

To: Members of the Cabinet

Date: 13 November 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, 19 NOVEMBER 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 5 - 10)

To receive the minutes of the Cabinet meeting held on 22 October 2019 (copy enclosed).

5 LIBRARY STRATEGY 2019 - 22 (Pages 11 - 28)

To consider a report by Councillor Tony Thomas, Lead Member for Housing and Communities (copy enclosed) presenting the Library Strategy 2019 – 22 for Cabinet endorsement.

6 CORPORATE PLAN PERFORMANCE REPORT QUARTER 2, 2019 TO 2020 (Pages 29 - 60)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) presenting an update on the delivery of the Corporate Plan 2017 – 2022 as at the end of quarter 2 (July to September 2019).

7 FINANCE REPORT (Pages 61 - 78)

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 79 - 82)

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

PART 2 - CONFIDENTIAL ITEMS

No Items.

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

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, 22 October 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's Services and Public Engagement; Brian Jones, Lead Member for Waste, Transport and the Environment; Richard Mainon, Lead Member for Corporate Services and Strategic Direction; Tony Thomas, Lead Member for Housing and Communities; Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets, and Mark Young, Lead Member for Planning, Public Protection and Safer Communities

Observers: Councillors Meirick Davies, Alan James, Rhys Thomas, Graham Timms, Huw Williams and Emrys Wynne

ALSO PRESENT

Chief Executive (JG); Corporate Director: Economy and Public Realm (GB) and Communities (NS); Head of Service: Legal, HR and Democratic Services (GW); Lead Officer Strategic Asset Management (TB); Valuations and Estates Manager (GT); Chief Accountant and S.151 Officer (SG); Managing Director Denbighshire Leisure Limited (JG) and Committee Administrator (KEJ)

1 APOLOGIES

There were no apologies.

2 DECLARATION OF INTERESTS

No declaration of interest had been raised.

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 24 September 2019 were submitted.

RESOLVED that the minutes of the meeting held on 24 September 2019 be received and confirmed as a correct record.

5 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 2019/20 was £198.538m (£194.418m in 2018/19)
- an overspend of £1.733m was forecast for service and corporate budgets
- detailed required savings and efficiencies of £5.672m including corporate savings identified in 2018/19 (£0.5m), schools savings of 2% (£1.32m) and service efficiencies and savings (£3.852m)
- highlighted current risks and variances relating to individual service areas including changes following the Senior Leadership Team restructure and the budget impact following the transfer of School Transport from Highways and Environmental Services to Planning and Public Protection, and
- provided a general update on the Capital Plan, Housing Revenue Account and Housing Capital Plan.

Cabinet was also asked to approve the transfer of cash funds from the Savings Achievement Contingency to Leisure Services to offset the need to allocate the Prudential Borrowing savings to the SC2 rather than the delay to setting up the Alternative Delivery Model (ADM).

By way of background Councillor Thompson-Hill advised that the original business case for SC2 had been predicated on a declining subsidy until break-even was reached in year 5. A budget loss of £378k had been shown in the first year with a number of options identified to minimise that loss including to delay Prudential Borrowing – that decision had been taken given that it was a new business venture and the likelihood there would be variances. However following a savings review it was apparent that the total saving of £850k relating to the ADM proposal would not be achieved in full and as a Council it was decided to use the lever of the delay to Prudential Borrowing to enable the ADM saving of £850k to be taken as part of the 2019/20 budget process, thus reducing the need for service cuts elsewhere. Consequently it was proposed that £612k be used from the contingency fund created for unachieved savings to meet the year 1 funding shortfall for SC2. To provide some future assurance for SC2 the service had been clear that the situation would not reoccur in the next financial year given the measures put in place.

Cabinet acknowledged that as a Council they had been made aware of the potential financial risks and variances at the outset for SC2 and had planned mitigation measures in order to address them. Cabinet also commended the facility which provided an exciting and unique attraction and acknowledged the wider benefits to the economy and other local businesses. During the ensuing debate further clarification was sought regarding the reasons for the increase in the budget loss for the first year together with assurances in terms of future years' financial trading figures and ensuring the facility's continued long term success.

Councillor Thompson-Hill responded to the issues raised as follows –

- based on current figures and the amended business case there was confidence that SC2 would be cost neutral by year 5 – as an attraction the facility was already a success: visitor numbers had been high and the facility well received with the pool operating at or near capacity during most of the trading period
- a combination of factors had contributed to the funding shortfall including (1) loss of the Easter trading period for the outdoor Splash Pad and associated projected income (2) Laser TAG having not attracted the numbers predicted but as a result of marketing a growth was predicted going forward, and (3) secondary visitor spend (food/drink, etc.) had not generated as much income as anticipated which was expected to increase through additional marketing
- savings had been made from streamlining the staffing structure and further assurance could be taken that from year 2 the facility would benefit from a full year impact of staff efficiencies and operation of the Splash Pad, and increases in growth with targeted income from Laser TAG and secondary spend; there would also be additional VAT savings for the company which collectively should meet the planned deficit for the second year
- in terms of 2021, savings to the Council would be derived from when the ADM started trading and it was accepted that as a leisure business profits could fluctuate, just as they could if leisure services remained in-house, and if pressures arose they would need to be addressed
- it was confirmed that the Strategic Investment Group would be reviewing the business case for SC2 early in the new year.

