback received as part of this engagement generally preferred Option 2 (2017 based with 10 year migration trend - 2,600 dwellings/ 173 pa without contingency; 3,000 /200 per annum with contingency) with Option 3 marginally lower (2017 based with 15 year migration trend – 3,950 dwellings/ 263 pa without contingency; 4,550 dwellings/300 per annum with contingency). Whilst feedback on the options is an important consideration, the assessment of options and selection of a preferred option needs to be based on the technical merits of each option and whether it would result in a sound LDP.

5.1.5 The Growth Options considered for the Replacement LDP are all substantially lower than the growth levels projected when the current adopted LDP was being developed. The adopted LDP makes provision for 7,500 new homes over the 15 year period of 2006 – 2021 (500 pa) to meet the needs projected at the time. However, this level of

growth has not been achieved, with housing completion rates averaging 220 over the last 15 years.

5.1.5 A summary assessment of each option is set out below:

Assessment of Growth Options

Option 1: Population led - 15 year migration trend (2,150 dwellings -143 per annum / 2,450 - 160 per annum with 15% contingency)

This option is an update of the official Welsh Government 2014-based projections, using the same methodology but where appropriate with data updated for the most recent year of population that is available (2017). It extends the trend period to 15 years, to match the length of the plan period, and the migration trend is based on data for the 15 years between 2002/03 and mid 2016/17.

Under this option, new dwellings requirements are low, with around 2,150 required across the plan period. This option would perform poorly in delivering market and affordable housing, potentially not meeting needs. The impact of the baby-boomer generation moving out of the working age population could undermine aspirations for jobs growth and economic aspiration. Growth in both job numbers and employment land requirements would be relatively low also, with around 750 jobs and 5.2ha of employment land provided over the plan period.

This option produces growth levels which may be too low to support future aspirations for the county, and could perpetuate the trend towards out-migration amongst young adults.

It is proposed that this option is discounted.

Option 2: Population led – 10 year migration trend (2,600 dwellings – 173 per annum / 3,000 - 200 per annum with 15% contingency)

This option uses many of the same assumptions as Option 1, but rather than using fixed migration totals for population growth, it uses a propensity model which calculates a likelihood of migration by age/sex based on the overall population profile. It uses a 10 year migration trend based on data for the 10 years between 2007/08 and mid 2016/17.

Under this option, there would be a higher level of population growth compared to Option 1, leading to a higher dwelling requirement – around 2,600 across the plan period – and economic growth of around 1,200 new jobs and 8.3ha of employment land however this option would perform poorly in terms of meeting housing needs, particularly the need for affordable homes.

This option sees growth within the working age population, which may better support economic aspirations. However, this may be unrealistic as it does not adequately address the other factors which may lead to out-migration and evidence of an ageing population structure. This option would perform poorly in delivering market and affordable housing, potentially not meeting needs.

Option 3: Population led – 15 year migration trend (3,950 – 263per annum/ 4,550 - 300 per annum with contingency)

This option is based on the same method as Option 2 but uses a 15 year (rather than 10 year) migration trend based on data for the 15 years between 2002/03 and mid 2016/17.

Under this option, there would be a higher level of population growth than Option 2, leading to a higher dwelling requirement – around 3,950 across the plan period. It also forecast a growth in the working age population, which helps match aspirations for economic growth and suggests economic growth of around 2,750 new jobs and 19.2 ha of employment land across the plan period.

This option sees growth within the working age population, which may better support economic aspirations. It also would perform better in terms of delivering market and affordable housing to meet the County's needs. However, this may be unrealistic as it does not adequately address the other factors which may lead to out-migration and evidence of an ageing population structure.

Option 4: Employment led – 8.96ha employment land

This option starts with a requirement of 8.96ha of employment land, as based on a forecast of labour demand in the Denbighshire Employment Land Review. The household and dwelling requirements are then calculated by using a backward iteration method to match jobs growth to population growth.

Under this option, there would be similar levels of overall growth compared with Option 3, with a dwelling requirement of 3,150/ 210 pa (3,600 with contingency - approximately 240 per annum) and 1,300 new jobs across the plan period.

This option see jobs driven in-migration, leading to growth in the working age population, which may better support economic aspirations in the county. However, this may be overly optimistic given evidence of an ageing population structure across the country.

Option 5: Employment led – 47.60ha employment land

This option uses the same method as Option 4 but is based on a trend method from past employment land take-up rates.

Under this option, there would be significantly higher levels of growth compared with all other options, giving a dwelling requirement of 6,500/ 433 pa (7,500 with contingency - approximately 500 per annum) and 6,800 new jobs across the plan period, requiring 47.6 ha of land.

This option could see jobs driven in-migration, leading to growth in the working age population, which may better support economic aspirations in the county and a more balanced population structure. However, this may be overly optimistic given evidence of an ageing population structure across the country. The levels of growth envisaged are high and could deliver higher numbers of affordable housing but may not be deliverable or sustainable. This level of employment land proposed is the recommended approach in the Employment Land and Economic Growth Assessment 2019.

It is proposed that this option is discounted.

- 5.5.6 All of the above options represent much lower growth than that planned for in the current adopted LDP and reflect lower Welsh Government population and household projections. One of the Council's key priorities is to ensure that everyone is supported to live in homes that meet their needs – this includes ensuring that sufficient housing is delivered to meet those needs. A low growth option would potentially not meet those needs, particularly the need for additional affordable homes. It is also important to provide a level of housing which supports economic growth.
- 5.5.7 Option 2 provides a realistic and deliverable growth option, however the housing numbers proposed are lower the average completion rates over the last 15 years and will deliver reduced levels of affordable housing. Option 3 also provides a realistic option and would deliver more affordable homes. Option 5 sets out an unrealistic housing target but presents the recommended approach for employment land in line with the recommendations of Employment Land and Economic Growth Assessment.
- 5.5.8 Following initial discussions a combined approach is proposed, with a mid-point between Options 2 and 3 suggested as a sustainable housing growth target. Further work was undertaken to develop a Preferred Growth Option, as set out below:

Growth Option	Household Growth	Households to dwellings	Annual figures	Figures with 15% contingency	Employment Growth
Preferred Option:	3,100	3,275	218	3,775 250 per annum	Approx 1,500 jobs 10.5 ha (14ha land incl 3.5ha flexibility allowance)

- 5.5.9 The preferred growth option is consistent with past build rates for housing within the county. This level of growth could lead to a growth in working age population requiring a jobs growth of approximately 1,500, equating to approximately 14ha of additional employment land.
- 5.5.10 However, as indicated above, option 5 matches the recommended level of employment land stated in the Employment Land and Economic Growth Assessment undertaken by BE Group in December 2018. It is therefore appropriate to ensure provision of 47.6 hectares of employment land to meet forecasted land requirements, including a five year contingency; to provide a choice in sites catering for both the needs of local businesses and to allow for larger developments. It assists in providing employment opportunities which are required to reverse the trend of net out-migration of 16 to 29 year olds and limit the increase in the dependency ratio.
- 5.5.11 The Council's corporate priorities include creating a place where young people will want to live and work as well as having communities that are resilient, independent, connected and have access to goods and services locally, online and through good transport links. Existing employment land allocations have been reviewed and the BE Group Report recommended that the majority should be retained in the Replacement LDP, with a potential small addition in Corwen. These sites would provide approximately 68 hectares of employment land within the County.
- 5.5.12 The North Wales Economic Ambition Board (NWEAB) set out a Growth Vision for the Economy of North Wales which is supported by the Council. Looking ahead until 2035, the Strategy underlining the economic vision stresses the need for *'market responsive, well-serviced, readily available development sites that meet the needs of current and future economic sectors and clusters, especially along the A55 corridor.'* There are two sites in Denbighshire that are of importance in delivering the Vision for Economic Growth: (1) Expansion to St Asaph Business Park has been highlighted as a strategic project in support of the Vision; and (2) a mixed-use site at Bodelwyddan which will complement employment land at St Asaph Business Park and Kinmel Park in providing additional land for economic development along the A55 in North Wales.

- 5.5.13 Local employment land allocations are provided in Denbigh, Ruthin, Corwen and Llangollen. This ensures there is a choice of employment sites across the county, local businesses should be able to start up and grow in their local areas without having to transfer to the alternative sites in the north of the County. It is considered that this level of employment land provision is necessary to encourage a strong local economy, job creation and regeneration which matches the economic ambition of Denbighshire and the North Wales region.
- 5.5.14 The requirement for new homes and employment development will be met through a variety of sources of supply, including any completions after April 2018. In delivering this level of growth care will be taken to protect and enhance Denbighshire's natural, historic and built environment.
- 5.5.15 It is appropriate for jobs growth to drive the strategy whilst providing a robust housing provision that delivers on the needs of Denbighshire's residents. This strategy reflects Denbighshire's ambition whilst remaining realistic and deliverable.

Proposed Level of Growth

The Preferred Strategy will make provision for a level of growth comprising 68 ha of employment land to accommodate a forecasted land requirement of 47.6 ha. This will be supported by land for 3,775 new homes to meet a housing requirement of 3,275 dwellings.

6. LDP Sustainable Settlement Hierarchy

6.1 Settlement Assessment

6.1.1 A fundamental role of the LDP is to consider the need for growth and development and make appropriate provision for this growth. The LDP should put forward a clear Spatial Strategy identifying where this growth should be located. An assessment of Denbighshire's settlements has been used to inform and generate options for the location of future development. The settlements considered in the adopted LDP have been reassessed for the purposes of establishing a settlement hierarchy for the replacement LDP. Settlements were assessed on a number of criteria including their size, the services they provide and their transport links. The criteria have graded the settlements and shaped the hierarchy.

6.1.2 A tiered approach (based on existing settlement limits defined in the adopted LDP) is used to group settlements with similar characteristics in terms of facilities and services. Further information is provided in the Settlement Assessment Background Paper. The settlement hierarchy is set out below:

Category	Definition	Settlements
Main centre	Settlements with a strategic role in delivery of a variety of services and facilities.	<ul style="list-style-type: none"> • Denbigh • Prestatyn • Ruthin • Llangollen • Rhyl • St Asaph
Local centre	Settlements providing a more limited range of medical, education, medical, financial and retail services than the main centre. Settlements with a local role in delivery of services and facilities for surrounding settlements and the open countryside.	<ul style="list-style-type: none"> • Bodelwyddan • Corwen • Dyserth • Meliden • Rhuddlan
Village	Smaller settlements with limited services providing services and facilities to sustain local needs.	<ul style="list-style-type: none"> • Bodfari • Carrog • Cynwyd • Eryrys • Gellifor • Llandegla • Llandrillo • Pwllglas • Trefnant • Bryneglwys • Clawddnewydd • Graianrhyd • Gwyddelwern • Glyndyfrdwy • Henllan • Llandyrnog • Llanferres • Tremeirchion • Llanarmon yn Ial • Llanbedr Dyffryn Clwyd • Llanfair Dyffryn Clwyd • Pentre Llanrhaeadr

Unserviced village	Small settlements with few or no services and facilities.	<ul style="list-style-type: none"> • Cwm • Cyffylliog • Maeshafn • Nantglyn • Rhualt • Betws Gwerfil Goch • Pant Pastynog • Aberwheeler • Clocaenog • Graigfechan • Rhewl • Y Green
Open countryside	All other unclassified settlements.	

6.2 Sustainable development patterns

6.2.1 Planning Policy Wales states that local service centres or clusters of smaller settlements where a sustainable functional linkage can be demonstrated, should be designated by local authorities as the preferred locations for most new development including housing and employment provision. This policy approach, together with the Review of the current adopted LDP, the replacement LDP Vision and objectives and the settlement hierarchy has guided the development of potential Spatial Options for the replacement LDP.

7. LDP Spatial Options

7.1 Assessment of Spatial Options

7.1.1 The spatial options consider **where** new development should be located across the county during the life of the LDP. Three potential options were developed, taking account of the existing size and function of the county's settlements, as well as access to facilities and transport links, as presented in the settlement hierarchy. The Spatial Strategy in the adopted LDP was reviewed and has informed the development of options. These options below were presented as part of the stakeholder engagement exercise. In addition, an alternative option 4 was proposed through the stakeholder engagement.

Option 1: Serviced settlements only	This would spread growth across the county's main/local centres and villages with services/facilities. Villages without services/facilities would be allowed some limited growth.
Option 2: Strategic Site and serviced settlements	This option focuses growth in a single major mixed-use site in Bodelwyddan (for which outline permission was granted in 2016), with lower levels of growth in the main/local centres and villages with services/facilities. Villages without services/facilities would be allowed some limited growth.
Option 3: Strategic Site and all settlements	This option focuses growth in a single major mixed-use site in Bodelwyddan (for which outline permission was granted in 2016), with lower levels of growth in the main/local centres, villages and unserviced villages.
Option 4: All settlements	This option was put forward by attendees as part of the drop in events. This option is based on Option 1 plus development in those settlements without facilities or services. This would spread growth across all of the county's settlements.

7.1.2 Option 3 (Strategic Site and all settlements) is the most similar to the strategy in the current LDP. The proposed approach to settlement categories in the new LDP is different from the current plan, meaning a direct comparison cannot be made.

7.1.3 Feedback received through the stakeholder engagement indicated equal preferences for Option 2 (Strategic Site and serviced settlements) and Option 3 (Strategic Site and all settlements). The paragraphs below set out a summary assessment of each option.

Assessment of Spatial Options

Option 1: Serviced settlements only

This option spreads new development across the county's towns and villages which have existing services or facilities. Settlements without services would not have land-use allocations but would have limited opportunities for growth through in-fill development or exception sites. This option directs development to sustainable settlements where residents have access to some level of facilities and away from those smaller settlements without facilities. The levels of growth in each settlement would reflect its position in the settlement hierarchy, with some flexibility to reflect local circumstances.

Under this option, all serviced settlements would have incremental growth, which may not be realistic due to physical constraints or availability of land. The levels of growth in each settlement may not be high enough to deliver additional infrastructure or benefits. It also does not recognise the role of the Bodelwyddan Strategic Site in delivering the economic aspirations of the region. It would however, direct growth to those settlements where there is access to facilities and services, which are the most sustainable locations, and would potentially help to secure the future of those facilities and services.

Option 2: Strategic Site and serviced settlements

This option represents a continuation of the current strategy in the adopted LDP, with a single major mixed-use site in Bodelwyddan and with smaller scale development in the rest of the county's settlements, but only in those places with facilities/services. The justification for this strategy was that i) the greatest employment, commercial and residential demand is in the north of the county, ii) the largest percentage of the population live in this area, iii) the county's key transport links are in this area and iv) there are greater opportunities for mixed land uses and infrastructure provision in the development of large sites. This option directs development to sustainable settlements where residents have access to some level of facilities and away from those smaller settlements without facilities. The levels of growth in each settlement would be accordance with its position in the settlement hierarchy, with some flexibility to reflect local circumstances.

Under this option, the majority of new growth is directed to a single, major mixed-use site at Bodelwyddan, which is close to main transport routes,

employment opportunities and has the potential to create a sustainable development by integrating land uses. By directing the majority of growth into a single sustainable location, lower levels of growth would be required elsewhere and this would provide for some flexibility to recognise constraints and aspirations in other serviced settlements. However, it may restrict the opportunities for higher growth elsewhere in the county, and the delivery of a single major site is likely to extend beyond the plan period. It would also require significant infrastructure provision to enable development to start.

Option 3: Strategic Site and all settlements

This option represents a continuation of the current strategy in the adopted LDP, with a single major mixed-use site in Bodelwyddan and smaller scale development in the rest of the county's settlements, including those without facilities/services. The option provides for more opportunities for growth in the smaller rural settlements. The levels of growth in each settlement would be in accordance with its position in the settlement hierarchy, with some flexibility to reflect local circumstances.

Under this option, many of the implications are the same when compared to Option 2, with additional growth in the most rural settlements without facilities and services. Whilst this may support growth aspirations in these locations, it would also allow for unsustainable patterns of development with an increase in the number of residents entirely reliant on travelling by private car to meet their everyday needs.

Option 4: All settlements

This option is based on Option 1 plus development in those settlements without facilities or services. This would spread growth across all of the county's settlements. The levels of growth in each settlement would reflect its position in the settlement hierarchy, with some flexibility to reflect local circumstances.

Under this option, all settlements would have incremental growth, which may not be realistic due to physical constraints or availability of land. The levels of growth in each settlement may not be high enough to deliver additional infrastructure or benefits. It also does not recognise the role of the Bodelwyddan Strategic Site in delivering the economic aspirations of the region. Whilst this option may support growth aspirations in the most rural locations, it would also allow for unsustainable patterns of development with an increase in the number of residents entirely reliant on travelling to meet their everyday needs.

- 7.1.4 Option 2 is perhaps the most robust option as it is based on an evidenced settlement hierarchy and seeks to direct growth to the most sustainable settlements, whilst allowing for limited development in the smaller rural settlements. Rather than being based on a numerical or mechanical means to apportion growth it aims to identify which settlements are sustainably able to accommodate development. The broad scale of development would be based on the position of the settlement within the settlement hierarchy, the characteristics of that settlement and the availability of suitable sites.
- 7.1.5 Options 2 and 3 recognise the role of Bodelwyddan Strategic Site in delivering the economic aspirations of the region, as part of the Growth Deal Bid. The Strategic Site has planning permission, which this option acknowledges. The development of the site is likely to extend beyond the plan period and the delivery trajectory will need to be reassessed to understand the contribution this development will make to growth requirements over the plan period and inform the level of development required on other sites in the County.
- 7.1.6 Some flexibility can be advantageous, particularly where it is used to promote the use of Welsh language and facilitate local needs. Infill can therefore be utilised to promote such benefits, as long as the development is of an appropriate scale and nature. It can be utilised to increase the service provision and employment opportunities.

Proposed Spatial Strategy

The Preferred Strategy will focus development in Bodelwyddan Strategic Site and serviced settlements: the top three tiers in the settlement hierarchy (main centres, local centres and villages); with more limited growth in other unserved settlements (infill & small sites within development boundaries), focussed on meeting local needs.