In responding to questions from non-Cabinet members Councillor Thompson-Hill –

- referred to the number of options identified to mitigate the shortfall in the trading position of SC2 in year 1. The lever to defer Prudential Borrowing costs could only be used once and the decision had been taken to use it to enable the ADM saving of £850k to be taken as part of the 2019/20 budget and mitigate funding cuts in other services rather than put it aside to cover any potential losses on SC2, the recommendation was to transfer cash funds from the Savings Achievement Contingency for that purpose
- in terms of staff efficiencies the business case had suggested a staffing structure covering numbers and required functions, as the situation developed the management team put in place the most efficient staffing structure to operate the service at the most economic cost which had resulted in savings. The Managing Director Denbighshire Leisure Limited added that some seasonal staff were employed because the facility itself had seasonal trends. However contracted staff were employed who were relocated to other sites when not working at SC2 rather than using casual staff because it was better to invest in the staff that were employed rather than continually appoint new staff each season. Some staff had been lost in terms of the range of staff appointed for various different reasons – however the current operating hours term time were as per the business case.

Councillor Meirick Davies referred to the new building for Ysgol Llanfair and asked whether any action was being taken to recoup costs associated with changes to the foul drainage system as a result of advice received from Welsh Water. Councillors Julian Thompson-Hill and Huw Hilditch-Roberts explained that Welsh Water had advised that the plans were indicative and therefore the Council would be unlikely

to recoup any additional costs incurred as a result. The Leader added that the priority was to complete the work and then revisit the issue and take legal advice.

RESOLVED that Cabinet –

- (a) *note the budgets set for 2019/20 and progress against the agreed budget strategy, and*
- (b) *approve the transfer of cash funds from the Savings Achievement Contingency to Leisure Services to offset the need to allocate the Prudential Borrowing savings to the SC2 rather than the delay to setting up the Alternative Delivery Model.*

6 CABINET FORWARD WORK PROGRAMME

The Cabinet forward work programme was presented for consideration and members noted the following future additions –

- 21st Century Schools Programme: Band B Proposals – November
- Llangollen Business Improvement District (BID) – January

RESOLVED that Cabinet's forward work programme be noted.

EXCLUSION OF PRESS AND PUBLIC

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

7 BODELWYDDAN CASTLE

Councillor Julian Thompson-Hill presented the confidential report seeking Cabinet's review of the terms for the sale of the premises.

Details of the proposed terms of sale of the freehold interest in Bodelwyddan Castle Hotel and part of the estate together with the retention of other areas for public access were further elaborated upon and discussed at the meeting. The differences to the previous report submitted to Cabinet in September 2018 were highlighted and explained and it was confirmed that the capital receipt to the Council remained the same. An update on negotiations with Bodelwyddan Castle Trust regarding the existing lease was also provided.

Cabinet discussed the report at length with the Lead Member and officers regarding the financial considerations, including how the figures referred to in the report had been derived together with the financial responsibilities and liabilities of the parties involved both under the existing lease and in moving forward with the sale. The management and future ambition for the retained areas by Countryside Services was also discussed which would be subject to funding bids to the Strategic Investment Group. Cabinet noted the merits of the sale in terms of safeguarding

the future of the building and ensuring its future success with benefits to the local economy and tourism together with the retention of areas for public access and opportunities in that regard. Consequently Cabinet supported the report recommendations and it was –

RESOLVED that –

- (a) *the Council sell the freehold interest in the Bodelwyddan Castle Hotel on terms set out in Appendix 1 to the report;*
- (b) *the Council sell the freehold interest in the Castle, the Bodelwyddan Castle Trust premises, (excluding land let on agricultural tenancy, the Lodge and park land) on the terms set out in Appendix 1 to the report;*
- (c) *the Council to keep the grass-crete carpark parkland, together with a 999 year lease of the woodland and the meadow, for public access run by Countryside Services (subject to Strategic Investment Group approving the necessary finance to establish and maintain this Denbighshire County Council retained area);*
- (d) *land currently subject to an agricultural tenancy to be retained and managed together with the Council's other agricultural land and farms, and*
- (e) *the small lodge on the Eastern boundary of the estate to be retained by the Council pending a review of its use.*

The meeting concluded at 11.10 hrs.

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Report to	Cabinet
Date of meeting	19 th November 2019
Lead Member / Officer	Cllr Tony Thomas / Liz Grieve
Report author	Bethan Hughes
Title	Library Strategy 2019-22

1. What is the report about?

1.1. The Library Strategy 2019-22 which outlines the vision for the public library service in Denbighshire and what it aims to achieve in the next three years. It also demonstrates how our libraries contribute to local and national strategic goals and plans.

2. What is the reason for making this report?

2.1. To provide information about the vision, strategic context and key strategic priorities for the public library service in Denbighshire to 2022.

2.2. A published strategy for an authority's library service is one of the core entitlements required within the Welsh Public Library Standards.

3. What are the Recommendations?

3.1. That the Committee confirms that it has considered and endorsed the strategy

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

4. Report details

4.1. The Library Strategy 2019-22 outlines the vision for the public library service in Denbighshire and what it aims to achieve in the next three years. It also demonstrates how our libraries contribute to local and national strategic goals and plans.

4.2. The vision for the library service is that:

- libraries are the beating hearts of the communities they serve – trusted, neutral places where everyone is welcome regardless of their age, background, or financial circumstances.
- reading is vital to everyone's wellbeing, learning, and prosperity, and that libraries give everyone access to the reading and literacy skills and resources they need to fulfill their needs.
- everyone is entitled to access information and knowledge in all its forms – printed, digital and human – and that libraries' role is to help people access the information and skills they need to engage fully in modern life.

4.3 Key performance statistics demonstrate that Denbighshire is ranked in the top 10 authorities in Wales for physical and virtual visits, the % of active members (members who have actually borrowed an item or used a computer in the previous 12 months), digital assistance sessions, attendances at events, and participation in the Summer Reading Challenge.

4.4 The overall cost of the service in 2018-19 was £1,549,135, working out at £2.94 per library visit. A 2013 study in Wales, commissioned by ALMA-UK (Archives Libraries Museums Alliance), calculated an average library user's spend in local shops/cafes etc to be £8.07. Based on this figure, Denbighshire Library Service makes a contribution to the local high street economy which is nearly 3 times its cost.

4.5 The Library Service contributes to key local, regional and national strategies, and the strategy details the key strategic areas of activity and these anticipated outcomes:

- People's lives are enriched and informed by reading
- People can access the resources and information they need to live well

- People can access digital services and have the skills and confidence to do so
- People can access information and services locally
- People can participate in a vibrant local culture

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

5.1 The strategy demonstrates how the Library Service contributes to the following priorities:

- The Council works with people and communities to build independence and resilience
- Communities are connected and have access to goods and services locally, online and through good transport links
- A place where younger people will want to live and work and have the skills to do so
- Equalities
- Promoting the Welsh language

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

6.1 Within existing budget. No additional budget required

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

7.1 The Well-being Impact Assessment shows that this strategy will make a positive impact across all 7 areas, with an overall 19/30 for the sustainability of the approach.

7.2 As this is a draft strategy, engagement with stakeholders will follow and the hope is to improve the score as result. In consultation with customers and current and potential partners, we intend to ask how they can help to deliver the

strategy, to integrate it further with the community, and to increase community involvement - eg delivering the volunteering strategy

7.4 We cannot foresee any negative impacts and we will review this assessment when consultation is complete.

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

None

9. Chief Finance Officer Statement

9.1. In the current environment of limited finances it is important that the strategy can be delivered within existing, and possibly decreasing, budget over future years. It will therefore be important that the service continues to look at innovative ways to both deliver and fund the service going forward.

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

None

11. Power to make the decision

Public Libraries and Museums Act 1964

DRAFT

DENBIGHSHIRE LIBRARY STRATEGY

2019-2022



Current status of document: Draft
Approved by Chief Executive Officer
Consultation with Member Area Groups
Public consultation
Final version to be published

May 2019
June/July 2019
August/September 2019
October 2019

DENBIGHSHIRE LIBRARY STRATEGY

2019-2022

This strategy outlines our vision for the public library service in Denbighshire and what it aims to achieve in the next three years. It will also demonstrate how our libraries contribute to local and national strategic goals and plans.

What is our vision of libraries?

We believe that libraries are the beating hearts of the communities they serve – trusted, neutral places where everyone is welcome regardless of their age, background, or financial circumstances.

We believe that reading is vital to everyone’s wellbeing, learning, and prosperity, and that libraries give everyone access to the reading and literacy skills and resources they need to fulfil their needs.

We believe that everyone is entitled to access information and knowledge in all its forms – printed, digital and human – and that libraries’ role is to help people access the information and skills they need to engage fully in modern life.

As a service, we aim to develop, deliver and promote the best customer experience by being brave, creative and committed to excellence.

“A library in the middle of a community is a cross between an emergency exit, a life-raft and a festival. They are cathedrals of the mind; hospitals of the soul; theme parks of the imagination. On a cold rainy island, they are the only sheltered public spaces where you are not a consumer, but a citizen instead.”

Caitlin Moran

Libraries in Denbighshire

Libraries in Denbighshire deliver the statutory public library service and the One Stop Shop face-to-face customer service for the Council from eight libraries located in Rhyl, Prestatyn, Rhuddlan, St Asaph, Denbigh, Ruthin, Corwen and Llangollen. A Home Library Service provides a tailored service to people who are unable to access their local library due to infirmity, disability or caring responsibilities. Libraries also provide a 24/7 digital service for downloading books, accessing information and ordering physical books; and provide facilities for people to access a range of support and advice services in their local community.

Libraries are managed within the Communities and Customers Service of the Council.

Key statistics 2018-19

- 401,234 physical visits to libraries (Wales ranking 8th)
- 125,454 virtual visits to website (Wales ranking 6th)
- 356,050 items borrowed (including digital downloads)
- 53,691 computer uses
- 51,192 people came to 4,414 activities
- 41,225 people were helped with using ICT and getting online (Wales ranking 1st)
- 19.2% of the population are active members (highest % in North Wales, Wales ranking 5th)
- 29.5% of 4-12 yr olds took part in 2018 Summer Reading Challenge (Wales ranking 1st, Welsh average 11.5%)

Cost of service

- The total cost of providing the Library service in 2018-19 was £1,549,135, of which £197,792 was the cost of running the eight library buildings.
- The Library service costs £16.27 per year for every adult and child living in Denbighshire
- The service employs 35 FTE staff
- The cost per library visit was £2.94
- A 2013 study in Wales, commissioned by ALMA-UK (Archives Libraries Museums Alliance), calculated an average library user's spend in local shops/cafes etc to be £8.07. Based on this figure, Denbighshire Library Service makes a contribution to the local high street economy which is nearly three times its cost.
- A total of £1,018,531 capital investment has been made over last 3 years (of which £120,000 from MALD grant) on modernisation and refurbishment of the libraries in Denbigh, St Asaph, Rhuddlan and Rhyl.