8. Preferred Strategy – Draft Key Policies

- 8.1 The Key Policies are those strategic policies which are considered necessary to address the county’s key issues and to deliver the LDP Preferred Strategy. The Key Policies are high-level in nature and are not intended to cover every type of development proposal but instead set out the general principles upon which more detailed policies will be developed as part of the Deposit LDP.
- 8.2 The draft Key Policies are listed below and demonstrate how they support i) the LDP objectives, ii) the national sustainable placemaking outcomes identified in Planning Policy Wales, and iii) the seven Well-being goals identified in the Well-being of Future Generations Act.

Placemaking

All proposals must support the delivery of economic, social, environmental and cultural well-being, and demonstrate the following:

- **Resource efficiency**
- **Promotion of health and well-being**
- **Maintenance and enhancement of the natural environment**
- **Equality of access**
- **Access to services and facilities**
- **Support and enhancement of the Welsh language**
- **Resilience to the impacts of climate change**
- **Promote decarbonisation and renewable energy technology**
- **High quality design that respects local character and distinctiveness.**

LDP objectives

3. Protecting, enhancing and sustainably developing Denbighshire’s natural resources including green and blue infrastructure, renewable energy and mineral resources.
4. Protecting and enhancing Denbighshire’s natural, built and historic environment.
5. Supporting the provision, operation and development of infrastructure and services.
7. Enabling the regeneration and renewal of Denbighshire’s built environment and public realm to contribute to vital, viable and attractive town centres with employment premises that meet the requirements of modern businesses.
8. Supporting development that promotes well-being, community cohesion and resilience including measures to address the effects of flood risk and climate change.

PPW National sustainable placemaking outcomes	Creating and sustaining communities Growing our economy in a sustainable manner Making best use of resources Maximising environmental protection and limiting environmental impact Facilitating accessible and healthy environments
Well-being goals	A globally responsible Wales A prosperous Wales A resilient Wales A healthier Wales A more equal Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh Language
Key evidence	Planning Policy Wales (edition 10, 2018)

8.3 Placemaking is a holistic approach to the planning and design of development and spaces. It considers not only the physical development but its context, function and relationships with the wider area. Placemaking seeks to create high quality developments and public spaces that promote prosperity, health and well-being in the widest sense.

8.4 The LDP will seek to ensure that development in the county enhances quality of life whilst protecting local distinctiveness and visual quality. Good design is fundamental to creating sustainable places where people want to live, work and socialise. Design considerations must not only assess aesthetics, setting and scenscape but also accessibility and best use of buildings or spaces, together with how they can be supported by the public realm. The LDP will require the following five aspects of good design, as set out in Planning Policy Wales, to be applied to all development proposals:

- Access
- Character
- Community safety
- Environmental sustainability
- Movement.

Welsh Language

Proposals for development that maintain or enhance the integrity of the Welsh language will be supported.

LDP objectives	2. Supporting and enhancing the Welsh Language.
PPW National sustainable placemaking outcomes	Creating and sustaining communities
Well-being goals	A prosperous Wales A more equal Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh Language
Key evidence	New Housing Occupancy Survey for Denbighshire (2017)

- 8.5 The Welsh language is an important part of the social and cultural fabric of the county. Its future well-being depends upon a wide range of factors, particularly education, demographic change, community activities and economic activity.
- 8.6 Across the county, 26.4% of the population were Welsh speakers at the time of the census in 2011, which is a decrease of 1.8% as recorded in the 2001 census. There is a considerable geographic variation in the levels of Welsh speakers, with the highest proportions in the south-west of the county and the lowest in the coastal areas.
- 8.7 This policy is intended to support and enhance the use of the Welsh language throughout the county. This includes supporting a sustainable economy and socio-economic infrastructure in Welsh speaking communities as well as providing opportunities for Welsh learners throughout the county. In line with the requirements of Planning Policy Wales and Technical Advice Note 20 'Planning and the Welsh Language', the potential impacts of the Preferred Strategy on the Welsh language have been considered as part of the Sustainability Appraisal process.

Housing

Provision will be made for 3,775 new homes across the plan period, to enable the requirement of 3,275 homes to be met.

In order to meet local needs and demand, a range of housing types and tenures will be provided.

LDP objectives	1. Allocating sufficient land in accordance with a sustainable settlement strategy to meet the projected market and affordable housing needs of Denbighshire.
PPW National sustainable placemaking outcomes	Creating and sustaining communities

Well-being goals	A prosperous Wales A healthier Wales A more equal Wales A Wales of cohesive communities
Key evidence	Denbighshire Local Housing Market Assessment (2019) Denbighshire Joint Housing Land Availability Study (2018) LDP Background Paper: Growth Options (2019)

- 8.8 As outlined in Section 5 above, the housing requirement proposed as part of the Preferred Strategy is related to population-led growth scenarios, which are based on previous migration rates alongside a consideration of a sustainable level of growth informed by past build rates. In order to meet the requirement of 3,275 new homes, provision will be made for 3,775 homes which will allow for an element of flexibility and for any sites not being delivered as anticipated.
- 8.9 New homes will be provided primarily on land allocated specifically for housing within defined development boundaries, and in accordance with the Spatial Strategy and settlement hierarchy set out in Sections 6 and 7 above. In order to meet housing need and demand, a range of house types, sizes and tenures will be required. Appendix 2 sets out an indicative housing balance sheet which shows how the Plan's housing requirement figures could be met. This is indicative at present and will be refined as the Plan progresses.

Affordable Housing

Provision will be made for a minimum of 750 affordable homes across the plan period.

Affordable housing should be provided as on-site units and integrated into the proposed development, unless local needs require otherwise. The type and tenure of affordable housing to be provided will be informed by local need.

LDP objectives	1. Allocating sufficient land in accordance with a sustainable settlement strategy to meet the projected market and affordable housing needs of Denbighshire.
PPW National sustainable placemaking outcomes	Creating and sustaining communities
Well-being goals	A prosperous Wales A healthier Wales A more equal Wales A Wales of cohesive communities
Key evidence	Denbighshire Local Housing Market Assessment (2019) Denbighshire Joint Housing Land Availability Study (2018) Denbighshire Affordable Housing Viability Study (ongoing) LDP Background Paper: Growth Options (2019)

8.10 Affordable housing is housing provided to meet the needs of those who cannot afford general market housing, and is retained as affordable for the first and subsequent occupiers. Affordable housing can be provided in several forms and through a Local Authority, Registered Social Landlord, private developer or via self-build housing.

Affordable housing includes:

- Social rented housing - housing for rent which is owned by Local Authorities and Registered Social Landlords. This is typically the most affordable category of affordable housing.
- Intermediate housing - housing where prices/rents are above those of social rented housing, but below market housing prices/rents. This can include shared equity/ownership schemes, discounted for sale and intermediate rent housing.

8.11 The Denbighshire Local Housing Market Assessment identifies an affordable housing need in the County of 155 homes per year for the next five years. The life period of the LDP is 15 years which would equate to 2,325 homes. Delivering sufficient homes to meet all of this need is considered to be unrealistic, due to the lack of public funding available and previous delivery rates achieved through planning obligations. A minimum target of 750 affordable homes across the life of the LDP is therefore based upon historic and anticipated levels of delivery, informed by the Local Housing Market Assessment, and represents a challenging but realistic target.

8.12 In order to contribute to the development of sustainable and mixed communities, affordable housing provided as part of market housing developments should always be provided on-site. In exceptional circumstances the local need for affordable housing may be better met through an alternative approach to provision but this would be for the Local Authority to determine. The type and tenure of affordable homes to be provided must also reflect local needs. The specific percentage contributions and thresholds for affordable housing contributions will be informed by a high-level viability assessment of the LDP and will be set out in the Deposit LDP.

Employment Land	
Land will be provided for the development of employment premises on a mix of strategic and local sites to meet the County’s employment needs. The provision of a range of employment sites will enable businesses to start-up, invest, expand and grow.	
LDP objectives	6. Supporting a healthy economy including proposals for strategic growth, key economic sectors and the rural economy.
PPW National sustainable placemaking outcomes	Growing our economy in a sustainable manner Creating and sustaining communities
Well-being goals	A prosperous Wales A resilient Wales

	A more equal Wales A Wales of cohesive communities
Key evidence	Employment Land and Economic Growth Assessment (2019) LDP Background Paper: Growth Options (2019)

- 8.13 Planning Policy Wales and Technical Advice Note 23 ‘Economic Development’ highlight the need to provide a range of employment sites in the county that address the identified demand from local businesses and companies seeking to invest in Denbighshire. The selection of employment sites has been made in line with the spatial strategies; focussing on main/ local centres and villages.
- 8.13 ‘The Regional Employment Land Strategy for North Wales’ was developed on behalf of all seven North Wales planning authorities in 2014; guiding future investments, which will be delivered in line with the North Wales Growth Bid, to the most sustainable locations. The strategy highlights St Asaph Business Park and Bodelwyddan Strategic Site as key sites for future employment in Denbighshire and North Wales.
- 8.15 The LDP will also include a criteria-based policy approach to support proposals for development on alternative sites, where nature and scale of the proposal are not out of context with the surrounding area.
- 8.16 Being primarily rural in character, providing employment opportunities for local communities will include farm diversification and the introduction of new forms of employment use in the open countryside. Technical Advice Note 6 ‘Planning for Sustainable Rural Communities’ provides the national policy framework which is going to form the starting point for any local policy formulation to support this type of planning proposal.

Town Centres and Retail Development

Proposals for new retail development will be supported in accordance with the retail hierarchy and where they are of a scale and nature appropriate to the settlement centre, along with the need for a sequential ‘town centre first’ approach. Principal and town centres will be the preferred location for new retail, leisure, office, social and other town centre uses. This approach will seek to maintain and enhance the viability and vibrancy of the County’s principal, town and local centres.

The retail hierarchy is:

Principal centres	<ul style="list-style-type: none"> • Rhyl • Prestatyn
Town centres	<ul style="list-style-type: none"> • Denbigh • Llangollen

	<ul style="list-style-type: none"> • Ruthin
Local centres:	<ul style="list-style-type: none"> • Bodelwyddan • Corwen • Dyserth • Meliden • Rhuddlan • St Asaph
LDP objectives	7. Enabling the regeneration and renewal of Denbighshire’s built environment and public realm to contribute to vital, viable and attractive town centres with employment premises that meet the requirements of modern businesses.
PPW National sustainable placemaking outcomes	Creating and sustaining communities Growing our economy in a sustainable manner Facilitating accessible and healthy environments
Well-being goals	A prosperous Wales A healthier Wales A more equal Wales A Wales of cohesive communities
Key evidence	Denbighshire Retail Study (2018) Denbighshire Town Centre Health Check (2018)

- 8.17 Retail proposals will be supported as an important element in sustaining local communities and reducing the need to travel. The scale and nature of proposals should reflect the retail hierarchy, with the largest developments being directed towards the main centres of population in the county. Town centres are recognised in Planning Policy Wales (PPW) as being the most sustainable, as well as the most appropriate locations, for new retail development and proposals must be directed towards these locations in the first instance. In order to support this approach, no new out-of-town retail developments, or extensions to existing developments, will be proposed in the LDP.
- 8.18 PPW requires planning authorities to identify a hierarchy of retail and commercial centres in development plans. The hierarchy set out above takes account of the size, scale, form, function and location of the centres in Denbighshire. Rhyl and Prestatyn are identified as ‘Principle Centres’ as they are the largest centres in the county and provide a wide variety of shops, services and facilities. Both have similar footfall levels and similar retail catchment areas. Denbigh, Llangollen and Ruthin are defined as ‘Town centres’ as they are smaller centres and do not provide the same level of services as Rhyl and Prestatyn. The final tier of ‘Local centres’ are smaller and provide a more limited range of facilities providing for the day to day needs of local communities.

- 8.19 Given the changing role of town centres, both town centre and primary shopping street boundaries will be reviewed, recognising the need for flexibility in maintaining occupancy and footfall and having regard to the Denbighshire Town Centre Health Check and Denbighshire Retail Study, together with relevant masterplans.

Bodelwyddan Strategic Site	
Land at Bodelwyddan is identified as a Strategic Site, in order to meet the development needs of the north of the county and deliver the plan’s Preferred Strategy.	
Development will be phased over the plan period, and beyond, and will comprise housing (including affordable housing), employment and health, education, community, transport and green infrastructure required to support the development.	
LDP objectives	<p>1. Allocating sufficient land in accordance with a sustainable settlement strategy to meet the projected market and affordable housing needs of Denbighshire.</p> <p>5. Supporting the provision, operation and development of infrastructure and services.</p> <p>6. Supporting a healthy economy including proposals for strategic growth, key economic sectors and the rural economy.</p>
PPW National sustainable placemaking outcomes	<p>Creating and sustaining communities</p> <p>Making best use of resources</p> <p>Growing our economy in a sustainable manner</p> <p>Facilitating accessible and healthy environments</p> <p>Maximising environmental protection and limiting environmental impact</p>
Well-being goals	<p>A prosperous Wales</p> <p>A healthier Wales</p> <p>A more equal Wales</p> <p>A Wales of cohesive communities</p> <p>A Wales of vibrant culture and thriving Welsh Language</p>
Key evidence	<p>Regional Employment Land Strategy for North Wales (2014)</p> <p>North Wales Growth Bid: Proposition document (2018)</p> <p>Outline planning permission (granted 2016)</p>

- 8.20 The Bodelwyddan Strategic Site forms the basis of the Preferred Strategy for the current LDP (2006-2021), and represents a major mixed-use in the north of the county. This was supported by the identification in the Wales Spatial Plan (2004, updated 2008) of a ‘hub’ around the Rhyl/Prestatyn/St Asaph area, which was intended to provide a focus for future employment, housing and retail growth. The location was also supported within the North Wales Coast Strategic Regeneration Area (a

designation which has now ended). Planning permission for the development of the site was granted in 2016.

- 8.21 The Bodelwyddan Strategic Site has been identified as a potential project as part of the emerging ‘Growth Deal for the Economy of North Wales’. There are other major development sites identified across the North Wales region and together they will assist in meeting the demand for housing as well as providing well-serviced, high quality employment land.

<p>Infrastructure</p> <p>Development will be directed to locations where the necessary infrastructure will be available.</p> <p>New developments will be expected to contribute to the provision of infrastructure, where necessary to mitigate the impacts of new development, comprising:</p> <ul style="list-style-type: none"> • Affordable housing • Recreation, open space and green infrastructure • Education • Sustainable transport and active travel • Regeneration • Welsh language • Telecommunications and Broadband • Any other Council priorities identified at the time of the application. 	
LDP objectives	5. Supporting the provision, operation and development of infrastructure and services.
PPW National sustainable placemaking outcomes	Creating and sustaining communities Making best use of resources Facilitating accessible and healthy environments
Well-being goals	A prosperous Wales A resilient Wales A healthier Wales A more equal Wales A Wales of cohesive communities
Key evidence	North Wales Joint Local Transport Plan (2015) Denbighshire Open Space Assessment and Audit (2018) Denbighshire Local Housing Market Assessment (2019)

- 8.22 Available infrastructure influences people’s travel choices, social options, recreational activities and therefore new development places additional demands on existing infrastructure and services. Additional demands can have significant impacts on infrastructure so that it requires improvement, upgrading or additional maintenance. Considerations include aspects such as the increased number of road users hindering accessibility, generating additional noise and air pollution or limiting health and

wellbeing. This supports a requirement that new development should be located where every day needs can be met locally, via short distances and through active travel. Planning Policy Wales requires development to enable people to have good access to a range of facilities and services within their locality. Steps are therefore also required, to mitigate the negative impact, of new development and additional demands, on infrastructure provisions, as well as enabling the enhancement or creation of new infrastructure.

Visitor Economy

Proposals which strengthen and diversify the visitor economy will be supported, where they are suitably located and conserve the county's natural and built environment.

LDP objectives	6. Supporting a healthy economy including proposals for strategic growth, key economic sectors and the rural economy.
PPW National sustainable placemaking outcomes	Growing our economy in a sustainable manner Creating and sustaining communities Maximising environmental protection and limiting environmental impact
Well-being goals	A prosperous Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh Language
Key evidence	Denbighshire Study of Hotel Demand & Potential (2018)

- 8.23 The visitor economy plays a key role in the county's economy. It enables rural enterprises and communities to diversify whilst supporting regeneration of coastal towns. Historic and cultural features together with the county's natural beauty act as attractions although they also require protection so that they are not adversely impacted as a result of increased visitor numbers and associated tourism pressures including development.

Transport & Accessibility

Proposals for new facilities, and improvements to existing facilities, which improve accessibility to employment and services, particularly by sustainable means, will be supported.

Developments will be expected to make provision for Active Travel and green infrastructure as part of their design, and link into wider networks.

LDP objectives	<p>3. Protecting, enhancing and sustainably developing Denbighshire’s natural resources including green and blue infrastructure, renewable energy and mineral resources.</p> <p>8. Supporting development that promotes well-being, community cohesion and resilience including measures to address the effects of flood risk and climate change.</p>
PPW National sustainable placemaking outcomes	<p>Creating and sustaining communities</p> <p>Growing our economy in a sustainable manner</p> <p>Maximising environmental protection and limiting environmental impact</p> <p>Facilitating accessible and healthy environments</p>
Well-being goals	<p>A globally responsible Wales</p> <p>A prosperous Wales</p> <p>A resilient Wales</p> <p>A healthier Wales</p> <p>A more equal Wales</p> <p>A Wales of cohesive communities</p>
Key evidence	<p>North Wales Joint Local Transport Plan (2015)</p> <p>Denbighshire Open Space Assessment and Audit (2018)</p>

8.24 The provision of new, or the extension of existing, transport infrastructure is not limited to roads and motor vehicle requirements, but equally focuses on walking routes, cycling infrastructure and public transport infrastructure/facilities. New transport infrastructure may be required to alleviate existing highway problems, based on evidence of needs, or to facilitate major developments, which are unlikely to be accommodated within existing infrastructure.

8.25 In order to support active travel, all new developments must be fully accessible by walking or cycling. New development must be wholly integrated with existing settlements and networks. Integration must ensure active travel is not only practical and safe, but that it is an attractive means of travel. The LDP will identify and safeguard active travel routes and networks identified in the Integrated Network Maps required by the Active Travel Act 2013.

Minerals

Mineral resources will be safeguarded and Denbighshire will seek to contribute to regional and local demand in providing a continuous supply of minerals to meet the needs of industry and society as a whole.