Engaging with our customers

We engage with our customers on a daily basis as they visit our libraries and talk to staff, and via social media. We welcome comments on our service and suggestions for improvement. We conduct a customer survey of adults and children at least once every three years (as required by the Welsh Public Library Standards). Our Volunteering Strategy will give people an opportunity to engage more intensively with the service by sharing their time and skills to support their local library.



401,234 visits to local libraries



35,235 people came to an event



328,075 books were borrowed



Public computers were used 53,691 times



96% said the customer care is very good or good



19.2% of people in Denbighshire are active library members

Strategic context

Libraries contribute towards key local, regional and national policies and plans including:

- **Denbighshire County Council Corporate Plan 2017-2022**
- **Conwy and Denbighshire Public Service Board Well-being Plan 2018-2023**
- **The 7 goals of the Well-being of Future Generations (Wales) Act 2015**
- **Connected and Ambitious Libraries: The sixth quality framework of Welsh Public Library Standards 2017-20**

Welsh Public Library Standards

The Welsh Government's Connected and Ambitious Libraries: The sixth quality framework of Welsh Public Library Standards 2017-20 comprises 12 core entitlements and 16 quality indicators to monitor how well library services realise benefits for local people. The framework identifies the clear contribution libraries make to the seven goals of the Well-being of Future Generations Act through the delivery of the following outcomes and impacts for residents:

- People will be able to increase their knowledge/skills having used the library
- People will be able to take part in reading and other cultural events organised by the library service
- People will feel part of a community using the library service
- People will be able to take advantage of the opportunities offered in the digital world using the library service
- Personal health and well-being is enhanced by using the library
- People can participate more fully in local affairs via the facilities in the library

In 2018-19, Denbighshire met all of the 12 core entitlements. Of the 10 quality indicators which have targets, Denbighshire achieved 8 in full, 1 in part and failed to achieve 1.

Our key strategic areas

People's lives are enriched and informed by reading

We will support this by

- Promoting Reading for pleasure and its impact on wellbeing and attainment
- Promoting Reading for information, learning and wellbeing
- Selecting, managing and providing access to books and information in a range of physical and digital formats
- Providing a range of activities to encourage and support reading (reading groups, events, displays, engagement activities)
- Providing tailored reading services to specific audiences such as
 - children and young people (Bookstart, Summer Reading Challenge, working with schools, holiday activities)
 - people living with health conditions or disabilities (Reading Well schemes, alternative physical and digital formats, Home Library Service)

Contributes to

Denbighshire County Council Corporate Plan

The Council works with people and communities to build independence and resilience

Communities are connected and have access to goods and services locally, online and through good transport links

A place where younger people will want to live and work and have the skills to do so

Conwy & Denbighshire PSB Well-being Plan

People – supporting good mental well-being for all ages

Community – supporting community empowerment

Well-being of Future Generations Act

A prosperous Wales

A healthier Wales

A more equal Wales

A Wales of cohesive communities

A Wales of vibrant culture and thriving Welsh language

“The audiobooks you’ve brought to me are absolutely wonderful. The Home Library Service has opened up a whole new world for me and I am so grateful”
Customer living with sight loss

“Provides good range of services with exceptional, helpful and cheerful staff.”

People can access the resources and information they need to live well

We will support this by

- Delivering tailored services to support physical and mental health
 - Reading Well schemes to provide information about dementia and mental health
 - Bookstart Rhymetimes programme to support mothers' mental health and the social and language development of babies and toddlers
- Tackling loneliness and supporting resilience via
 - A physical presence in communities
 - Digital access to complement the physical – accessibility outside opening hours
 - Social opportunities to get together
 - Home Library Service to vulnerable people
 - Reading groups
 - Specific schemes (Reading Friends, reading groups)

Contributes to

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Well-being of Future Generations Act

A healthier Wales

A more equal Wales

A Wales of cohesive communities

“The library couldn't be bettered. Staff excellent here. You always help. Never regretted a day since the 1960's when I joined. All you need to know can be found there.”

“Could not cope without the access to books – I read a lot – and it helps my mental health.”

People can access digital services and have the skills and confidence to do so

We will support this by

- Providing online access – free internet access, use of PCs, scanners, printing facilities
- Offering support and help as needed
- Providing learning opportunities to develop skills, confidence and safety, in partnership with learning providers
- Supporting channel shift by supporting people to use digital channels to access services
- Working in partnership with Working Denbighshire to ensure individuals are supported into employability
- Developing opportunities for digital creativity

Contributes to

Denbighshire County Council Corporate Plan

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A Wales of cohesive communities

“The environment is welcoming and attractive and it is an excellent place to meet up and learn new things or relieve loneliness.”

“I just want to say what a fantastic place this library is. I moved to the area a year ago and found sanctuary in the library – being able to order books in for free, get helpful advice, use the one stop shop and feel that I've got friendly faces to see in the week. We nearly moved out of the town but I wanted to stay for the library.”