Wherever possible, aggregate requirements should come from secondary and recycled sources, before consideration is given to primary aggregates.

LDP objectives	3. Protecting, enhancing and sustainably developing Denbighshire's natural resources including green and blue infrastructure, renewable energy and mineral resources.
PPW National sustainable placemaking outcomes	Making best use of resources Maximising environmental protection and limiting environmental impact Growing our economy in a sustainable manner
Well-being goals	A globally responsible Wales A prosperous Wales A resilient Wales
Key evidence	Regional Technical Statement (2014)

8.26 Minerals contribute widely to the Welsh economy. They are, and will continue to be, an important resource in construction and manufacturing industries. It is therefore important that an adequate and reliable supply of minerals is maintained. However, there can be significant environmental and social impacts from the extraction and processing of minerals. Historically, mineral extraction has largely occurred within areas of high landscape quality, specifically the Clwydian Range and Dee Valley AONB. The LDP will direct new mineral extraction away from the most environmentally sensitive areas and seek to ensure that future mineral extraction is necessary, and contributes towards meeting regional and local demand.

8.27 In order to ensure resources are used efficiently and sustainably wherever possible, the LDP will encourage the use of secondary and recycled resources, prior to permitting the extraction of minerals from primary sources.

Waste Management

Proposals must support the prevention of waste in the first instance and, where this is not possible, minimise the impact on the environment through re-use and recycling of waste.

Proposals for waste management facilities must demonstrate how they support the movement of waste up the waste hierarchy, are supported by evidence of need and do not result in unacceptable impacts on amenity.

LDP objectives	5. Supporting the provision, operation and development of infrastructure and services.
PPW National sustainable placemaking outcomes	Making best use of resources Maximising environmental protection and limiting environmental impact Growing our economy in a sustainable manner
Well-being goals	A globally responsible Wales A prosperous Wales A resilient Wales

	A healthier Wales
Key evidence	Interim Progress Report: Waste Planning Monitoring North Wales (2016)

- 8.28 Waste is produced by all types of land use, during construction, operation and demolition. The need to change the way in which we deal with waste is recognised in policy at all levels, particularly the need to reduce its production in the first place. The waste hierarchy provides the starting point for all types of waste management proposals, as well as proposals which generate waste products. However, consideration of the hierarchy should be set against any relevant wider social, economic and environmental factors. Waste prevention and approaches towards encouraging reuse and recycling should be considered at an early stage as part of materials choices and design.
- 8.29 In order to deal with waste sustainably, it is essential that the county has an adequate network of waste facilities. Localised waste management can help to reduce the transport impacts waste can have and assist the local economy. The way in which waste is managed may change over the life of the LDP and it is important that the plan facilitates such changes whilst ensuring that it is carried out in such a way as to maximise benefit and minimise or remove any negative impacts.

Natural & Built Environment

Denbighshire's natural and built environment will be protected from development that adversely affects their protected characteristics, features or their setting.

All proposals must contribute towards the preservation and, where possible, the enhancement of the natural and built environment.

LDP objectives

3. Protecting, enhancing and sustainably developing Denbighshire's natural resources including green and blue infrastructure, renewable energy and mineral resources.
4. Protecting and enhancing Denbighshire's natural, built and historic environment.
7. Enabling the regeneration and renewal of Denbighshire's built environment and public realm to contribute to vital, viable and attractive town centres with employment premises that meet the requirements of modern businesses.
8. Supporting development that promotes well-being, community cohesion and resilience including measures to address the effects of flood risk and climate change.

PPW National sustainable placemaking outcomes	<p>Creating and sustaining communities</p> <p>Making best use of resources</p> <p>Maximising environmental protection and limiting environmental impact</p> <p>Facilitating accessible and healthy environments</p>
Well-being goals	<p>A globally responsible Wales</p> <p>A prosperous Wales</p> <p>A resilient Wales</p> <p>A healthier wales</p> <p>A more equal Wales</p> <p>A Wales of cohesive communities</p> <p>A Wales of vibrant culture and thriving Welsh language</p>
Key evidence	<p>Denbighshire Green Barrier Review (ongoing)</p> <p>Denbighshire Open Space Assessment and Audit (2018)</p>

- 8.30 Denbighshire has a high quality natural and historic environment which the LDP will seek to enhance and protect. These high quality places provide a unique identity and distinctiveness for the county and must be protected for their historic, aesthetic and nature conservation value. The natural and historic environment also contributes towards the economy, and enhances the health and well-being of those who live and work in Denbighshire.
- 8.31 The LDP will require all proposals to fully consider the impact on the historic environment and on the significance and value of individual historic assets, as well as their contribution to local character and distinctiveness. The protection, conservation and enhancement of historic assets are most effective when they are considered at the earliest stage of designing new proposals. The LDP will include specific requirements for proposals which may impact upon the Pontcysyllte Aqueduct and Canal World Heritage Site, to ensure its Outstanding Universal Value is safeguarded.
- 8.31 The Environment (Wales) Act 2016 and Well-being of Future Generations Act 2015 require Local Authorities to maintain and enhance the natural environment which is biodiverse and supports social, economic as well as ecological resilience, having the capacity to adapt to change. As part of meeting these duties, the LDP will require all proposals to demonstrate that they have incorporated potential environmental benefits within schemes, wherever practicable. Where a development has an opportunity to deliver biodiversity enhancements through its design and layout, these should be incorporated into the scheme. The LDP will also require consideration to be given to the integration of green and blue infrastructure, and their linkages, at the earliest design stage.

9. LDP Progress and Future Stages

9.1 Next Steps

- 9.1.1 Following the close of this consultation stage, the Council will consider the responses received and these will inform the development of the 'Deposit LDP'. The Deposit LDP is a full draft of the Local Development Plan and will contain all policies and site allocations. It is anticipated this will be published for public consultation early in 2020.
- 9.1.2 In accordance with the Council's Delivery Agreement, the Deposit LDP will be accompanied by an updated Sustainability Appraisal, updated Candidate Sites Register, Initial Consultation Report and other supporting documents as necessary.
- 9.1.3 A series of Supplementary Planning Guidance (SPG) documents will be required to support certain policies, or site delivery, in the LDP. SPG are not part of the LDP but instead provide further explanation on policies or detailed site requirements. It is anticipated that the majority of the SPGs required will be produced after the LDP has been adopted, but there may be a need for some to be developed alongside the Deposit LDP.

9.2 Submission and Examination

- 9.2.1 Following the close of the Deposit LDP public consultation, the Council will consider the responses received and finalise all LDP documents before formally submitting the full plan to Welsh Government. An independent Planning Inspector will then be appointed to conduct an examination of the LDP, before making a final determination on the plan and reporting on any changes required. As part of the examination process there will be a series of public hearing sessions to consider whether the plan meets the 'Tests of Soundness'. The final version of the LDP will then be formally adopted by Council and will take effect from that date. Adoption of the LDP is anticipated to be at the end of 2021.

Appendix 1 – Issues and Objectives

Agreed Issues	Objectives for replacement LDP	Well-being Goals, Well-being plan and Corporate Plan
<ul style="list-style-type: none"> • Need for market housing • Need for affordable housing • Need to secure rural housing 	<p>Allocating sufficient land in accordance with a sustainable settlement strategy to meet the projected market and affordable housing needs of Denbighshire.</p>	<p>A healthier Wales A more equal Wales A Wales of cohesive communities</p> <p>People – supporting good mental well-being for all ages Community – Supporting Community Empowerment</p> <p>Everyone is supported to live in homes that meet their needs Younger people want to live and work here, and have the skills to do so.</p>
<ul style="list-style-type: none"> • Potential impacts on Welsh language and culture need to be assessed. LDP Strategy, allocations and policies need to protect, support and enhance. 	<p>Supporting and enhancing the Welsh Language.</p>	<p>A healthier Wales A more equal Wales A Wales of cohesive communities A Wales of vibrant culture and thriving Welsh language</p> <p>People – supporting good mental well-being for all ages Community – Supporting Community Empowerment</p> <p>The Council works with people and communities to build independence and resilience</p> <p>Younger people want to live and work here, and have the skills to do so.</p>
<ul style="list-style-type: none"> • Need to continue to protect existing open space and look 	<p>Protecting, enhancing and sustainably developing Denbighshire’s natural resources including green and blue</p>	<p>A prosperous Wales A resilient Wales A healthier Wales</p>

Agreed Issues	Objectives for replacement LDP	Well-being Goals, Well-being plan and Corporate Plan
<p>at options for delivery of new provision</p> <ul style="list-style-type: none"> • Need to agree position with the minerals industry regarding areas of search or allocations. • Need to provide for renewable energy generation. 	<p>infrastructure, renewable energy and mineral resources.</p>	<p>A more equal Wales A Wales of cohesive communities A globally responsible Wales</p> <p>People – supporting good mental well-being for all ages Community – Supporting Community Empowerment Place – Supporting Environmental Resilience</p> <p>The environment is attractive and protected, supporting well-being and economic prosperity</p> <p>Younger people want to live and work here, and have the skills to do so.</p>
<ul style="list-style-type: none"> • Need to protect and enhance the natural and built environment. 	<p>Protecting, enhancing and sustainably developing Denbighshire’s built and historic assets.</p>	<p>A prosperous Wales A Wales of cohesive communities A globally responsible Wales</p> <p>People – supporting good mental well-being for all ages.</p> <p>The environment is attractive and protected, supporting well-being and economic prosperity</p>
<ul style="list-style-type: none"> • Need to ensure that infrastructure capacity is available or is provided in relation to new development. • Need to provide for waste management. 	<p>Supporting the provision, operation and development of infrastructure and services.</p>	<p>A prosperous Wales A resilient Wales A healthier Wales A more equal Wales A Wales of cohesive communities A globally responsible Wales</p> <p>Community – Supporting Community Empowerment</p>

Agreed Issues	Objectives for replacement LDP	Well-being Goals, Well-being plan and Corporate Plan
<ul style="list-style-type: none"> • Need to deliver serviced strategic employment land – KSS, Growth bid • <u>need</u> to site local employment sites where they will be sustainable and not subject to pressure to release for other uses. • Need to ensure that rural employment sites are protected where practical and that policies are flexible enough to support the rural economy whilst still protecting our high quality natural and built environment. • Continue to develop quality tourism products. 	<p>Supporting a healthy economy including proposals for strategic growth, key economic sectors and the rural economy.</p>	<p>Communities are connected and have access to goods and services locally, online or through good transport links</p> <p>A prosperous Wales A Wales of cohesive communities</p> <p>Community – Supporting Community Empowerment</p> <p>Communities are connected and have access to goods and services locally, online or through good transport links</p> <p>The environment is attractive and protected, supporting well-being and economic prosperity</p>
<ul style="list-style-type: none"> • Need to consider role of existing town centres in addition to retailing to improve viability and long term sustainability. • Need to continue to support regeneration initiatives 	<p>Enabling the regeneration and renewal of Denbighshire’s built environment and public realm to contribute to vital, viable and attractive town centres with employment premises that meet the requirements of modern businesses.</p>	<p>A prosperous Wales A resilient Wales A healthier Wales A more equal Wales A Wales of cohesive communities A globally responsible Wales</p> <p>Community – Supporting Community Empowerment</p>

Agreed Issues	Objectives for replacement LDP	Well-being Goals, Well-being plan and Corporate Plan
		<p>Communities are connected and have access to goods and services locally, online or through good transport links</p> <p>The environment is attractive and protected, supporting well-being and economic prosperity</p>
<ul style="list-style-type: none"> • Prioritise walking & cycling routes in new developments. Active Travel Act. • Locate development to maximise accessibility as far as constraints allow. • Need to ensure that new development is directed away from flood risk areas and that the longer term implications of climate change are considered. 	<p>Supporting development that promotes well-being, community cohesion and resilience including measures to address the effects of flood risk and climate change.</p>	<p>A resilient Wales A healthier Wales A more equal Wales A Wales of cohesive communities A globally responsible Wales</p> <p>Community – Supporting Community Empowerment Place – Supporting Environmental Resilience</p> <p>Everyone is supported to live in homes that meet their needs.</p> <p>Communities are connected and have access to goods and services locally, online or through good transport links.</p> <p>The Council works with people and communities to build independence and resilience.</p> <p>The environment is attractive and protected, supporting well-being and economic prosperity</p> <p>Younger people want to live and work here, and have the skills to do so.</p>

Well being Goals

A prosperous Wales A resilient Wales

A healthier Wales

A more equal Wales

A Wales of cohesive communities

A Wales of vibrant culture and thriving Welsh language A globally responsible Wales

Conwy Denbighshire Well-being Plan 3 Priority Areas

1. People – supporting good mental well-being for all ages
 - a. Use the environment to encourage mental well-being
2. Community – Supporting Community Empowerment
 - a. Affordable housing & adaptation
 - b. Accessibility to services
 - c. Home building
3. Place – Supporting Environmental Resilience
 - a. Flood risk
 - b. Renewable energy schemes
 - c. Thriving natural environment

Corporate Plan Priorities

- Everyone is supported to live in homes that meet their needs
- Communities are connected and have access to goods and services locally, online or through good transport links
- The Council works with people and communities to build independence and resilience
- The environment is attractive and protected, supporting well-being and economic prosperity
- Younger people want to live and work here, and have the skills to do

Appendix 2 – Meeting housing needs

As set out in the Preferred Growth Options, the Preferred Strategy will seek to meet a requirement for 3,275 new homes by making provision for 3,775 dwellings through applying a 15% flexibility allowance. This requirement will be met through a variety of sources of supply. This will include any dwellings completed after April 2018, commitments (existing planning permissions) that are genuinely capable of being delivered, allocations and a realistic allowance for windfalls (unidentified sites coming forward during the Plan period). The Deposit Plan will contain a housing trajectory setting out how and when housing will be delivered through the Plan period.

An indicative housing balance sheet is set out below which shows how the Plan’s housing requirement figures will be met. This is indicative at present and will be refined as the Plan progresses.

Element	Number	Notes
Existing Land supply		
Sites under construction	563	These are units remaining to be completed on sites currently under construction.
Full planning permission granted	471	This reflects a review of sites whereby only sites with planning permission which are realistically likely to be developed are included (large sites 10+ only)
Outline planning permission granted	695	This reflects a review of sites whereby only sites with planning permission which are realistically likely to be developed are included (large sites 10+ only). This includes an allowance of 400 units for Bodelwyddan.
Allocations likely to be delivered by 2033	433	This reflects a review of sites allocated in the current adopted LDP, only sites which are realistically likely to be developed are included (large sites 10+ only).
Small sites/ conversions/ windfall allowance 50 x 15 years	750	An allowance of 50 units per annum has been included.
TOTAL SUPPLY	2,912	
LDP Requirement 2018-2033	3,775	Housing requirement 2018 – 2033 (3275 + 15% flexibility)
NEW ALLOCATIONS REQUIRED	863	Requirement minus current supply

Appendix 3- Soundness Self-Assessment Checklist

Introduction

The fundamental requirement for a Local Development Plan (LDP) to be 'sound' is prescribed in the Planning and Compulsory Purchase Act 2004 and set out in national Planning Policy. As part of the process of establishing soundness the Council is required to undertake a self-assessment of its own LDP's soundness. In this respect this document represents a double-check as the Plan progresses that it complies with the preparation requirements and that it is considered that the plan meets the 3 tests of soundness.

The soundness of the LDP will be assessed at an independent examination by a Planning Inspector. The examination will assess whether the Plan's preparatory requirements have been followed and will determine whether it is 'sound', namely that it meets all 3 soundness tests as set out below.

The LDP Manual Ed.2 (2015) in elaborating on the above identifies a series of questions to assist in indicating those matters that may be relevant under each test of soundness.

Preparation Requirements:

- Has preparation complied with legal and regulatory procedural requirements? (LDP Regulations, CIS, SEA Regulations, SA, HRA etc?)

Soundness Tests:

Test 1: Does the plan fit? (i.e. is it clear that the LDP is consistent with other plans?)

Questions

- Does it have regard to national policy and WSP
- Does it have regard to Well-being Goals
- Does it have regard to the Welsh National Marine Plan
- Is it consistent with regional plans, strategies and utility programmes?
- Is it compatible with the plans of neighbouring authorities?
- Does it reflect the Single Integrated Plan (SIP) or the National Park Management Plan (NPMP)?

Test 2: Is the plan appropriate? (i.e. is the plan appropriate for the area in the light of the evidence?)

Questions

- Is it locally specific?
- Does it address the key issues?

- Is it supported by robust, proportionate and credible evidence?
- Can the rationale behind plan policies be demonstrated?
- Does it seek to meet assessed needs and contribute to the achievement of sustainable development?
- Are the vision and the strategy positive and sufficiently aspirational?
- Have the 'real' alternatives been properly considered?
- Is it logical, reasonable and balanced?
- Is it coherent and consistent?
- Is it clear and focused?

Test 3: Will the plan deliver? (i.e. is it likely to be effective?)

Questions

- Will it be effective?
- Can it be implemented?
- Is there support from the relevant infrastructure providers both financially and in terms of meeting relevant timescales?
- Will development be viable?
- Can the sites allocated be delivered?
- Is the plan sufficiently flexible? Are there appropriate contingency provisions?
- Is it monitored effectively?

In undertaking the self-assessment the following tables use the template of questions provided in relation to each test to consider the Plans soundness to date. It should be noted that this self-assessment reflects the Denbighshire LDP as at Pre-Deposit Preferred Strategy stage. As such the self-assessment will be further developed as the replacement LDP progresses through the Plan making process. In this respect the nature of some of the responses to the questions posed through the tests of soundness will become more definitive in content at subsequent plan making stages notably Deposit LDP.

Preparation Requirements:

- *Has preparation complied with legal and regulatory procedural requirements? (LDP Regulations, CIS, SEA Regulations, SA, HRA etc?).*

Yes. The Plan has been prepared in accordance with the procedural requirements. Notable reference should be had to the publication of the Sustainability Appraisal /Strategic Environmental Assessment and the Habitat Regulations Assessment Screening Report which have been published as supporting documents to the Pre-Deposit Preferred Strategy.

Test 1: Does the plan fit?

(i.e. is it clear that the LDP is consistent with other plans?)