People can access information and services locally

We will support this by:

- Providing a One Stop Shop service for all Council services, dealing with customers' enquiries, receiving payments, and providing information
- Being the access point in each community to local and national information to support individuals and communities' employment, health, wellbeing, and learning
- Supporting individuals to use digital channels for job-seeking, accessing welfare benefits and other government services
- Providing a range of up to date, relevant and accessible information sources, including books, magazines, and online sources
- Enabling partner organisations to deliver their services from libraries by providing facilities, space, awareness and support
- Exploring opportunities to provide new services as demand and opportunities arise

Contributes to

Denbighshire County Council Corporate Plan

The Council works with people and communities to build independence and resilience

Communities are connected and have access to goods and services locally, online and through good transport links

A place where younger people will want to live and work and have the skills to do so

Conwy and Denbighshire PSB Well-being Plan

People – supporting good mental well-being for all ages

Community – supporting community empowerment

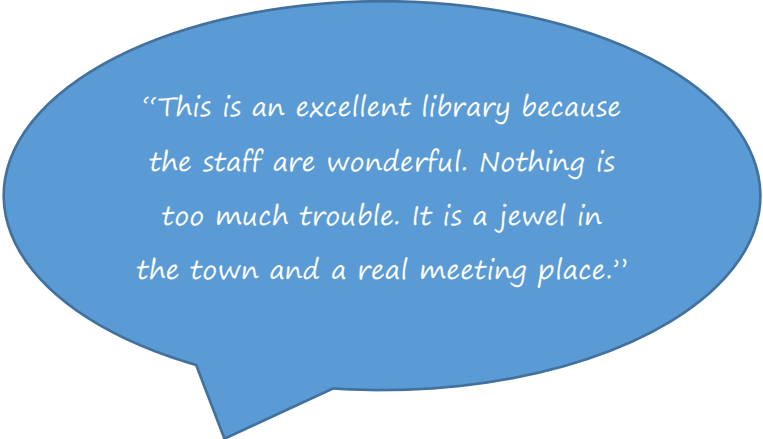
Well-being of Future Generations Act

A prosperous Wales

A healthier Wales

A more equal Wales

A Wales of cohesive communities



“This is an excellent library because the staff are wonderful. Nothing is too much trouble. It is a jewel in the town and a real meeting place.”

People can participate in a vibrant local culture

We will support this by

- Providing access to a wealth of Welsh language books and resources
- Managing collections of local history materials and providing access to family history resources
- Delivering a programme of events and activities such as book launches, author visits, talks and lectures
- Enabling local organisations to use library facilities to support and promote their activities

Contributes to

Denbighshire County Council Corporate Plan

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A Wales of cohesive communities

A Wales of vibrant culture and thriving Welsh language

“I love bringing my daughter to the Bookstart sessions. As a non-Welsh speaker I feel it’s important for my daughter to gain a Welsh education and these sessions are the perfect beginning for babies. It’s definitely inspired and encouraged me to place her in a Welsh language school in the future and potentially begin to learn Welsh myself. These sessions have started my daughter’s interest in books.”

To achieve these outcomes we will:

- ❖ **Ensure our library buildings remain welcoming, attractive, fit for purpose, sustainable, in good locations, and open at appropriate times**
 - Seek opportunities for funding to refurbish, modernise and keep sustainable library buildings which have not been refurbished in the last 10 years
 - Refresh facilities as technology develops and changes to meet customer needs
 - Continue to explore further options for co-location and relocation of services
- ❖ **Build partnerships and working collaboratively**
 - Build on the current successful partnerships with St Asaph City Council and Rhuddlan Town Council to develop and sustain library services in local communities
 - Continue to collaborate regionally and nationally, seeking opportunities to ensure value for money and benefits to customers
 - Work in partnership with other sectors to deliver services to the local community
 - Explore new ways to engage with our customers and stakeholders
- ❖ **Manage our collections**
 - Purchase new books and resources regularly, making the most of the funding available
 - Review and edit the collections to keep them attractive, relevant and useful
 - Collaborate with other authorities to enable customers' access to the widest range of stock
 - Train our staff to support customers' reading needs
- ❖ **Ensure our digital offer is attractive, up to date, and accessible, providing relevant resources**
 - Maintain an attractive and informative website presence to serve as a virtual shop window to our range of services and offer
 - Be part of the collaborative all-Wales Digital Library offer to ensure better value for money and greater range of choice for customers
 - Develop our use of social media as a marketing, information and communication channel
- ❖ **Employ a skilled and trained workforce**
 - Enable staff to train and develop skills and knowledge to deliver a modern library service
 - Enable staff to pursue formal qualifications and professional registration
 - Ensure an appropriate level of bilingual staff at each library
 - Create a staffing structure which provides potential career pathways
- ❖ **Support volunteers**
 - Deliver a strategy which offers opportunities to volunteer in our libraries to enhance our service, to develop skills and confidence, to improve wellbeing and to contribute to the community
- ❖ **Encourage use and reduce barriers**
 - Seek opportunities to reduce any real or perceived barriers which prevent people from accessing and using their local library
 - Seek new channels and ways to raise awareness of the library offer
 - Exploit the potential for partners to advocate for our services
 - Explore potential for outreach services, taking the library into the community
- ❖ **Generate income**
 - With continuing budget pressures we will seek opportunities to raise income through a range of approaches such as sales of items, reviewing charges, room hire, running charged for events, applying for funding and seeking further partnerships with town and community councils

Our action plan

Each year, we will plan new activities to help us achieve our strategic aims and contribute to the Council's Corporate Plan. The plans for the current year are included as Appendix 1.

How will we report on our performance and progress?