The formulation of the Pre-Deposit Preferred Strategy has been prepared with full regard to the relevant Plans and strategies, whilst recognising that it will need to respond and develop as it progresses through its preparatory process.

The national, regional and local context (including those of adjoining areas) is, where relevant, identified within the Preferred Strategy but also within the Review Report and Information papers and SA/SEA Scoping Report etc.

The SA Scoping Report reviews the relevant plans and policies at International/European, national, regional and local level in order to take account of the relationship between the LDP and other relevant policies, plans, programmes (PPP) and sustainability objectives. This identifies implications in relation to the LDP.

The influence of the above is also reflected in the identification of key issues for Denbighshire. These are subsequently reflected throughout the Pre-Deposit Preferred Strategy and have informed the vision, strategic objectives and strategic policies. There is evidence of linkages to the Well-being Goals, Well-being Plan and Corporate Plan in the paper setting out how the objectives relate to key issues. There are also clear links to the objectives, national, regional and local policy and key pieces of background evidence for the strategic policies.

Does it have regard to national policy and WSP?

The Pre-Deposit Preferred Strategy LDP document identifies the national, Plans, Policies and Strategies (PPS) documents which have implications on land-use planning. The Pre-Deposit Preferred Strategy LDP has taken into account the implications that are relevant.

The SA/SEA documents (Scoping Report, initial Sustainability Appraisal Report, Sustainability Report and Environmental Report) also include a review of PPS documents. The review identifies sustainability implications for the County and the LDP.

Denbighshire falls into two regional areas within the Wales Spatial Plan, the North East Wales (Border & Coast) and Central Wales area. The strategic principles of both the approved Spatial Plan document and the interim statements have been considered in the Preferred Strategy document.

Does it have regard to Well-being Goals?

The Pre-Deposit Preferred Strategy has full regard to the provisions of the Well-being of Future Generations Act 2015 and with full reference to the Well-being Goals. The promotion and recognition of Well-being has been interwoven into the early conversations held regarding Plan preparation with a range of stakeholders. The Pre-Deposit Preferred Strategy through its identification of issues, objectives, vision, strategy and key policies for the LDP all relate back to the national and local Well-being goals grouping them under each heading.

The theme of Well-being and the provisions of the Well-being of Future Generations Act 2015 is reflected in the use of the local well-being goals in framing the strategic objectives and the strategic policies.

Does it have regard the Welsh National Marine Plan?

Yes. The strategic policies, combined with subsequent detailed policies, will ensure that the LDP complements the Marine Plan.

Is it compatible with the plans of neighbouring authorities?

The preparation of the Pre-Deposit Preferred Strategy reflects the close contact with all neighbouring authorities (as well as other essential organisations) both on an individual and topic basis but also through regional frameworks. The neighbouring authorities involved are:

- Conwy County Borough Council;
- Flintshire County Council;
- Wrexham County Borough Council;
- Gwynedd Council;
- Snowdonia National Park Authority; and
- Powys County Council.

As part of our recognition of the value of working with neighbouring authorities, and in response to the Cabinet Secretary's emphasis on collaborative working, we have undertaken joint working on a number of parts of the evidence base. These include a Viability Study with Flintshire and Wrexham Councils; Retail Study and work on Growth Options with Conwy CBC. The nature of the co-operation within authorities and sharing of approaches including comparable thematic policy areas will be developed as the Plan's preparatory process continues.

Regard will also be had to the emphasis on regional working in light of future provisions around Strategic Development Plans (SDP) and the content of the National Development Framework (NDF) as it emerges.

Does it reflect the Single Integrated Plan (SIP) or the National Park Management Plan (NPMP)?

The Conwy and Denbighshire Local Well-being Plan (2018 – 2023) sets out the local objectives to improve the economic, social, cultural and environmental well-being for the area.

The Council also has well-being objectives which are contained within its Corporate Plan 2017 - 2022.

The Pre-Deposit Preferred Strategy builds on the Council's and PSB commitments in relation to well-being as set out both within the corporate plan and the Well-being Plan.

The identification of issues and objectives to address them have been clearly linked to Well-being objectives in the corporate plan and the Well-being Plan.

Strategic policies are also linked to the objectives of these documents in the Pre-Deposit Preferred Strategy.

Test 2: Is the plan appropriate? (i.e. is the plan appropriate for the area in the light of the evidence?)

The formulation of the Pre-Deposit Preferred Strategy is underpinned by evidence and the identification of locally specific Issues, Vision, Strategic Objectives and Strategic Policies.

The Well-being Plan, well-being objectives and local corporate strategies have provided a basis for a Pre-Deposit Preferred Strategy that is specific to Denbighshire.

The issues, vision and objectives along with the growth and spatial strategy and strategic policies are all linked to the Well-being Goals, corporate plan and the Well-being Plan.

Further evidence including that in respect of the Role and Function of settlements and population and household demographics has been undertaken and published alongside the Pre-Deposit Preferred Strategy.

Is it locally specific?

This Pre-Deposit Preferred Strategy is a product of effective engagement and consensus building. Since the commencement of the review in May 2018, there have been:

- 8 meetings of the Strategic Planning Group;
- 3 LDP workshop / seminars for City, Town and Community Councils;
- 1 Elected member workshop;
- A number of meetings and discussions with key stakeholders as outlined in the consultation statement.

In terms of Elected Members, this Strategy has been shaped by cross party input. There have been eight meetings of the Strategic Planning Group since June 2018. This Panel is drawn up from Elected Members from each Member Area Group and its primary purpose is to guide and take political ownership of the Replacement LDP.

The LDP Issues and objectives are linked to the Well-being Goals, corporate plan and the Well-being Plan to reflect their local relevance. The strategic policies also identify how they relate to the LDP objectives, national policy, Well-being Goals and locally distinctive key evidence.

Does it address the key issues?

The LDP objectives have been developed in direct relation to the identified issues within the context of the Well-being goals, Well-being Plan and Corporate Plan. This is set out in Appendix 1 to the Pre-Deposit Preferred Strategy.

The LDP Issues and objectives are linked to the Well-being Goals, corporate plan and the Well-being Plan to reflect their local relevance. The strategic policies also identify how they relate to the LDP objectives, national policy, Well-being Goals and locally distinctive key evidence.

Is it supported by robust, proportionate and credible evidence?

Yes. Those notable pieces of evidence (in addition to the consensus building and stakeholder conversations undertaken as outlined above) that underpin the Strategy include:

- 4 Adopted LDP Annual Monitoring Review reports since adoption in 2013;
- LDP Review Report;
- Population and Household Growth Options Paper – produced in collaboration with Conwy CBC;
- Spatial Options Report;
- Settlement Hierarchy Report
- Information Paper on Building Sustainable Communities;
- Information Paper on Promoting a Sustainable Economy;
- Information Paper on Valuing our Environment;
- Information Paper on Achieving Sustainable Accessibility;
- Information Paper on Respecting Distinctiveness;
- SA Scoping Report;
- Initial SA Report;
- Habitats Regulations Assessment Screening Report.

The above is supplemented by a range of other documents that make up a robust evidence base including Strategic Flood Consequences Assessment; Local Housing Market Assessment; Joint Housing Land Availability Studies, Employment Land Study and the annual Employment Land Reviews.

Further studies and pieces of evidence are currently being undertaken and commissioned, including at a local and regional level. Further work will be undertaken during the LDP preparatory process as appropriate and necessary.

Can the rationale behind plan policies be demonstrated?

The Pre-Deposit Preferred Strategy's Issues, Vision, Strategic Objectives, Strategy and Strategic Policies have been informed by evidence, engagement and other plans and strategies. The LDP Issues and objectives are linked to the Well-being Goals, corporate plan and the Well-being Plan to reflect their local relevance. The strategic policies also identify how they relate to the LDP objectives, national policy, Well-being Goals and locally distinctive key evidence.

Does it seek to meet assessed needs and contribute to the achievement of sustainable development?

The Pre-Deposit Preferred Strategy is derived from (and based upon) evidence which will be further developed and added to as the Plan progresses through its preparatory processes.

The achievement of sustainable development is a central component of the Plan. The Sustainability Appraisal / Strategic Environmental Assessment (SA/SEA) process has informed the preparation of the Preferred Strategy.

The SA/SEA has an integral and iterative role in the preparation of an LDP. In this respect, its use in testing or measuring the performance of the LDP from the start through to the preparation of the Deposit LDP is indicative of the iterative feedback between the SA and the LDP as work progresses.

The hierarchy of settlements has been developed taking account of the respective sustainability credentials of each settlement which defines how they contribute to their wider communities. This hierarchy recognises and acknowledges the availability of services and facilities, accessibility issues and other considerations. Reference should be made to the Settlement Hierarchy Report.

Are the vision and the strategy positive and sufficiently aspirational?

The Vision and strategy reflect an aspirational direction of travel for Denbighshire. The growth options proposed in the strategy are higher than the baseline projections and reflect the desire to encourage sustainable development to address issues such as the population structure imbalance we currently see.

The strategy also references the aspiration of developing a strategic site at Bodelwyddan in-line with the Growth Deal for the Economy of North Wales which demonstrates Denbighshire's commitment to wider economic development within the region.

Have the 'real' alternatives been properly considered?

The Pre-Deposit Preferred Strategy is considered to be realistic and appropriate having been developed through and from a number of 'real' alternatives.

A number of different alternative growth and spatial options have been considered and are further detailed in the topic paper on Strategic Growth Options and Spatial Options.

The development of the growth and spatial options identified hybrid options incorporating aspects from others put forward for consideration. These hybrid options emerged as part of engagement, notably via the Strategic Planning Group, member and community workshops.

The Strategic Options were also considered through the SA/SEA process which has informed the preferred strategy.

Is it logical, reasonable and balanced?

The Pre-Deposit Preferred Strategy emerged from a clear understanding of the issues both nationally and also critically those affecting Denbighshire. It takes a balanced view of the County in land use planning terms. Where appropriate, it integrates with other plans and strategies whilst ensuring it is reflective of national policy and the need for a sustainable and deliverable Plan.

The Pre-Deposit Preferred Strategy has emerged from engagement and evidence and as such is both logical and reasonable and based on a balanced outlook.

Is it coherent and consistent?

The Plan meets the requirements relating to coherency and consistency as demonstrated by a logical flow through from the issues through to the strategic policies.

The preparation of the Pre-Deposit Preferred Strategy has allowed an opportunity to evaluate a number of alternative strategic options. Each option has been fully considered - primarily through the Strategic Planning Group.

There has been demonstrable links with the Well-being Plan and the Council's well-being goals with the LDP closely aligned with such corporate priorities. The Draft Preferred Strategy has evolved through engagement including with key stakeholders, the community and elected members.

Is it clear and focused?

The Pre-Deposit Preferred Strategy is set out in a clear and logical form allowing a clear understanding of how the strategy has been developed from identification of the key issues, development of objectives, consideration of the options and selection of the preferred strategy. The strategic policies also provide references back to the objectives and key evidence to demonstrate how they have been arrived at.

Test 3: Will the plan deliver (i.e. is it likely to be effective?)

Will it be effective?

The Pre-Deposit Preferred Strategy objectives have emerged from an understanding of the issues and needs of Denbighshire as well as a sound, logical and robust evidence base. The strategy seeks to integrate and reflect other plans and strategies as part of an integrated approach to delivery maximising its opportunities to be effective in its implementation.

This self-assessment will be further developed to broaden the expression of the Plan's effectiveness as it progresses through the preparatory process and as the specific policies and site based allocations etc. are developed.

Can it be implemented?

The preparation of the Plan is with the clear intention that it be implementable and that its policies and proposals be delivered within the Plan period.

The Pre-Deposit Preferred Strategy sets out a deliverable spatial framework and strategic growth which is based on sustainability principles and is responsive to the needs of the communities of Denbighshire. The policies and proposals (both strategic and eventually specific within the future Deposit LDP) will provide the framework through which the Plan's objectives will be implemented and the decision-making process undertaken.

As part of the preparation of the Deposit LDP an effective and appropriate monitoring framework will be developed and included within the Plan. This will form the basis for undertaking the Annual Monitoring Report (AMR).

The AMR will represent the main method for measuring and assessing the progress in the implementation of the policies and proposals of the adopted LDP.

Is there support from the relevant infrastructure providers both financially and in terms of meeting relevant timescales?

Infrastructure providers are an important component in developing the LDP and are key consultees. In this respect they have and will continue to be engaged throughout the Plan making process. Notably further consultation will be undertaken in the preparation of the Deposit LDP to ensure the Plan delivery is fully evidenced.

Will development be viable?

The need for development to be viable will be an important aspect in the preparation of the Plan from the future development of evidence through to the identification of sites or the development of specific policies.

Work is currently being developed with neighbouring authorities to establish a robust assessment of viability on sites within the County. This work will ensure that any viability is appropriately informed by local conditions and that the implications of viability on a developments potential to come forward is fully informed and robustly evidenced.

Can the sites allocated be delivered?

With the exception of the Strategic Site, the Pre-Deposit Preferred Strategy does not identify specific allocations. Allocations will be identified as part of the Deposit LDP with their deliverability evidenced accordingly. The development of the strategic options has been informed by evidence of previous deliverability on sites.

The strategic site identified within the Pre-Deposit Preferred Strategy is of regional significance and is featured in the Growth deal for the Economy of North Wales. The development of the site is dependent upon funding being made available to develop necessary infrastructure to bring it forward.

Is the plan sufficiently flexible? Are there appropriate contingency provisions?

The preparation of the Pre-Deposit Preferred Strategy has sought to reflect the need for flexibility. This will be further developed as part of the Deposit LDP to provide a framework which is able to respond as appropriate to changes in circumstances.

The identification of the housing requirement incorporates flexibility in the amount of housing land to be identified. The Pre-Deposit Preferred Strategy, in taking forward this requirement, has incorporated an appropriate level of contingency of 15%.

Is it monitored effectively?

As part of the preparation of the Deposit LDP an effective and appropriate monitoring framework will be developed and included within the Plan and will form the basis for undertaking the Annual Monitoring Report (AMR).

The AMR will represent the main method for measuring and assessing the progress in the implementation of the policies and proposals of the adopted Revised LDP.

The Pre-Deposit Preferred Strategy does not contain a monitoring framework.

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Local Development Plan (LDP) - Preferred Strategy

Well-being Impact Assessment Report


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

Assessment Number:	626
Brief description:	The LDP is a statutory document that all local authorities are required to prepare. The LDP covers a 15 year time period and sets out key land use policies covering issues such as housing, employment, retail, infrastructure and key areas of protection. The Preferred Strategy sets out the overall growth levels proposed for the LDP and the spatial strategy that will guide areas of growth in the final plan. The Preferred Strategy contains high level strategic policies but no detailed policies or land allocations, these will be included at the Deposit stage in the future.
Date Completed:	Version: 0
Completed by:	
Responsible Service:	Planning & Public Protection
Localities affected by the proposal:	Whole County,
Who will be affected by the proposal?	The LDP will potentially have an impact on every resident, visitor and business within Denbighshire and neighbouring areas. The LDP does not impact on any specific groups with protected characteristics to any greater or lesser extent than the general population.
Was this impact assessment completed as a group?	Yes

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

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

Score for the sustainability of the approach


 (3 out of 4 stars) Actual score : 29 / 30.

Implications of the score

As a strategic document focussed on sustainable development over a 15 year period the LDP should score well in sustainability terms. The Sustainability Appraisal which informs the LDP preparation process on an iterative basis provides much greater detail on sustainability and well-being issues. It is also intended to carry out a Health Impact Assessment of the Preferred Strategy as part of the consultation process. This is not yet a statutory requirement but will be carried out as best practice

Summary of impact

Well-being Goals

A prosperous Denbighshire

A resilient Denbighshire

A healthier Denbighshire

A more equal Denbighshire

A Denbighshire of cohesive communities

A Denbighshire of vibrant culture and thriving Welsh language

A globally responsible Denbighshire

Positive

Neutral

Positive

Positive

Neutral

Neutral

Positive



Main conclusions

The LDP Preferred Strategy is a high level document that seeks to promote sustainable development within the County. The majority of impacts are likely to be neutral or positive as the plan has sustainability at its core. The strategy has been subject to a Sustainability Appraisal which assesses the social, environmental and economic impacts of the strategy and the options considered. A Health Impact Assessment will be carried out as part of the Preferred Strategy consultation process.

Much of the mitigation identified will be included at the Deposit stage when detailed policies will be developed and land allocations identified which will demonstrate that negative impacts can be mitigated.

Evidence to support the Well-being Impact Assessment

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may be affected by the proposal

We have engaged with people who will be affected by the proposal

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	When exploring the issues that the LDP needs to address, the objectives were assessed against the national Well-being goals, the Conwy/Denbighshire Well-being Plan and the Corporate Plan priorities. The Preferred Strategy sets the framework for an appropriate level of growth in the county whilst also protecting vital resources.
Further actions required	Detailed policies and land allocations at the deposit stage will need to ensure that land allocations are sustainably located to maximise the opportunities for providing appropriate housing and employment development. Use of local labour agreements and work with the education sector can help to ensure that the workforce has the required skills. A focus on brownfield land development could reduce the amount of green field land required.

Positive impacts identified:

A low carbon society	Strategy looks to provide sufficient development land to meet needs in sustainable locations with facilities and services to reduce the need to travel.
Quality communications, infrastructure and transport	LDP objectives support regeneration, sustainable development of renewable energy and mineral resources and supporting infrastructure development.
Economic development	Preferred Strategy has objectives supporting economic development, including the rural economy and town centre regeneration. Strategic policies supporting appropriate development on employment land, retail and the visitor economy are included.
Quality skills for the long term	Increased construction activity will lead to demand for skilled workers.
Quality jobs for the long term	Preferred Strategy includes the Bodelwyddan strategic site which is of regional importance and reflects the aspirations of the North Wales Growth Deal. Employment land allocations and policies will support sustainable economic development providing jobs in the long term.
Childcare	Increased demand for childcare as housing supply is increased may support existing businesses and provide opportunities for new ones.

Negative impacts identified:

A low carbon society	Focussing development around existing services to reduce travel for the majority may impact on the more rural areas and increase travel for some.
Quality communications, infrastructure and transport	Development will have an impact on infrastructure capacity and may require use of some primary resources. Some green field land will be required to meet development needs as Denbighshire does not have a sufficient supply of brownfield land to meet needs.

Economic development	
Quality skills for the long term	<p>If there is a skill shortage locally then development may be held up and workers may need to commute into the County.</p> <p>There will potentially be impacts on school capacities, a lack of housing development may reduce school rolls and an increase may lead to pressure on school places.</p>
Quality jobs for the long term	
Childcare	if development is located in more rural areas availability of local childcare may be problematic.

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	<p>The LDP seeks to strike a balance between the need for development and the need to protect the environment, this is at the heart of the plan preparation process. The Preferred Strategy will direct growth to the most sustainable locations but there will be some environmental impacts which will require mitigation.</p> <p>Flood risk and environmental impact will be a key criterion when assessing the suitability of candidate sites for inclusion in the Deposit LDP.</p>
Further actions required	Detailed policies will need to be developed that ensure that any potential negative environmental impacts associated with a development proposal are mitigated. Examples would include the need for additional landscaping and planting, protection of wildlife corridors and habitats.

Positive impacts identified:

Biodiversity and the natural environment	Objectives and Strategic Policies are included to protect ,support and enhance biodiversity.
Biodiversity in the built environment	Objectives and Strategic Policies are included to protect ,support and enhance biodiversity.
Reducing waste, reusing and recycling	Strategic policy supports waste prevention in the first instance and minimalisation through re-use and recycling.
Reduced energy/fuel consumption	By locating growth in housing and employment in areas accessible by modes other than the private car the need to travel can be reduced.
People's awareness of the environment and biodiversity	Development proposals can encourage individuals and communities to look more closely at their environment. This can increase awareness and knowledge and lead to a higher value being placed on biodiversity and the environment.
Flood risk management	An objective is included seeking to address the effects of flood risk and climate change. Development will be steered away from greenfield sites in the C2 flood zone in-line with national policy.

Negative impacts identified:

Biodiversity and the natural environment	Some green field land will be required to meet the development needs of the County. Environmental protection and the need for development have to be balanced and it is not always possible to avoid all negative impacts to facilitate developments on sites. Tress, hedgerows etc can be lost.
Biodiversity in the built environment	Some brownfield sites can have high biodiversity value if they have been left undisturbed for some time. Redevelopment may impact on this.
Reducing waste, reusing and recycling	All development will create some level of waste that will need to be managed.
Reduced energy/fuel consumption	Requires behavioural change which is beyond the scope of the LDP.
People's awareness of the environment and biodiversity	Environmental protection and the need for development have to be balanced and it is not always possible to avoid all negative impacts to facilitate developments on sites. Tress, hedgerows etc can be lost. If appreciation is raised the sense of loss in a community may be greater if there is a perception that the environment has been negatively affected.
Flood risk management	

A healthier Denbighshire

Overall Impact	Positive
Justification for impact	The provision of good quality, affordable housing is a basic human need. The allocation of land for housing will contribute positively towards meeting this need which will be beneficial to overall physical and mental well-being.
Further actions required	Much of the necessary avoidance of harm and mitigation will be contained in the detailed policies that will be developed at the next stage of the LDP. Agricultural land quality will be an assessment criteria when considering candidate sites and BMV land will only be selected if no other suitable land is available.

Positive impacts identified:

A social and physical environment that encourage and support health and well-being	The LDP aims to make sufficient provision to meet our communities needs for housing, employment, recreation and community facilities. By aiming to locate development in areas accessible by means other than the private car Active Travel will be encouraged. Affordable housing will be required which will support balanced communities. Developments will be required to provide appropriate open space to ensure there are opportunities for sport and recreation. Green and blue infrastructure will be protected and enhanced. Housing is a basic human need and access to good quality, affordable housing will make a positive contribution to physical and mental well-being.
Access to good quality, healthy food	The provision of allotments and community growing spaces could be encouraged through planning policies.
People's emotional and mental well-being	Housing is a basic human need and access to good quality, affordable housing will make a positive contribution to physical and mental well-being.
Access to healthcare	Objectives and strategic policies relating to the promotion of well-being and provision of infrastructure and services included in Preferred Strategy.

Participation in leisure opportunities	Developments will be required to provide appropriate open space to ensure there are opportunities for sport and recreation. Green and blue infrastructure will be protected and enhanced.
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Negative impacts identified:

A social and physical environment that encourage and support health and well-being	
Access to good quality, healthy food	Some agricultural land that is suitable for food production may be lost.
People's emotional and mental well-being	The development plan making and subsequent planning application process can provoke a strong emotional response in individuals and communities. It can be an adversarial process that can have a negative impact on an individuals mental health.
Access to healthcare	Limited influence over provision in the primary health care sector may lead to housing growth in areas prior to an increase in health care provision.
Participation in leisure opportunities	

A more equal Denbighshire

Overall Impact	Positive
Justification for impact	The LDP aims to provide housing, employment, retail and leisure opportunities accessible to all members of the community. Improved opportunities will have a positive impact overall.
Further actions required	Ensure that all communications stress that the needs of gypsy and traveller families have to be met and that and discriminatory comments will not be tolerated. Promote positive messages from experiences in other areas.

Positive impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	The LDP Preferred Strategy does not discriminate against any of the groups with protected characteristics. A wide range and type of housing will be proposed including provision for older people. Positive provision and criteria based policies will be developed to meet the needs of the gypsy and traveller community inline with need.
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People who suffer discrimination or disadvantage	Positive provision and criteria based policies will be developed to meet the needs of the gypsy and traveller community inline with need.
Areas with poor economic, health or educational outcomes	In trying to improve the quality of housing and employment opportunities through new development and regeneration, areas currently experiencing deprivation may have improved opportunities.
People in poverty	The Preferred Strategy seeks to locate housing and employment opportunities in sustainable locations accessible by modes other than the private car to enhance opportunities for accessing employment. The Strategic Site at Bodelwyddan is a key project for economic growth within Denbighshire and across the region.

Negative impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	The two main centres in Denbighshire; Rhyl and Prestatyn, would be the most sustainable locations for development given the range of services and facilities that are easily accessible. These centres are however heavily constrained by flood risk, geography and highway constraints. The need to locate more development in other areas may impact on some people with protected characteristics if they have to travel further to access services.
People who suffer discrimination or disadvantage	The identification of need and steps to make positive provision for Gypsy and Traveller families is likely to create antagonism towards this group based on perceptions and experiences of unauthorised encampments. This may lead to further discrimination.
Areas with poor economic, health or educational outcomes	
People in poverty	

A Denbighshire of cohesive communities

Overall Impact	Neutral
Justification for impact	Development is required to meet the needs of our communities but there is rarely consensus on where it should go. The most sustainable locations for development are the more urban areas, limited development to support rural communities will be permitted.
Further actions required	Trying to ensure everyone understands the need for development to meet the needs of communities. Ensuring that the process is open and transparent so that even if people don't agree with a decision they can recognise how it has been arrived at. Draft policies that seek to ensure there is sufficient growth in rural areas to maintain communities but with overall sustainability in mind.

Positive impacts identified:

Safe communities and individuals	The LDP will encourage consideration of community safety as integral to all development proposals. Community safety is a key component of the key strategic policies.
Community participation and resilience	The approved Delivery Agreement sets out within the Community Involvement Strategy who, when and how we will engage and consult with. Consultation stages are always longer than the statutory period required and we accept comments in a variety of formats. We regularly hold engagement sessions with local communities to help them to engage more productively and gain a better understanding of the LDP process. Non technical summaries and easy read versions are made available.
The attractiveness of the area	The LDP requires high standards of design in all new developments as well as open spaces and landscaping. It provides protection for our high quality environment, landscape and built and cultural heritage.
Connected communities	Active Travel is promoted through the LDP. Local shops and community facilities are protected from alternative forms of development.
Rural resilience	A limited amount of new housing will be permitted in rural areas primarily aimed at meeting local needs. Rural employment policies encourage appropriate rural enterprise.

Negative impacts identified:

Safe communities and individuals	
Community participation and resilience	Planning is a process that is often divisive within communities.
The attractiveness of the area	Some green field land will be required to meet the development needs of the County which may impact negatively on the attractiveness of the area.
Connected communities	There may be some negative impacts on more rural areas where development is limited.
Rural resilience	There may be some negative impacts on more rural areas where development is limited.

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Neutral
Justification for impact	It is not possible to predict whether occupants of future housing will be Welsh speaking or not. A range of house types will be required in policy to meet the needs of the local community. The provision of good quality affordable housing may encourage local people to remain or return and a proportion of these will be Welsh speakers.
Further actions required	Ensuring a good housing mix and access to quality employment opportunities may encourage local people to remain or return and a proportion of these will be Welsh speakers. For the Deposit LDP the definition of language sensitive areas will be explored.

Positive impacts identified:

People using Welsh	By providing quality housing and employment opportunities more local Welsh speaking people may be encouraged to stay living in Denbighshire or to return if they have moved away. A percentage of all housing will be affordable to meet local needs specifically and this may help local Welsh speaking people access housing in their area.
Promoting the Welsh language	Potential impacts on the Welsh language are assessed via the Sustainability Appraisal. LDP objectives and key policies are included to support and enhance the Welsh language through the LDP.
Culture and heritage	Historic sites and assets are protected from inappropriate development in the LDP. The site selection process will assess potential impacts on culture and heritage and avoid any adverse impacts.

Negative impacts identified:

People using Welsh	There is no control over the occupation of market housing . There is a perception that building new houses attracts immigrants but this is not borne out by evidence from the New Housing Occupancy surveys.
Promoting the Welsh language	
Culture and heritage	

A globally responsible Denbighshire

Overall Impact	Positive
Justification for impact	The LDP is one of the key means by which we work on a more regional basis. There is a requirement to work collaboratively with neighbours and other key stakeholders.
Further actions required	Local labour agreements could be included within major planning permissions. Materials to be used have to be approved at the planning application stage and it may be possible to specify more locally sourced materials subject to viability.

Positive impacts identified:

Local, national, international supply chains	Making positive provision for development will help support local and regional supply chains and the labour market. The inclusion of sites relevant to the North Wales Economic Growth bid demonstrates that the LDP is looking regionally with regard to economic development.
Human rights	
Broader service provision in the local area or the region	The LDP is prepared with close collaboration with our neighbouring authorities and other key stakeholders such as Natural Resources Wales, BCUHB and Dwr Cymru. The Conwy/Denbighshire Wellbeing Plan was instrumental in informing the Objectives for the LDP.

Negative impacts identified:

Local, national, international supply chains	Some of the materials used in development may be sourced for outside of the region.
Human rights	

Broader service provision in the local area or the region	
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Report To: Cabinet

Date of Meeting: 30th April 2019

Lead Member / Officer: Cllr Bobby Feely & Cllr Julian Thompson-Hill

Report Author: Graham Boase

Title: Implementation of an Alternative Delivery Model (ADM) for various leisure related activities/functions

1. What is the report about?

To consider the draft Business Case and associated information for the implementation of a Leisure related Council owned, not for profit Local Authority Trading Company limited by guarantee (LATC).

2. What is the reason for making this report?

To seek Cabinet's views in respect of the draft Business Case (Appendix A) for establishing a Local Authority Trading Company (LATC), for a range of previously agreed "in scope" leisure related activities/functions prior to formally reporting to Cabinet (April), and Council (May), so that the anticipated savings can be achieved from financial year 2020/21.

3. What are the Recommendations?

That Cabinet recommend that Council:-

- 3.1 Support the final Business Case for the Project (This will include refinements to the draft business case at Appendix A).
- 3.2 Support the establishment of a not for profit Local Authority Trading Company limited by Guarantee, (LATC).
- 3.3 Support the appointment of the Corporate Director: Economy and Public Realm to the Board of the LATC.
- 3.4 Support the retention of the current name 'Denbighshire Leisure' for the LATC.
- 3.5 That Cabinet confirms that it has read, understood and taken account of the Well-being Impact Assessment, (Appendix B, Ref no 564), as part of its consideration.

4. Report details

- 4.1 The Strategic Case sets out the challenge of the current financial climate, and the potential for the Council to make savings (initially via NNDR relief and VAT exemptions), alongside future external trading opportunities. Whilst the consideration of an ADM of this type is a new initiative for the Council, many other Councils

throughout the UK are already using similar ADM's to deliver a range of functions. Throughout the development of this project, Officers have benefitted from the knowledge and lessons learnt by other Councils, within North Wales. Appendix C provides details of other alternative delivery model companies established, and some of the lessons learnt.

- 4.2 An assessment process was undertaken to determine the scope of the project, and the Project Board used a scoring matrix to inform this process. The in scope facilities and functions include the 7 x Municipal Leisure Centres, Prestatyn Nova, SC2, Rhyl Pavilion Theatre, Rhyl Events Arena and events function, North Wales Bowls, Rhyl Town Hall, Ruthin Craft Centre, Llangollen Pavilion, Operations and Business support for Leisure, Commercial Catering (1891, SC2, Café R), and Strategic Leisure. Based on the current staffing lists there are approx. 244 staff members who are within the scope of the project. In 2018/19 the Council subsidy in respect of the in scope facilities functions and activities was circa £3m. A detailed breakdown, including analysis of revenue contributions funding borrowing, is included within Appendix 4E of the Business Case, which is within Appendix A of this report.
- 4.3 Of the “in scope” functions, Strategic Leisure has generated most discussion. Both Lead Members have clearly expressed their preference for Strategic Leisure to remain “in scope”. The Strategic Leisure function is detailed within the Strategic case of the Business case (Appendix A), at page 15 & 16, where further details can be found regarding the ten key areas of activity that it delivers. The inclusion of Strategic Leisure within the LATC enables the provision of a broad and cohesive Leisure/ community well- being offer with ease of access for all residents. From an organisational perspective its inclusion facilitates staffing arrangements, enables knowledge and expertise to be shared across the service, provides one brand with multiple points of access to services, and enables staff to direct customers to additional activities in other locations, which they may enjoy or benefit from.
- 4.4 The introduction of change to both those functions “within scope” and the rearrangement of those functions “out of scope” across the wider Council management structure is not without issues/risks. These issues/risks will be carefully managed through the implementation phase of the project. Whilst the benefits of the project are primarily related to financial savings, emphasis has also been placed on capturing the wider benefits for the Council, and maintaining the quality of the service provision.
- 4.5 The Commercial Case provides a detailed overview regarding the selection of a delivery model which would facilitate the identified savings and protect the Council's interests. At the start of the process this involved an initial high level appraisal which considered a range of options; these were subjected to a detailed legal analysis which suggested that an LATC would be the most appropriate model for the Council.
- 4.6 Within the ‘umbrella term’ of LATC there are a number of variations/different types of LATC, and the recommendation for the Council is a ‘not for profit’ LATC limited by guarantee, that is wholly owned by the Council. This form of LATC is considered the most appropriate to enable the savings associated with NNDR and VAT to be realised, whilst providing a level of control to protect the Council's interests. It also allows the LATC freedom to trade elsewhere, and potentially generate a proportion of its income from sources other than the Council.

- 4.7 The LATC would be overseen by a Board, the composition of which needs to be balanced to provide the Council with an adequate level of control, and ensure that the LATC has the expertise, business acumen and support that it requires to be successful in a commercial environment. It is proposed that the LATC Board comprises 7 voting members which could include the Corporate Director: Economy and Public Realm, the relevant Lead Member with responsibilities for Leisure, Chair of a Scrutiny Committee, a further DCC Member, the Managing Director of the LATC and the Finance Director (accountancy post for the LATC), and one external non-executive Director. It is also proposed that the Council establish its own Strategic Governance Board to challenge the workings of the LATC Board. This would be in addition to the Council's established reporting mechanisms of CET, Cabinet, Council, Scrutiny, Corporate Governance etc.
- 4.8 To enable an LATC to be established as a legal entity, it needs to have one 'living' Director and a name, hence the recommendation that Cabinet recommend and Council approve the appointment of the Corporate Director: Economy and Public Realm, and the name to facilitate the progression of the project. This provides time for the Council's Recruitment Panel to review the other appointments with a view to them making a recommendation to Council in respect of the LATC Board, and Cabinet in respect of the Strategic Governance Board.
- 4.9 The Council will contract the LATC to carry out the in scope leisure related services on its behalf. It is planned that the LATC would be given a 10 year contract to give it some future surety, with a planning cycle and mechanism whereby the level of Council subsidy and the outcomes/benefits that the Council wishes to prioritise through the service delivery, are agreed each year. In this way the LATC can be challenged to find savings in the same way as other Council departments, to respond to future financial pressures. Equally should the LATC generate additional net income from trading outside the Council contract, this will provide an opportunity to reduce the Council subsidy, or reinvest income in the facilities, or a mixture of both.
- 4.10 The contract between the LATC and the Council will be managed in house, using a similar form of contract management as that used for the Civica contract. The Heads of Terms for the contract are included within Appendix D.
- 4.11 The buildings/grounds currently used for the delivery of the in scope Leisure services will be leased to the LATC on peppercorn rents for a 10 year period and these will be back to back with the contract. Provision will be made within the leases to protect the existing SLA's with schools, and maintain the current access to the building for elections, emergency requirements etc. Likewise access will be maintained to the Registrar's office within Rhyl Town Hall. The leases will specify the maintenance responsibility of the Council and the LATC, and routine inspection visits will be included. These arrangements will broadly reflect the existing arrangements between Leisure Services and Property and Asset Services, including Council decision making processes around Capital (e.g. Asset Management Group, SIG, Cabinet, Council etc).