We are required to submit an Annual report on our performance against the Welsh Public Library Standards to the Welsh Governments' Museums, Archives and Libraries Division (MALD). MALD return an annual assessment report to the Council and this report is published on the MALD website and the Council's website. This assessment report is presented to the Council's Performance Scrutiny Committee annually.

Libraries' performance against the 7 Quality Indicators within the Welsh Public Library Standards is also monitored within the Public Accountability Measures (PAMs) performance measuring framework for local authorities.

The Customers Communication and Marketing Service's annual Service Business Plan sets out how the service will contribute towards delivering the Council's Corporate Plan. It includes many indicators, measures and activities relating to Libraries and One Stop Shops. These are reported on quarterly and monitored by the Head of Service and the Cabinet Lead Member.

Library and Customer Services managers compile quarterly reports on the activity in their library and these are shared with key partners and published online.

Libraries are about reading, literacies, information, learning, skills, discovery, opportunity, culture, history, identity, community access. Libraries have books and many kinds of printed stuff, ICT, meeting and creative spaces, solitary spaces, learning and community activities, librarians, trained staff and local people. Libraries are for people and what people use them for. They are not 'more than' anything: they are infinite.

John Dolan

Denbighshire County Council

Customers, Communications and Marketing

Service Business Plan 2019-20 (Libraries Activities)

Outcome 1: Customers, Communication and Marketing services are efficient and well managed

- Implement communication and marketing plans for Libraries and One Stop Shops
- Review stock management policy and develop stock training plan
- Generate and implement ideas for income generation

Outcome 2: Communities are connected and have access to goods and services locally, online and through good transport links

- Deliver a programme of community focussed activity at Denbigh Library following its refurbishment in 2018
- Address funding streams for Bookstart for the next three years, to ensure its sustainability
- Host a regular structured programme of digital training opportunities at each of our eight libraries, working with partners
- Plan programme of promotional campaigns tying in with national themed days/weeks

Outcome 3: The Council works with people and communities to build independence and resilience

- Review Housebound Library Service offer with key partners
- Develop the health and wellbeing offer in libraries
- Work with Community Navigators to promote DEWIS by encouraging local groups to input their information in libraries
- Facilitate new social opportunities for people to come together in libraries
- Deliver a plan to engage elected members in the work of libraries and One Stop Shops

Outcome 4: The environment is attractive and protected, supporting well-being and economic prosperity

- Instigate a programme of reading and literature based activities for children and adults to increase knowledge and awareness of the natural environment

Outcome 5: A place where younger people will want to live and work and have the skills to do so

- Plan a programme of engagement with early years setting/providers
- Develop a programme of regular class visits and engagement with schools

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Report to	Cabinet
Date of meeting	19 th November 2019
Lead Member / Officer	Cllr Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets Alan Smith, Head of Business Improvement & Modernisation
Report author	Iolo McGregor, Strategic Planning & Performance Team Leader Heidi Barton-Price, Strategic Planning & Performance Officer
Title	Corporate Plan Performance Report Quarter 2, 2019 to 2020

1. What is the report about?

- 1.1 This report presents an update on the delivery of the Corporate Plan 2017 to 2022 as at the end of quarter 2 (July to September 2019).

2. What is the reason for making this report?

- 2.1 To provide information regarding the council's progress as at the end of quarter 2, 2019 to 20, in delivering the Corporate Plan outcomes.
- 2.2 Regular reporting is an essential monitoring requirement of the Corporate Plan to ensure that the council exercises its duty to improve. Quarterly performance reports are routinely shared with SLT, Cabinet and Performance Scrutiny.

3. What are the Recommendations?

- 3.1 It is recommended that Cabinet considers the report, and agrees any further actions required to respond to any performance related issues highlighted within the report.
- 3.2 Subject to any agreed changes, Cabinet confirm the content of the draft report.

4. Report details

- 4.1 The council's Corporate Plan 2017-2022 sets the strategic direction for the council and its priorities for the five-year period. The detail about what the council intends to do each year to help deliver these priorities is set out in annual service plans. The projects originate from Service and Programme Plans. Progress is reported to SLT, Performance Scrutiny and Cabinet through our Quarterly Performance Reports.
- 4.2 Within this quarter 2 report, a summary of data and project updates is provided, together with data tables outlining our current position in full. The report also outlines how projects identified in support of each priority are developing.

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

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

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

- 6.1 There is no cost associated with this decision.

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

- 7.1 A Well-being Impact Assessment (WIA) is not required for this report. This report provides a retrospective evaluation of the council's performance and has no potential impact on people sharing protected characteristics. A WIA was undertaken on the Corporate Plan itself, and was presented to County Council when the plan was approved in October 2017.

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

- 8.1 The report has been developed by the Strategic Planning Team, in consultation with other council services. The performance information contained within the document has been provided by services, and has been drawn from the Verto performance management system. The report was considered by SLT on November 7. Following Cabinet (November 19), further consultation will take place with Performance Scrutiny (November 28).

9. Chief Finance Officer Statement

- 9.1 There are no significant financial implications arising from the report.

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

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

11. Power to make the decision

- 11.1. Performance management and monitoring is a key element of the Wales Programme for Improvement, which is underpinned by the statutory requirements of the Local Government Act 1999 and the Local Government "Wales" Measure 2009.

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Corporate Plan Performance July to September 2019

Corporate Plan Performance July to September 2019

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Corporate Plan Performance July to September 2019

Performance Summary

This is the summary position for our Corporate Plan in Quarter 2 (July to September 2019). The measures evaluation for each priority has been determined through the performance management framework that we have in place. The projects evaluation has been determined by the status of our projects.

Housing: Everyone is supported to live in homes that meet their needs

Measures: Good

Projects: Acceptable

Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links

Measures: Acceptable

Projects: Acceptable

Resilient Communities: The council works with people and communities to build independence and resilience

Measures: Acceptable

Projects: Good

Environment: Attractive and protected, supporting well-being and economic prosperity

Measures: Good

Projects: Excellent

Young People: A place where younger people will want to live and work and have the skills to do so

Measures: Priority for improvement

Projects: Good

Corporate Plan Performance July to September 2019

Housing: Everyone is supported to live in homes that meet their needs

Measures: Good

Projects: Acceptable

Corporate Plan Performance Framework: Measures Update

- As at the end of September 2019 there were 1160 people registered on the SARTH waiting list. The list is fluid and changes daily, however, the quarterly figures throughout 2018 to 2019 remain within the excellence threshold.
- We have seen 10 people with specialist housing needs being successfully supported into long term housing during 2018 to 2019. This is an improvement on previous years.

Young People and Housing Board: Project Update

Extra Care Housing

The Denbigh Extra Care Housing Project continues to progress well and remains on target. It is reported that the contractor is performing well on site, is well resourced, and that the community benefits are good. Grwp Cynefin's housing manager attended the Denbigh and Flint show and had the opportunity to speak to councillors and local residents during the day about the scheme and raise awareness with potential applicants.

The Ruthin Extra Care Housing Project delivery confidence remains high despite timescale slippage. The pre-planning consultation started on the 17th of September 2019 with Public Consultation Events held at Llys Awelon. The consultation will close on the 17th of October 2019 and Grwp Cynefin will then submit a planning application.

Additional Council Housing

Since the last report, prospective tenants have viewed the apartments that have been provided through the renovation and conversion of the former house in multiple occupation at 40 Brighton Road, Rhyl. A Planning application for the development of 22 Passivhaus homes on land above Tan y Sgubor in Denbigh has also been submitted.

Corporate Plan Performance July to September 2019

Affordable Housing

Achieving delivery of an additional 260 affordable homes is currently on target and delivery confidence will improve as work continues to progress on a number of significant schemes. Since April 2019, 17 additional affordable homes have been provided. Denbighshire has also been awarded additional Welsh Government funding, which will enable more new schemes to be brought forward.

Empty Homes

Between July to September, 69 properties have been brought back in use. Dialogue has also been set up with 220 empty property owners, with 36 requesting advice for financial assistance, and VAT reduction letters being issued for 10 of those properties. Following the establishment of the sub-group to explore 52 long term empty properties, it can be reported that all these properties have now been visited and assessed. A meeting has been arranged early November to review which properties are to be targeted going forward. There is continued promotion of the Empty Homes plan on social media. Between July and September, social media has had a reach of 11533, which encouraged engagement from 1090.

Affordable Housing for Young People

A Strategic Housing and Homelessness Group was re-established in July 2019 in order to consider the key issues faced within Denbighshire relating to housing and homelessness. As part of this group, a strategic action plan is currently in development to tackle these issues, which include the concerns raised around affordable housing for young people. A revised action plan and highlight report will be provided to the Programme Board in November in response to the concerns raised at the tranche review in April 2019.

Annual or Biennial Measures

Measure	2017 to 2018	2018 to 2019	Status
The percentage of residents reporting they felt satisfied with the availability of housing in their area (Residents Survey)	Does not apply	42	Priority for improvement
The percentage of residents reporting they are satisfied with the standard of housing in their area (Residents Survey)	Does not apply	52	Acceptable

Corporate Plan Performance July to September 2019

Measure	2017 to 2018	2018 to 2019	Status
The number of people who were on the Complex Disabilities Specialist Housing Needs Register for whom supported housing has been secured (Annual)	7	10	Excellent
The additional supply of Council Houses provided	Does not apply	Does not apply	Does not apply
Number of additional Extra Care Homes supported by DCC	Does not apply	Does not apply	Does not apply
Number of additional homes provided in Denbighshire	196	124	Priority for improvement
Number of empty properties brought back into use (old definition)	151	181	Excellent
The number of private sector homes improved in standard and quality due to intervention from the Council	Does not apply	819	Good
The additional supply of affordable housing, including social housing, provided during the year	63	23	Priority for improvement

Quarterly or Biannual Measures

Measure	Quarter 2 2018 to 2019	Quarter 3 2018 to 2019	Quarter 4 2018 to 2019	Quarter 1 2019 to 2020	Quarter 2 2019 to 2020	Status
Number of people on SARTH waiting list	1169	1182	1148	1148	1160	Excellent

Project Progress

The following projects are on target:

- Denbigh extra care housing

Corporate Plan Performance July to September 2019

- Additional council housing
- Additional affordable homes
- 500 empty properties back into use

The following project is experiencing obstacles:

- Ruthin extra care housing

Corporate Plan Performance July to September 2019

Connected Communities: Communities are connected and have access to goods and services locally, online and through good transport links