- 4.12 The existing ICT infrastructure, service and support will be extended to the LATC. There may be extra costs associated with licence fees if the LATC is unable to benefit from the Council's existing preferential rates.
- 4.13 Whilst the implementation of an LATC will enable the Council to make savings on NNDR and VAT, there are also costs associated with the delivery of the 'in scope' leisure activities /functions through a separate legal entity. The economic case compares the financial costs and benefits of the introduction of an LATC as compared with the existing, ('do nothing') model.
- 4.14 The savings are estimated at £1,107k. The NNDR advice received suggests that there would be 90% relief on NNDR which equates to a saving of a £623k. The VAT savings based on the advice received to date will be a minimum of £284k, and further advice is being sought in respect of the potential for VAT savings associated with a 'cultural exemption', and to review the opportunities relative to SC2. When the company is established it will have to meet its own pay and other cost inflation, and in 2020/21 this is in the region of £200k. The expectation is that the LATC will continue to meet these inflationary costs in future years.
- 4.15 The NNDR savings noted within 4.14 are net of the Business Improvement District (BID) Levy on the 'in scope' facilities within Rhyl as they all meet the criteria and will pay the levy of circa 2% on the rateable value of the premises. Likewise should other Business Improvement Districts be established, in scope facilities within those areas will be liable to pay the full BID levy due.
- 4.16 There are a number of known ongoing revenue costs that the LATC and/or the Council will incur should the LATC be established, and these are estimated at £304k. The additional costs reflect the need for an accountancy post for the LATC, Directors costs for insurance cover and remuneration for any independent Directors on the LATC Board, contract management costs, external audit costs, staffing costs associated with the allocation of the remaining Facilities Assets and Housing Service to other service areas, reduction in dual use income due to NNDR relief, potential increase in pension's liabilities and software licence costs, and a risk contingency of £150k.
- 4.17 Based on the savings and costs outlined above the net annual saving in year 1 is estimated at £800k. There will be a one off project cost of circa £100k for the implementation of the project and this is associated with project management and legal costs. The majority of the project work is being completed using in house resources to minimise the cost.
- 4.18 The "in scope" functions currently benefit from the Council's central support services in terms of financial management, HR, and legal, among others, and it is intended that for a period of at least 3 years, the current arrangements will be maintained for the LATC where possible, which will limit the exposure to additional cost for services, and aid with a smooth transition. This arrangement will need to be reviewed by the Council and the LATC after 3 years.
- 4.19 Within the Financial Case the existing level of subsidy for the in scope facilities, functions and activities based on 2018/19 budgets is stated at circa £3m, and after

an adjustment for the savings noted in 4.13 and any other changes agreed as part of the 2020/21 budget process, this will form the basis of the value of services that the Council will contract from the LATC. It is absolutely clear that the LATC will be required to contribute to the Council's budget process each year, in the same way as the functions "in scope" have done in previous years.

- 4.20 Details regarding the project delivery can be found within the Management Case. The project work has been divided into 2 distinct phases. Phase 1 is the pre - implementation stage and will provide an opportunity to follow up on any outstanding advice, and time to carry out the detailed project plan, which will provide a sense check of the revenue savings that can be achieved through the implementation of the LATC, and will provide more surety of the one off project implementation cost. When the Phase 1 works are satisfactorily completed, the project will seek authorisation to proceed from Cabinet. During phase 2, the implementation phase, work includes the establishment of the LATC, preparation of the specification and contract for the services to be provided by the LATC, the mobilisation of staff and resources, and the mobilisation of the residual staffing arrangements.
- 4.21 As part of the mobilisation phase, the 'in scope' staff will be transferred to the LATC under TUPE regulations. The LATC will have admitted body status into the Local Pension Scheme which will mean that there will be no change to the transferring staff's pension scheme. As the LATC would be wholly owned by the Council, legally the LATC and the Council would be seen as part of the same group, and therefore the staff within each need to have equal terms and conditions; this "status quo" will need to be maintained for as long as the delivery model remains the LATC.
- 4.22 The transition from the existing service arrangements to an LATC, may require an interim staffing arrangement to be put in place, to advance any work required on behalf of the LATC, before any staff are formally transferred. Further to a decision to proceed with the project, the LATC will be established and some key personnel will initially be transferred to the LATC to act on behalf of the company, and prepare for the go live date in April 2020, when the remainder of the staff will formally transfer.
- 4.23 When the Head of FAH Service formally transfers to the LATC, the residual services and staff from within FAHS will be allocated to the remaining Heads of Service. If the implementation of the LATC does not go ahead, then the Services will remain unchanged.
- 4.24 The indicative timescales for the project are as follows:-
- Cabinet recommendation and Council approval of Business Case/other approvals as stated in this report, April/May 2019
 - Cabinet approval at the end of phase 1 June/July 2019
 - Establishment of the LATC July/August 2019
 - Commence preparation of specification and contract August 2019
 - Transfer of key staff and start of mobilisation phase September 2019
 - Transfer of residual staff September 2019
 - Formal appointment of remaining LATC Board Members September/October 2019
 - Establishment of the Strategic Governance Board November 2019
 - LATC commences trading April 2020.

Further project approvals will be required as the project progresses and these are identified within Appendix E.

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

5.1 The decision will not impact adversely on the Corporate Priorities, as the LATC will be contracted by the Council to provide the existing services associated with the in scope activities/functions.

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

6.1 There is a one off project cost of circa £100k if the implementation of an LATC is approved. The business case has calculated that a net revenue saving of £800k will be achieved in year 1.

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

7.1 The WIA was carried out by a multidisciplinary group of officers representing Leisure, HR, Finance, Business Support, Support Services, Community Wellbeing, Corporate Property, Strategic Planning & Performance and Project Management.

7.2 Overall the impact of the project was assessed as neutral, reflecting that at this stage the consideration is about an alternative way of delivering a defined set of activities/functions, it is not about delivering different or alternative activities/functions.

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

8.1 External consultation

- Discussion with legal and VAT experts who are providing expertise to the project.
- Other local authorities who have established ADMC's for their lessons learnt.
- Welsh Audit Office for advice
- 'Local Partnerships' an external organisation who have provided guidance in respect of the process.
- Rhyl Town Council in respect of their interest within SC2.
- Trade Unions in respect of the impacts on staff.
- Arts Council for Wales in respect of grant funding

8.2 Internal Consultation

- Cabinet Briefing, Cabinet, Members Budget Workshop where the Project has been shared informally, and a Member Workshop specifically about the ADM.
- All MAGs
- Reports to SLT in respect of the Project Brief, and the restructuring of services required should the project be approved.
- Staff briefings which included face to face information sharing with all Managers within FAHS, a written staff briefing to all leisure related staff, and Middle Managers across the Council, face to face staff briefings with all leisure staff, and formal consultation with all staff affected by any restructuring of services.

9. Chief Finance Officer Statement

- 9.1 There is an opportunity to make significant savings by delivering the facilities highlighted through a different legal structure. As the Council continues to have to manage growing pressures with reducing resources, the creation of a local authority controlled company to operate the facilities and services highlighted, provides the vehicle to generate a level of savings without having to cut services. The report sets out the estimated savings and costs associated with the decision.
- 9.2 There is an expectation from the Budget Board that a new ADM will continue to contribute to the Council's savings agenda and this will have to be reflected in future business plans. The proposed company model provides a legal structure that allows for commercial growth to be considered, which if successful, may contribute to the savings agenda and help to reduce the level of financial support from the council.

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

- 10.1 There are risks associated with the implementation of the LATC and these are included within the business case. The key risks are:-
- Changes in National Legislation in the future could prevent the anticipated business rate savings from being fully realised.
 - The VAT savings cannot be fully achieved through a non for profit LATC model and/or charitable status is required for those to be fully realised, which increases the regulated regime and associated cost.
 - There are unforeseen additional one-off or on-going costs with the establishment of the LATC not have not been taken into account at the implementation stage.
 - The ADM is not as financially successful as hoped and any resultant additional costs fall back on the Council to fund and/or the Company is unable to make the adequate reinvestment into its day to day business activities due to lack of funds.

11. Power to make the Decision

s2 Local Government Act 2000

s95 Local Government Act 2003

Local Government (Best Value Authorities) (Power to Trade)(Wales) Order 2006

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By virtue of paragraph(s) 12, 14, 15 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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Implementation of an Alternative Delivery Model Company

Well-being Impact Assessment Report

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

Assessment Number:	564
Brief description:	The project seeks to implement a Council owned, not for profit Local Authority Trading Company limited by guarantee, (LATC), for the delivery of various leisure related facilities, activities and functions, which potentially will include some further service provision where a compelling rationale can be established.
Date Completed:	17/04/2019 12:44:43 Version: 2
Completed by:	Sian Price
Responsible Service:	Business Improvement & Modernisation
Localities affected by the proposal:	Whole County,
Who will be affected by the proposal?	Residents within DCC Visitors to DCC Users of the facilities DCC schools DCC Members DCC staff members impacted by the change Rhyl Town Council LIME Funders Audit Office Regulators Trade Unions Tenants
Was this impact assessment completed as a group?	Yes

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

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

Score for the sustainability of the approach

★ ★ ★ ★ (3 out of 4 stars) Actual score : 23 / 30.

Implications of the score

At the project business case stage there is clarity regarding the potential financial benefits associated with the establishment of an LATC(LATC), and this will assist the Council to sustain its leisure services as far as is practical, in what is a challenging financial climate.

It is anticipated that residents will notice no change to their existing provision. However, this is subject to future WG settlements, which will affect the ability of the council to support service delivery everywhere.

Summary of impact

Well-being Goals

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

- Neutral
- Neutral
- Neutral
- Neutral
- Neutral
- Neutral
- Neutral



Main conclusions

Overall the impact of this project was assessed as neutral. In the main, this project is seeking to implement an LATC for the operation of Leisure related facilities functions and activities, in order to benefit from the specific savings that can only be derived through the establishment of an LATC, and to enable any commercial endeavours to be pursued, with a view to raising income. It is anticipated that the service to users will be unchanged, unless the council has to make further significant savings in the future, and the opportunities for the LATC to raise income, have not materialised sufficiently to net the effect of a reducing council budget. If this were the case then this service could be affected in the same way as any other service offered by the council. The Council will contract with the LATC for the delivery of services and through the contract management the Council to safeguard its aims and objectives. Each year there will be a process whereby the subsidy and associated benefits are agreed and this will enable the contract to be adapted to meet any emerging needs.

This wellbeing impact assessment for the Project Brief was assessed by DCC's Critical Friend's Review Group who provided valuable observations and comments for consideration. These

comments were considered when updating the wellbeing impact assessment at the business case stage.

Evidence to support the Well-being Impact Assessment

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may affected by the proposal
- We have engaged with people who will be affected by the proposal

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Neutral
Justification for impact	There is potential for change within the areas of economic development, quality skills and quality jobs for the long term. The positive/negative impacts in respect of these three areas are dependent on the ability of the LATC to maximise its commercial potential and be alert to the opportunities that enable it to access more, or different training to develop its workforce to further support the business, and provide a quality experience to service users. The likelihood is that the project will initially follow the existing practices until the opportunities for change and betterment are identified. The staff within DCC and the LATC will enjoy the same terms and conditions and will legally need to be treated equitably.
Further actions required	An LATC will be alert to the opportunities to contribute to the prosperity of Denbighshire. Through the contract management of the LATC, the council would seek to safeguard its aims and objectives. Consideration needs to be given in respect of knowledge migration as a result of the project, and factored into the project plan.

Positive impacts identified:

A low carbon society	No known impact
Quality communications, infrastructure and transport	No known impact
Economic development	There may be things that an LATC can do, over and above what the Council can do, to provide a greater economic benefit.
Quality skills for the long term	There could be better access to free training if it is not Council operated, however this will depend on what is available to LATC's. That said staff within the LATC and DCC will be on equal terms and conditions and should expect equal access to their training needs
Quality jobs for the long term	If the LATC established does well, this could impact favourably on the number of quality jobs required to operate the service.
Childcare	None

Negative impacts identified:

A low carbon society	No known impact
Quality communications, infrastructure and transport	No known impact
Economic development	If the LATC established does not perform as well as hoped, or there is less budget to support it, or people have less money to spend, then there may be negative impacts.

Quality skills for the long term	It is unknown whether any staff TUPE'd to the LATC could still access DCC training.
Quality jobs for the long term	Equally if the company is not very successful there will potentially be a smaller number of quality jobs available.
Childcare	None

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	No change is anticipated as a result of the introduction of an LATC. The aim of this project is to continue the existing practices. The LATC will still be able to access the preferential energy rates brokered by the Council. The buildings will still be owned by the Council and maintained through the capital plan which will include access to any energy saving initiatives as applicable. There is no change anticipated in the way in which the buildings are used and therefore no anticipated biodiversity impacts.
Further actions required	The LATC will be alert to the opportunities to contribute to the resilience of Denbighshire. Through the contract management of the LATC the council would seek to safeguard its aims and objectives.

Positive impacts identified:

Biodiversity and the natural environment	No known impact
Biodiversity in the built environment	No known impact
Reducing waste, reusing and recycling	No known impact
Reduced energy/fuel consumption	No known impact
People's awareness of the environment and biodiversity	No known impact
Flood risk management	No known impact

Negative impacts identified:

Biodiversity and the natural environment	No known impact
Biodiversity in the built environment	No known impact
Reducing waste, reusing and recycling	No known impact
Reduced energy/fuel consumption	No known impact

People's awareness of the environment and biodiversity	No known impact
Flood risk management	No known impact

A healthier Denbighshire

Overall Impact	Neutral
Justification for impact	The LATC will have the ability to adapt easily to maximise any opportunities to contribute to a healthier Denbighshire. If the LATC is successful in attracting a proportion of its income elsewhere, there is potentially additional funding to reinvest in the LATC which could contribute to health benefits, or a lower subsidy expected for the Council will could ease the pressure on other areas of Council funding, which could be health related.
Further actions required	The LATC will be alert to the opportunities to contribute to a healthier Denbighshire. Through the contract management of the LATC the Council will safeguard its aims and objectives.

Positive impacts identified:

A social and physical environment that encourage and support health and well-being	No known impact
Access to good quality, healthy food	No known impact
People's emotional and mental well-being	No known impact
Access to healthcare	No known impact
Participation in leisure opportunities	Potentially there are more opportunities via a separate company, as it can both seek and be more responsive to opportunities, that enhance the offer to residents.

Negative impacts identified:

A social and physical environment that encourage and support health and well-being	No known impact
Access to good quality, healthy food	No known impact
People's emotional and mental well-being	No known impact
Access to healthcare	No known impact

Participation in leisure opportunities	No known impact
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A more equal Denbighshire

Overall Impact	Neutral
Justification for impact	The LATC will be required to comply with the Council's guidelines, and will adopt and adhere to policies based on the Council's in this respect. Initially it is likely that the LATC will need a period to become established before looking at further opportunities. The LATC will be aware of price sensitivity and how this will affect the numbers of users who access the services offered. The specification for the services procured from the LATC will be based on what is currently offered, and hence access to specific user groups will be safeguarded.
Further actions required	The LATC will be alert to the opportunities to contribute to the equality of Denbighshire. The contract management of the LATC will ensure that the Council can safeguard its aims and objectives in the future.

Positive impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	No known impact
People who suffer discrimination or disadvantage	No known impact
Areas with poor economic, health or educational outcomes	No known impact
People in poverty	No known impact

Negative impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	No known impact
People who suffer discrimination or disadvantage	No known impact
Areas with poor economic, health or educational outcomes	No known impact
People in poverty	No known impact

A Denbighshire of cohesive communities

Overall Impact	Neutral
Justification for impact	There will be an onus on the LATC to consult with its users as it does now. DCC will still canvass opinion from its residents, and will retain the ability to alter its contract with any company to reflect any requirements that it identifies. The LATC will be wholly Council owned, and there will be no rebranding and hence no negative impact is anticipated for the end user. The LATC will be alert to the opportunities to contribute to the cohesive communities of Denbighshire.
Further actions required	The LATC will be alert to the opportunities to contribute to the communities of Denbighshire. The council would seek to safeguard its aims and objectives through the contract management of the LATC.

Positive impacts identified:

Safe communities and individuals	No known impact
Community participation and resilience	No known impact
The attractiveness of the area	No known impact
Connected communities	No known impact
Rural resilience	No known impact

Negative impacts identified:

Safe communities and individuals	No known impact
Community participation and resilience	No known impact
The attractiveness of the area	No known impact
Connected communities	No known impact
Rural resilience	No known impact

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Neutral
Justification for impact	The LATC will be subject to the Council's guidelines in this respect. The LATC will be alert to the opportunities to contribute to the vibrant culture and thriving Welsh Language of Denbighshire.
Further actions required	The LATC will be alert to the opportunities to contribute to the culture and Welsh language of Denbighshire, and the Council can monitor this requirement through the contract management arrangements that will be established.

Positive impacts identified:

People using Welsh	No known impact
Promoting the Welsh language	No known impact
Culture and heritage	No known impact

Negative impacts identified:

People using Welsh	No known impact
Promoting the Welsh language	No known impact
Culture and heritage	No known impact

A globally responsible Denbighshire

Overall Impact	Neutral
Justification for impact	The LATC will be alert to the opportunities to contribute to a more globally responsible Denbighshire. The council would seek to safeguard its aims and objectives within any model that is set up.
Further actions required	The LATC will be alert to the opportunities to contribute to the global responsibility of Denbighshire. The council would seek to safeguard its aims and objectives through the contract management of the LATC.

Positive impacts identified:

Local, national, international supply chains	No known impact
Human rights	No known impact
Broader service provision in the local area or the region	No known impact

Negative impacts identified:

Local, national, international supply chains	No known impact
Human rights	No known impact
Broader service provision in the local area or the region	No known impact

Details of other Alternative Delivery Models established and lessons learnt

Officers are aware that during the process to date Members have asked many questions relating to DCC's experiences with Clwyd Leisure Trust, what lessons have we learned from that, and have we looked at what other Authorities in the area, and beyond, are doing in relation to establishing ADMs.

This Appendix seeks to provide Members with reassurances that as a Council we have learned from the Clwyd Leisure experience and that we have researched what other Authorities are doing in terms of establishing their own ADMs.

There is clearly no "one model fits all" approach when it comes to establishing an ADM, as there are a wide range of options. We have carefully considered all options and have suggested an ADM model that others have used, but the recommendation is based on "best fit" for what we want to include and what we want to achieve here in DCC.

1. Flintshire County Council;

'Aura' was established in September 2017, as a charitable, not-for-profit ADM organisation, which is responsible for managing the majority of leisure centres and libraries previously operated directly by Flintshire County Council.

Aura is owned by its employees, not by the Council. The company's legal model is a "Community Benefit Society".

Members of DCC's, ADM Project Team met with senior managers at Aura. They have been involved in the original set up of the ADM and have been part of the the senior management team since the company's inception. They were able to share the background to the establishment of the ADM and the learning gained over the last 18 months. Aura's business plan is based on Flintshire County Council reducing the subsidy given to the company by 10% per annum for the initial 3 year contract.

2. Gwynedd County Council;

Gwynedd County Council has recently set up 'Byw'n lach', a similar ADM to the one proposed in DCC i.e. it is a not for profit Local Authority Trading Company limited by guarantee, to run its Leisure Centres, a couple of synthetic pitches and play areas and the National GP Referral scheme. The company commenced trading on 1st April 2019.

Whilst it is early days for 'Byw'n lach', the same members of the DCC ADM Project Team benefited from a meeting with Gwynedd County Council's Project Manager who was able to share their recent experiences from the implementation perspective. Members of DCC's finance department also benefitted from a conference call with their counterparts in Gwynedd.

3. Newport City Council;

“Newport Live” is an ADM based on a social enterprise and registered charitable trust. It was established by Newport City Council to run its Leisure and cultural facilities and programmes. DCC was made aware of Newport Live by the Arts Council for Wales, which sited the good working relationship that they had with this enterprise, when DCC’s ADM proposal was discussed with them relative to Ruthin Craft Centre and DCC’s arts programme that they fund. Arts Council for Wales raised no in principle objection to our proposed ADM.

The visits to ‘Aura’ and Gwynedd were valuable and reinforced the approach that we are taking to the implementation within DCC.

For ‘Aura’ although the model is different, many of the implementation processes are the same. The discussions with both confirmed our thinking regarding items such as pensions, payroll, insurances, banking arrangements, Service Level agreements for the ongoing provision of services from the Council, ICT, the leases and contract management arrangements among others. It was also useful to discuss the way in which the staff were transferred to the new legal entities’ and the interim arrangements that they put in place during the transition period.

Both sited the importance of relationship management given that the arrangement is new for both parties. The new company needs to have the freedom to trade, but the Council needs to be able exercise control through the contract management process.

Lessons have also been learned having regard to Clwyd Leisure which was an ADM based on the ‘Trust’ model. This made it harder for the Council to control the activities of the Trust. The Council had a maximum of 2 members on the Board of the Trust, had insufficient ability to audit, and had no contract management arrangements in place.

In addition to the visits to ‘Aura’ in Flintshire and Gwynedd County Council and lessons learned from Clwyd Trust, a short piece of work was commissioned to gain insight from the experiences of other ADM companies that are already trading across the UK. Interviews were undertaken with 8 different arm’s length Alternative Delivery Model companies that had been set up with local authorities. The majority were from the Leisure Sector and included Trust models as well as Local Authority Trading Models.

Key Learning Issues;

1. Keep in mind the principle benefits that the Council want to achieve from the establishment of an ADM. These should be the guiding principles and provide a sense check throughout the process (e.g. if it’s about financial savings ensure the ADM Model chosen can benefit from NNDR and VAT savings, if it’s about the Council retaining significant control don’t establish a company owned by its employees etc).
2. Effective contract management between the Council and the new company to maintain an open and transparent relationship. Contracts need to be in place and clearly outline the expectations and responsibilities of each party and where possible cover all eventualities (it’s fair to say this was not a strength of the Clwyd Leisure Trust arrangements).

3. The need for the company to have the autonomy to trade but the controls in place to protect the Council's interests (the trading "Teckal" element is included in the proposed ADM model).
4. Where the Council retains a 100% share in the stake holding, the need to have a "Strategic Board" where certain decisions can be referred to protect the interest of the Council should be established to complement existing decision making arrangements (such a "Strategic Board" is proposed as part of the ongoing governance arrangements).
5. Boards for the ADM tend to be made up of between 7 and 12 Directors with require suitable and varied expertise and experience to support the company. The choice of the Chair of the Board is a key appointment for the success of the company (the governance arrangements makes provisions of a Board for the ADM, its precise make up being a decision deferred to Cabinet and Council in the autumn).
6. In establishing the ADM ensure the new arrangement has sufficient budget to succeed, whilst also ensuring it is not provided with too much of a generous budget that will negatively affect those functions retained by the Council (much work and challenge has been carried out in this regard. The revenue budget being transferred to the ADM broadly reflects the existing revenue budgets committed by the Council to run the facilities and deliver the services. These "base budgets" have been established over a number of years of rigorous budget setting arrangements including Service Challenges, savings/efficiency exercises, reports to CET, Cabinet, Council, Scrutiny etc. Officers are satisfied that the balance is broadly correct, but accept there will need to be close monitoring of the budget arrangements to ensure the ADM can deliver the services the Council want it to, whilst also being expected to provide savings/efficiencies in the same way as all other Council Services/functions are required to do).

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Appendix D

Implementation of an Alternative Delivery Model (ADM) for various leisure related activities/functions

Heads of Terms

1. **BACKGROUND**

The Contractor is willing and able to provide the Services in accordance with the terms and conditions of this Contract.

2. **INTERPRETATION**

The interpretation and construction of the Contract shall be subject to the following provisions:

3. **OFFICIAL NOTICES**

Except as otherwise expressly provided within the Contract, no notice or other communication from one Party to the other shall have any validity under the Contract unless made in writing by or on behalf of the Party sending the communication.

4. **ENTIRE AGREEMENT AND CONFLICT**

This Contract constitutes the entire agreement between the Parties and supersedes and extinguishes all previous agreements, promises, assurances, warranties, representations and understandings between them, whether written or oral, relating to the Contract.

5. **CONTRACT PERIOD**

Notwithstanding the date of this Contract, the Contract Period will commence on the Commencement Date and, unless terminated earlier in accordance with any provisions within the Contract, it shall remain in force until the Expiry Date or any date agreed between the Parties as an extension beyond the Expiry Date.

6. **PERFORMANCE**

The Contractor shall supply the Services in accordance with the Specification and the Tender in consideration for the Contract Price.

7. **QUALITY STANDARDS**

At all times comply with the Quality Standards, and, where applicable, shall maintain accreditation with the relevant Quality Standards authorisation body;

8. The Contractor shall ensure that all Staff supplying the Services shall do so with all due skill, care and diligence and shall possess such qualifications, skills and experience as are necessary for the proper supply of the Services in accordance with Good Industry Practice.

9. **CONTRACT MANAGER, KEY PERSONNEL AND STAFF**

The Contractor shall appoint the Contract Manager. The Contract Manager shall be competent in the subject matter of this Contract and, with the exception of a Dispute, shall be able to make decisions under the Contract without the need for the matter to be escalated within the Contractor's business. This will not limit in any way any other of the Contractor's rights or obligations.

10. **LEASE TO OCCUPY AND SECURITY OF THE PREMISES**

Land or Premises made available from time to time to the Contractor by the Council in connection with the Contract shall be made available to the Contractor on a Leasehold basis and shall be used by the Contractor solely for the purpose of performing its obligations under the Contract. The Council may require the Contractor to enter into a licence agreement for the use of the Premises and may require the Contractor to pay to the Council a licence fee.

11. **EQUIPMENT**

Except as otherwise specified in the Specification, the Contractor shall provide the Equipment to perform the Services at its own cost. Such Equipment shall be fit for purpose, well maintained (in accordance with the manufacturer's servicing and maintenance requirements), insured and, where necessary, fulfilling any Quality Standards and/or the requirements contained in the Specification.

12. **ENVIRONMENTAL REQUIREMENTS AND SOCIAL VALUES**

The Contractor shall be required to deliver any agreed social value elements in accordance with the Well-being of Future Generations (Wales) Act 2015 and the Specification.

The Contractor shall where relevant to the Specification co-operate with the Council in relation to the economic, social and environmental well-being of the Council's area and shall accordingly notify the Council of any best practice ideas which may improve the same.

13. **HEALTH AND SAFETY AT PREMISES**

While on the Premises, the Contractor shall comply with any health and safety measures implemented by the Council in respect of the Staff and any other persons working there.

14. PROVISION OF MANAGEMENT INFORMATION AND MEETINGS

The Contractor shall, unless otherwise agreed by the Parties, submit Management Information to the Council throughout the Contract Period as required in the Contract Particulars and in Schedule 4 of the Contract and in the Specification.

15. MONITORING OF CONTRACT PERFORMANCE

The Contractor shall comply with the requirements for the monitoring of the performance of the Services as required in the Contract Particulars including, but not limited to, providing the Management Information, performance of the Key Performance Indicators and such data and information as the Contractor may be required to produce under the Contract.

16. COUNCIL'S OBLIGATIONS

Except as otherwise expressly provided, the obligations of the Council under the Contract are obligations of the Council in its capacity as a contracting counterparty and nothing in the Contract shall operate as an obligation on, or in any other way fetter or constrain the Council in any other capacity, nor shall the exercise by the Council of its duties and powers in any other capacity lead to any liability under the Contract (howsoever arising) on the part of the Council to the Contractor.

17. CONTRACT PRICE

The Contract Price for the Services shall be the full and exclusive remuneration due to the Contractor in respect of the provision of the Services. Unless otherwise agreed in writing by the Council, the Contract Price shall include every cost and expense of the Contractor directly or indirectly incurred in connection with the performance of the Services.

18. VAT

The Contractor shall, where it is VAT registered, be entitled to charge the Council VAT in relation to the Services provided to the Council.

19. INVOICING

Unless otherwise specified in the Specification or the Contract Particulars, the Contractor shall invoice the Council for payment of the Contract Price in accordance with Schedule 3 no later than seven (7) days after the end of each Month (or such other frequency as agreed between the Parties in writing).

20. TAXATION, NATIONAL INSURANCE AND EMPLOYMENT LIABILITIES

The Parties acknowledge and agree that the Contract constitutes a contract for the provision of services and not a contract of employment. The Contractor shall at all times indemnify the Council and keep the Council indemnified in full from and against all claims, proceedings, actions, damages, costs, expenses, liabilities and demands whatsoever and howsoever arising by reason of any circumstances whereby the Council is alleged or determined to have been assumed or imposed with the liability or responsibility for the Staff (or any of them) as an employer of the Staff and/or any liability or responsibility to HM Revenue or Customs as an employer of the Staff whether during the Contract Period or arising from termination or expiry of the Contract.

21. TERMINATION ON INSOLVENCY OR RELATED EVENTS

Without affecting any other right or remedy available to it, the Council may terminate this Contract with immediate effect by giving written notice to the Contractor if:

22. TERMINATION ON CHANGE OF CONTROL

The Contractor shall notify the Council immediately if the Contractor undergoes a change of Control. The Council may terminate the Contract by notice in writing with immediate effect within six (6) Months of:

23. TERMINATION ON DEFAULT

Without prejudice to the above the Council may terminate the Contract by giving written notice to the Contractor with immediate effect if the Contractor commits a Default and if:

24. Notwithstanding Clause the above the Council may terminate the Contract by giving written notice to the Contractor with immediate effect if:

25. TERMINATION FOR CONVENIENCE

The Council may terminate this Contract at any time by giving three (3) Months' written notice to the Contractor.

26. CONSEQUENCES OF TERMINATION OR EXPIRY

27. DISPUTE RESOLUTION PROCEDURE

28. INSURANCE

29. LIABILITY

Nothing in the Contract shall be construed to limit or exclude either Party's liability for:

- a) death or personal injury caused by its negligence; or
- b) fraud or fraudulent misrepresentation; or
- c) any breach of any obligations implied by section 12 of the Sale of Goods Act 1979 or section 2 of the Supply of Goods and Services Act 1982.

30. INTELLECTUAL PROPERTY

The Council shall retain ownership of all its Intellectual Property Rights in any specifications, instructions, plans, data, drawings, databases, patents, patterns, models, designs or other material provided to the Contractor by the Council.

31. CONFIDENTIALITY AND PUBLICITY

Subject to Clause F2.2, the Parties shall keep confidential the Confidential Information of the other Party and shall use all reasonable endeavours to prevent their Staff, Sub-Contractors and/or representatives from making any disclosure to any person of any matters relating thereto both during the Contract Period and for a period of 6 years following termination or expiry of the Contract.

32. DATA PROTECTION

The Parties' rights and obligations under this Contract and the Data Protection Legislation, the Parties acknowledge that the Council is a Data Controller and that the Contractor is a Data Processor.

33. FREEDOM OF INFORMATION AND ENVIRONMENTAL INFORMATION REGULATIONS

The Contractor acknowledges that the Council is subject to the requirements of the FOIA and the EIR.

34. DISCRIMINATION

The Contractor shall not unlawfully discriminate within the meaning and scope of any Law, enactment, order or regulation relating to discrimination (whether in race, gender, religion, disability, sexual orientation, age or otherwise).

The Contractor shall take all reasonable steps to secure the observance of this provision by its Staff.

35. RECORD KEEPING, AUDIT ACCESS AND MONITORING

The Contractor shall keep and maintain until six (6) years after the end of the Contract Period (or as long a period as may either be agreed between the Parties or as required by Law), full and accurate records and accounts of the operation of the Contract including the Services provided under it, the Contract entered into with the Council and the amounts paid by the Council.

36. REPLACEMENT OF CORRUPTED DATA

37. HEALTH AND SAFETY – GENERAL

The Contractor shall comply, and it shall procure that all Staff shall comply, with all health and safety legislation in force and any health and safety policies of the Council as supplied by the Authorised Officer.

38. CORPORATE REQUIREMENTS

39. PREVENTION OF PROHIBITED ACTS, FRAUD, BRIBERY AND CORRUPTION

40. LAW AND CHANGE IN LAW

41. TUPE, PENSIONS AND RE-TENDERING

42. **CONTRACT VARIATION**

43. **RIGHTS AND REMEDIES**

44. **THIRD PARTY RIGHTS**

45. **WAIVER**

46. **SEVERANCE**

47. **ASSIGNMENT, SUB-CONTRACTING AND RESPONSIBILITY**

The Contractor shall not assign, novate, sub-contract or in any other way dispose of the Contract or any part of it without Approval.

48. **FORCE MAJEURE**

Neither Party shall be liable for failure to perform its obligations under the Contract if such failure results from Force Majeure.

49. **DISRUPTION AND BUSINESS CONTINUTY**

50. **CONFLICT OF INTEREST**

51. **COSTS AND EXPENSES**

Each of the Parties will pay their own costs and expenses incurred in connection with the negotiation, preparation, execution, completion and implementation of this Contract.

52. **NON SOLICITATION**

53. **GOVERNING LAW AND JURISDICTION**

54. **WELSH LANGUAGE STANDARDS**

55. **WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015**

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Appendix E

Implementation of an Alternative Delivery Model (ADM) for various leisure related activities/functions

Further Project Approvals required

Approval required	Committee/Board	Timescale
Benefits Realisation Plan	Project Board	June 2019
Project Plan	Project Board	June 2019
Updated Project Implementation Cost	<ul style="list-style-type: none">• Project Board• Reshaping the Council Board• Cabinet	June/July 2019
LATC updated revenue savings	<ul style="list-style-type: none">• Project Board• Reshaping the Council Board• Cabinet	June/July 2019
Strategic Governance Board Membership	Cabinet	September 2019
LATC Board Membership & constitution of the LATC	<ul style="list-style-type: none">• Cabinet• Council	September/October 2019
Lease of the assets to the LATC	Asset Management Group and County Landlord	October 2019
Approval of LATC Financial Plan	Cabinet	November 2019
Award of contract to LATC (See Heads of Terms within Appendix D)	Cabinet	February 2020

**In addition to the above there is a role for Scrutiny in advance of any decisions.

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Report To: Cabinet

Date of Meeting: 30th April 2019

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

Report Author: Steve Gadd, Chief Accountant

Title: **Finance Report (March - 2018/19)**

1. What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2018/19. 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 2018/19.

3. What are the Recommendations?

The following actions are recommended:

3.1 Cabinet Members note the budgets set for 2018/19 and progress against the agreed strategy.

3.2 Cabinet Members note the proposed use of service carry forwards.

4. Report details

The report provides a summary of the council's revenue budget for 2018/19 detailed in **Appendix 1**. The council's net revenue budget is £194.418m (£189.252m in 17/18). The position on service and corporate budgets is a forecast underspend of £0.287m (overspend of £0.487m in last report). It should be noted that this report is being produced during closedown of the 2018/19 accounts, which is the priority for Finance during April. Figures may change between now and Final Outturn as outlined in Sections 6 along with reasons for the movement from last month.

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 explaining variances and risks are shown in the following paragraphs.

Customers, Communications and Marketing is currently projected to underspend by £41k (£31k underspend reported last month). The underspend relates largely to a delay in procuring new book deposit kiosks which will now take place early in the new financial year. The service hopes to carry forward £20k in order to pay for this expenditure. The service also hopes to carry forward the remaining expenditure to help fund exit costs relating to the ending of grant funded activities.

Business Improvement and Modernisation is now projected to underspend by £70k (£92k last month). The movement relates to the accrual of exit costs which had been predicted to be agreed after 31st March. The service wishes to carry forward underspend to fund the following commitments:

- £33k to fund transitional restructure costs within ICT to facilitate 19/20 savings.
- £9k relating to facilitating the Archives merger and clearing archiving backlog.
- £18k to fund exit costs to achieve future savings
- £10k for extending maternity cover and audit training

Legal, HR and Democratic Services is currently projected to underspend by £65k (£110k underspend last month) largely due to staff vacancies which will contribute to the services saving proposals for next financial year. The service hopes to carry forward the underspend in order to extend the implementation of the Electronic Document and Records Management project, to provide necessary IT investment for the Council Chamber and to help fund further service improvements.

Highways and Environment is currently projected to overspend by £560k (£757k reported last month). Previous monthly reports have detailed the ongoing pressures within School Transport, Streetscene and Waste services, and how these pressures have been dealt within in the Medium Term Financial Plan. The improved position from last month relates to increased income relating to the Major Projects team (eg North and Mid Wales Trunk Road Agency) amounting to £116k and reduced costs within Streetscene largely due to the timing of costs relating to the Legacy Tips issue.

Education and Children's Service is currently projected to overspend by £1.125m (£1.469m reported in March). The main reasons for the decrease in overspend relates to staff vacancies, release of provisions and maximisation of grant funding. Children's Services continues to be an area of high risk due to the volatility in case numbers and inflationary pressures on placement costs. Each individual placement can be extremely expensive so any increase in numbers can have a large effect on the budget. The projected outturn includes all current out of county predicted placements to realistic timeframes. Education Out of County placements and recoupment income is less than budgeted due to the decrease in the numbers of pupils from other Local Authorities attending the Council's special school provision. The reported overspend takes account of a £750k budget contribution agreed as part of the 18/19 budget process. The financial implications of these pressures on the Medium Term Financial Plan for 2019/20 have been considered and an additional base budget allocation of £1.5m has been approved as part of the budget proposals recently agreed by Cabinet and Council.

Facilities Assets and Housing is projected to overspend by £44k (£44k overspend reported last month) largely due to an increase in the projected set up costs relating to the SC2 project. The total pressure of £277k has been mitigated by the service through the proposed re-focusing of £138k carried forward from 17/18 and the allocation of funds from the income received from the Alliance Leisure Procurement Framework Agreement. Further work will continue to review of all commitments and maintain close control of spend by the Head of Service with the aim to reduce the overspend by the end of the year.

Community Support Services is projected to break-even following an additional budget of £750k being allocated for 2018/19 and the planned use of reserves (amounting to a further £1.050m contribution in 2018/19). The recent budget proposals approved by Cabinet and Council included an additional budget pressure of £500k for 2019/20 and the current assumption is that an equivalent pressure will be required in each of the 4 years of the Medium Term Financial Plan, although further work is ongoing to assess the full financial implications for future years.

Schools - Education and Finance continue to work closely with schools to help develop robust plans and chief and senior officers in Education and Finance meet regularly to review those plans and take remedial action if necessary. The budget agreed by Council

for 2018/19 included a total additional investment in schools delegated budgets of £1.8m. The level of school balances carried forward into 2018/19 was a net deficit balance of £0.343m. At the end of March the projection for school balances is a net deficit balance of £0.810m, which is an increase in the projected deficit of £0.467m on the balances brought forward from 2017/18. The non-delegated budget is currently projected to overspend by £4k due to minor overspends.

The Housing Revenue Account (HRA). The latest revenue position assumes a decrease in balances at year end of £1.031m which is £401k more than the budgeted decrease of £630k. HRA balances are therefore forecast to be £1.171m at the end of the year. The Capital budget of £10.2m is allocated between planned improvements to existing housings stock (£6m) and new build developments (£4m).

Corporate – It is currently estimated that corporate contingencies amounting to £1.84m will be available to be released to help fund the service overspends (£1.55m projected last month). The movement from last month largely relates to energy costs which are now known and the remaining inflation contingency can be released in year. Further work is ongoing during the coming week in areas, such as the Capital Financing Budget and the Council Tax Yield in order to help the overall in-year position.

Treasury Management – At the end of March, the council's borrowing totalled £228.136m at an average rate of 4.21%. Investment balances were £9.7m at an average rate of 0.55%.

A summary of the council's **Capital Plan** is enclosed as **Appendix 2**. The approved capital plan and expenditure to date is £52.851m. **Appendix 3** provides an update on the major projects included in the overall Capital Plan.

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

Well-being Impact Assessments for the savings included in Appendix 2 and the Council Tax rise was presented to Council on 30 January. An assessment for the MRP policy change was included in the report to Council in September 2017.

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

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

9. Chief Finance Officer Statement

Specific pressures remain evident in social care budgets (both Adults' and Children's) and School Transport despite additional investment in 17/18 and 18/19. Provision for these pressures have been included in the budget proposals that have recently been approved by Cabinet and Council and are being taking into account when developing the new Medium Term Financial Plan for 2020/21 and beyond.

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

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

This remains a challenging financial period and failure to deliver the agreed budget strategy will put further pressure on services in the current and future financial years.

Effective budget monitoring and control will help ensure that the financial strategy is achieved.

11. Power to make the Decision

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

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET 2018/19

Mar-19	Net Budget	Budget 2018/19			Projected Outturn							Variance
	2017/18 (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	2,971	3,526	-634	2,892	3,938	-1,087	2,851	412	-453	-41	-1.42%	-31
Education and Children's Service	12,955	27,977	-13,762	14,215	28,190	-12,850	15,340	213	912	1,125	7.91%	1,469
Business Improvement and Modernisation	4,613	5,364	-806	4,558	5,367	-879	4,488	3	-73	-70	-1.54%	-92
Legal, HR and Democratic Services	2,623	3,978	-1,328	2,650	4,215	-1,630	2,585	237	-302	-65	-2.45%	-110
Facilities, Assets and Housing	6,931	24,230	-16,294	7,936	25,859	-17,879	7,980	1,629	-1,585	44	0.55%	44
Finance	2,914	5,370	-2,206	3,164	5,897	-2,733	3,164	527	-527	0	0.00%	0
Highways and Environmental Services	17,514	31,608	-12,602	19,006	32,623	-13,057	19,566	1,015	-455	560	2.95%	757
Planning and Public Protection	3,001	5,974	-2,997	2,977	6,039	-3,062	2,977	65	-65	0	0.00%	0
Community Support Services	32,356	51,913	-16,808	35,105	54,916	-19,811	35,105	3,003	-3,003	0	0.00%	0
Total Services	85,878	159,940	-67,437	92,503	167,044	-72,988	94,056	7,104	-5,551	1,553	1.68%	2,037
Corporate	18,942	54,343	-36,524	17,819	52,503	-36,524	15,979	-1,840	0	-1,840	-10.33%	-1,550
Precepts & Levies	4,525	4,569	0	4,569	4,569	0	4,569	0	0	0	0.00%	0
Capital Financing	12,965	11,361	0	11,361	11,361	0	11,361	0	0	0	0.00%	0
Total Corporate	36,432	70,273	-36,524	33,749	68,433	-36,524	31,909	-1,840	0	-1,840	-5.45%	-1,550
Council Services & Corporate Budget	122,310	230,213	-103,961	126,252	235,477	-109,512	125,965	5,264	-5,551	-287	-0.23%	487
Schools & Non-delegated School Budgets	66,942	76,083	-7,917	68,166	77,520	-8,883	68,637	1,437	-966	471	0.69%	641
Total Council Budget	189,252	306,296	-111,878	194,418	312,997	-118,395	194,602	6,701	-6,517	184	0.09%	1,128
Housing Revenue Account	315	16,309	-15,679	630	16,781	-15,750	1,031	472	-71	401		401

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Denbighshire County Council - Capital Plan 2018/19 - 2021/22

APPENDIX 2

Position to end March 2019

Capital Expenditure

Total Estimated Payments - Other

Total Estimated Payments - Major Projects:

Housing Improvement Grants

Rhyl, New 3-16 Catholic School

Ysgol Llanfair, New School

Ysgol Carreg Emlyn, New School

Highways Maintenance

East Rhyl Coastal Defence Scheme

Rhyl Waterfront and Waterpark

Contingency

Total

Capital Financing

External Funding

Receipts and Reserves

Prudential Borrowing

Unallocated Funding

Total Capital Financing

	2018/19 ORIGINAL ESTIMATE £000s	2018/19 LATEST ESTIMATE £000s	2019/20 LATEST ESTIMATE £000s	2020/21 LATEST ESTIMATE £000s	2021/22 LATEST ESTIMATE £000s
Total Estimated Payments - Other	9,355	17,388	18,650	8,453	0
Total Estimated Payments - Major Projects:					
Housing Improvement Grants	1,416	1,556			
Rhyl, New 3-16 Catholic School		12,812	9,178	332	
Ysgol Llanfair, New School		3,199	1,472	169	
Ysgol Carreg Emlyn, New School		2,448	1,830	83	
Highways Maintenance	3,070	3,152	4,695		
East Rhyl Coastal Defence Scheme	2,634	865	2,219		
Rhyl Waterfront and Waterpark	10,721	11,431	428		
Contingency	500	0	505	500	500
Total	27,696	52,851	38,977	9,537	500
External Funding	12,184	17,748	20,153	9,367	4,796
Receipts and Reserves	2,908	9,877	2,365	893	
Prudential Borrowing	12,604	25,226	16,459	4,245	0
Unallocated Funding	0	0	0	(4,968)	(4,296)
Total Capital Financing	27,696	52,851	38,977	9,537	500

Note: 2018-19 Original Estimate is the position as approved by Council on 20th February 2018

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Appendix 3 - Major Capital Projects Update – April 2019

Rhyl Harbour Development	
Total Budget	£10.624m
Expenditure to date	£10.624m
Estimated remaining spend in 2018/19	£ 0.000m
Future Years estimated spend	£ 0.000m
Funding	WG £2.545m; WEFO £5.899m; Sustrans £0.700m: RWE £155k; WREN/NRW £83k and DCC £1.242m
Narrative:	
<p>The Bridge Final Account has been settled at £45k rather than £60k originally requested by the Contractor.</p> <p>Dawnus Construction have gone into administration. Temporary breakdown callout has been implemented and permanent maintenance proposals are being considered and will be reported when sufficient detail is available.</p>	
Forecast In Year Expenditure 18/19	£0.045m

21st Century Schools Programme - Rhyl New School	
Total Budget	£23.894m
Expenditure to date	£23.875m
Estimated remaining spend in 18/19	£ 0.000m
Future Years estimated spend	£ 0.019m
Funding	DCC £10.205m; WG £13.689m
Narrative:	
<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>The remedial works to the playing fields have been completed by the Contractor, however they are still in the maintenance period which will take a few months. Weather permitting the pitches should be ready to use by this June.</p>	
Forecast In Year Expenditure 18/19	£0.114m

21st Century Schools Programme – Glasdir	
Total Budget	£11.411m
Expenditure to date	£11.317m
Estimated remaining spend in 18/19	£0.000m
Future Years estimated spend	£0.094m
Funding	DCC £2.763m; WG £8.648m
Narrative:	
<p>This project has delivered a new shared school building site for Rhos Street School and Ysgol Penbarras at Glasdir, Ruthin.</p> <p>Since April 2018, the schools have been using their new site. The new facilities have been received very positively by pupils, parents, teachers and governors of both schools. The Council's Design, Construction and Maintenance team are supervising the de-snagging of defects as part of the overall project programme. Snagging work is ongoing and will remain ongoing until the end of the defects period in April 2019. Some work has been programmed to take place over the Easter holiday when staff and pupils will not be present. If this work is not completed, then the defects period will be extended until August 2019 to take advantage of the six week break.</p> <p>Work to de-commission the old site is complete with the asset managed by the Council's Estate department.</p>	
Forecast In Year Expenditure 18/19	£0.889m

21st Century Schools Programme – Ysgol Carreg Emlyn	
Total Budget	£5.059m
Expenditure to date	£3.146m
Estimated remaining spend in 18/19	£0.000m
Future Years estimated spend	£1.913m
Funding	WG £0.221m; DCC £4.838m
Narrative:	
<p>This scheme is within the Band A proposals for 21st Century Schools Programme. The project will provide a new school building on a new site in Clocaenog and allow the two existing sites to be declared surplus.</p> <p>Works to the internals of the building are in the final stages, all fixed furniture is now installed and decoration is nearing completion. The new car park and playground areas are now formed and have been surfaced.</p> <p>The highway works have also now been completed. These works included widening the highway outside the new school building and improve the drainage near the new school site. The works have improved the pedestrian footpaths, and also introduced a drop off area near to the school.</p> <p>Power supply to the building is now complete following the installation of the H pole.</p> <p>In the coming weeks, Wynne Construction will be finishing off the works in preparation for handover. There will be two events at the school for pupils, parents and members of the community to have a tour around the new site. These will be arranged for early May.</p> <p>It is envisaged the new school will open in June 2019.</p>	
Forecast In Year Expenditure 18/19	£2.448m

21st Century Schools Programme – Ysgol LLanfair	
Total Budget	£5.369m
Expenditure to date	£3.727m
Estimated remaining spend in 18/19	£0.000m
Future Years estimated spend	£1.642m
Funding	WG £0.180m; DCC £5.189m
Narrative:	
<p>This scheme is within the Band A proposals for 21st Century Schools Programme. The project will provide a new school building on a new site in Llanfair DC.</p> <p>Works continue to progress to the internal areas (including the Mechanical and Electrical, plastering and painting of the walls). Fixed furniture has also now been installed. The forming of the external areas are also starting to take shape with tarmac now being applied to the MUGA and playground areas. Over the coming weeks, works will continue on the external areas and the internal decoration will continue also.</p> <p>The building works on site are on target to be completed within the contract period. However, the Council is in the process of agreeing an easement for the access to the foul drain within third party land to provide the foul connection to the new school site. The easement has been signed by the Council and is currently with the trustees of the land owner for review. Until the easement is completed, works remaining to be carried out cannot be planned into the construction programme or submitted to Welsh Water. At this time, it is unclear until the easement is finalised, when the building will be handed over by the contractor.</p>	
Forecast In Year Expenditure 18/19	£3.199m

21st Century Schools Programme – Ysgol Glan Clwyd

Total Budget	£16.748m
Expenditure to date	£16.655m
Estimated remaining spend in 18/19	£0.000m
Future Years estimated spend	£0.093m
Funding	WG £11.461m; DCC £5.287m
Narrative:	
<p>This scheme is within the Band A proposals for 21st Century Schools Programme. The project has delivered 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. The project has also seen extensive landscaping, with creation of new outdoor hard and 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 was completed and handed over for occupation by the school from January 2017.</p> <p>The first two sections of the old buildings following remodelling and refurbishment, comprising Phases 2a and 2b were handed over on 9th May 2017 and 28th June 2017 respectively. Part of Phase 2b included the new Visitors Car Park and the new Main Reception.</p> <p>The final main section of remodelling and refurbishment of the old buildings, Phase 2c, was completed on 4th September 2017 and handed back to the school ready for the start of the new academic year.</p> <p>Remaining internal works to create the new Leisure Centre facility and the final three rooms for the school were completed and handed over on 13th October 2017; at the same time the new Car Park and Coach Area and remaining external landscaping were also completed and handed over.</p> <p>The final activities saw the old Tennis Courts resurfaced and fenced to create a Multi-Use Games Area and clearance of the Contractors site offices and compound; this work was completed and a final handover occurred on Friday 10th November 2017.</p> <p>The School and Leisure Centre have returned to business as usual.</p> <p>A small number of remaining outstanding defects were rectified in the February half term.</p> <p>The Final Account has now been agreed and settled.</p> <p>The final issue of the BREEAM Certification associated with the project is still awaited and is anticipated within the next couple of months following an update from the Contractor.</p>	
Forecast In Year Expenditure 18/19	£0.246m

21st Century Schools Programme – Rhyl, Christ the Word School	
Total Budget	£23.813m
Expenditure to date	£14.302m
Estimated remaining spend in 18/19	£0.000m
Future Years estimated spend	£ 9.511m
Funding	WG £5.541m; DCC £18.272m
Narrative:	
<p>This scheme is within the Band A proposals for 21st Century Schools Programme.</p> <p>Work on site continues to progress in line with the programme. Brickwork and curtain walling are ongoing to the external envelope. Plastering and second fix partitions are completed in one section and are ongoing in another. Ceilings have now commenced throughout the building. The fixed furniture to the science labs is now completed and is currently ongoing to the other practical rooms, such as food technology.</p> <p>Gas and main water connections are due towards the end of April.</p> <p>A sample classroom is now complete, although some Audio Visual equipment requires installation.</p> <p>Kier have hosted the Welsh launch of the Open Doors campaign at the site for invited guests. Following this, the site was opened to the public as part of the initiative on the 21st March.</p>	
Forecast In Year Expenditure 18/19	£12.812m

Rhyl Waterfront and Waterpark	
Total Budget	£24.058m
Expenditure to date	£23.630m
Estimated remaining spend in 18/19	£ 0.000m
Future Years estimated spend	£ 0.428m
Funding	WG £5.354m; DCC£16.704m; Rhyl Town Council £2.000m
Narrative:	
<p>SC2 is now complete and opened to the public on Friday 5th April following nine soft test days.</p> <p>The Sky Tower car park has been refurbished and has re-opened to the public from 6th March.</p> <p>Following major refurbishment, the Rhyl Central car park (formerly the Children's Village Underground) was handed over to the Council on Wednesday 3rd April and opened to the public on Friday 5th April. The signage and branding will be installed throughout April.</p> <p>The site of the former Unit C on the Children's Village has been refurbished and is now complete.</p>	
Forecast In Year Expenditure 18/19	£11.431m

Rhyl Queens Market Redevelopment	
Total Budget	£5.000m
Expenditure to date	£3.022m
Estimated remaining spend in 18/19	£0.000m
Future Years estimated spend	£1.978m
Funding	WG £5.000m (£2.5m subject to formal confirmation)
Narrative:	
<p>The Council completed the acquisition of the former Savoy Hotel and the Queen's Market, Theatre and Hotel in Rhyl on 11th March after formally accepting a £2.5m grant from the Welsh Government. Officers are currently working with our development partner on the future development of the site.</p>	
Forecast In Year Expenditure 18/19	£3.022m

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
28 May 2019	1	North Wales Growth Bid Governance Agreement 2	To approve the governance arrangements in relation to the implementation of the growth deal.	Yes	Councillor Hugh Evans / Graham Boase / Gary Williams
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
25 Jun 2019	1	World Heritage Site Management Plan	To bring to Cabinet's attention the new Pontcysyllte Aqueduct and Canal World Heritage Site Management Plan and for Cabinet to endorse the Plan	Yes	Councillor Bobby Feeley / Tony Ward / Huw Rees
	2	Quarter 4 Performance Report on the Corporate Plan	To provide members with analysis about performance and progress against our corporate priorities	Tbc	Councillor Julian Thompson-Hill / Nicola Kneale / Iolo McGregor
	3	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
30 July 2019	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
24 Sep 2019	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
22 Oct 2019	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues	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
			raised by Scrutiny for Cabinet's attention		
19 Nov 2019	1	Quarter 2 Performance Report on the Corporate Plan	To provide members with analysis about performance and progress against our corporate priorities	Tbc	Councillor Julian Thompson-Hill / Nicola Kneale / Iolo McGregor
	2	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
17 Dec 2019	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Richard Weigh
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>April</i>	<i>12 April</i>	<i>May</i>	<i>13 May</i>	<i>June</i>	<i>11 June</i>

Updated 19/04/19 - KEJ

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