Measures: Acceptable

Projects: Acceptable

Corporate Plan Performance Framework: Measures Update

- As at the end of September, Denbighshire had 91.3% coverage of superfast broadband (>30mbps); an increase of 0.1% since June. When we compare our coverage against coverage in all other 650 constituencies in the UK, we find that our rank generally worsens. This means our coverage compares unfavourably to that of the rest of the UK. By the end of quarter 2, Vale of Clwyd slipped further from a rank of 422 to 436, Clwyd South from 541 to 547, and Clwyd West from 581 to 587.
- As at the end of September, 6.54% of premises in Denbighshire had Broadband of 10 Mbps or below, a small reduction of 0.3% since June. At this stage, our ambition was to have 4% of premises, as a minimum, with broadband of 10 Mbps or below.
- 47.46% of all A and B roads in Denbighshire had mobile 4G signal, from all four network operators, as at May 2019. Our ambition at this stage was to have 60% availability as a minimum. Workstreams to address poor 4G signal have been closed by the project, as outlined in the project update below.
- Internet use is improving although the pace of improvement has slowed. 87.7% of people are estimated to have used the internet within the last three months, as at May 2019, compared to 86.8% in the previous year.
- 100% of the 164 category 1 defects for damaged roads and pavements were made safe within the target time of seven days during July to September.

Corporate Plan Performance July to September 2019

- There has been no movement this quarter in terms of the percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels. 38% of transactions took place online, which means the majority of transactions took place over the telephone or face to face.

Communities and Environment Board: Project Update

Travel to work, education and services

Research to establish the travel barriers to key employment sites has been commissioned collaboratively across North Wales. Glyndwr University have been appointed and the contract will commence from October 2019. The research will help us understand the nature and extent of travel barriers and the potential solutions that could ease problems. A project team is established and a business case will be presented for Programme Board approval in April 2020.

Superfast broadband and mobile networks

In excess of 80 properties have been registered on Openreach as part of efforts to improve infrastructure in areas that are unlikely to be prioritised for superfast rollout. Unfortunately, due to high costs and low confidence that broadband speeds will be consistently improved, we have closed the workstream focussed on delivering fibre to the cabinet connections. However, positively, Cadwyn Clwyd has agreed to host a full time support officer role to support Denbighshire residents with connectivity issues. This role will be funded within the project's existing budget.

Workstreams to extend and improve 4G coverage have been closed. We have mapped public assets that fall in areas of poor or no coverage to explore the potential for using those assets to enhance network coverage. We have ensured that our planning policy does not look unfavourably on proposals to install masts. Finally, we have agreed one point of contact within the council to improve engagement with Welsh Government and providers. The Project Board agreed that these work streams should be closed following agreement that nothing further could be done to influence further improvements in 4G coverage. However, the availability of 4G on roads remains a Priority for improvement.

Corporate Plan Performance July to September 2019

Access to information and services

New webpage templates are largely in place and delivery of the new website has now commenced. Accessibility training has taken place, alongside web testing and user trials. Delivery confidence remains high, but the budget has limited flexibility to deal with changes or additional requests.

Digital exclusion

A business case will be presented for Board approval in October 2019. The business case advocates a range of work streams that aim to improve staff and volunteer digital inclusion skills; review the Council's IT, software and services to ensure they are digitally inclusive; connect children and young people in schools with their local community as part of a Digital Heroes scheme; and to assess where targeted support may be needed to improve digital skills. The business case advocates a focus on housing, library, social services and schools.

Infrastructure for events

The first Project Board meeting took place on 8th of July, at which workstream leads and political membership was agreed. A forward work plan for the project is in place and is framed around key decision points; most of which will be required between October 2019 and May 2020. A second project board meeting took place on the 26th of September to formulate a communications plan and to inform the risk register. Procurement of market research to test promoter engagement will commence in quarter 3.

Annual or Biennial Measures

Measure	2017 to 2018	2018 to 2019	Status
The percentage of principle A roads that are in overall poor condition	2.7	3.4	Acceptable
The percentage of non-principal/classified B roads that are in overall poor condition	5.1	4.7	Priority for improvement

Corporate Plan Performance July to September 2019

Measure	2017 to 2018	2018 to 2019	Status
The percentage of non-principal/classified C roads that are in overall poor condition	10.2	8.2	Good
The percentage of adults (aged 16 or over) who have used the internet within the last 3 months (Conwy and Denbighshire)	86.8	87.7	Acceptable
Percentage of Lower Super Output Areas (LSOAs) in Denbighshire in the 10% most deprived in Wales in terms of Access to Services (Wales Index of Multiple Deprivation - WIMD)	14	Data pending	Does not apply

Quarterly or Biannual Measures

Measure	Quarter 2 2018 to 2019	Quarter 3 2018 to 2019	Quarter 4 2018 to 2019	Quarter 1 2019 to 2020	Quarter 2 2019 to 2020	Status
The percentage of transactions undertaken via the web, compared to the total number of transactions undertaken using all access channels	29.12	33.16	No data	38	38	Does not apply
The percentage of Superfast Coverage in Denbighshire (>30 Mbps)	90.5	90.8	91.1	91.2	91.3	Acceptable
The percentage of premises with Broadband of 10 Mbps or below	7.1	6.7	6.6	6.57	6.54	Priority for improvement
The percentage of mobile 4G road signal (all operators)	33.65	43.08	48.08	49.59	47.46	Priority for improvement

Corporate Plan Performance July to September 2019

Percentage of damaged roads and pavements made safe within target time (CAT1 - Category 1 defects dealt within timescale)	98.11	98.3	97.5	97.69	100	Excellent
6 monthly Road Condition Score for around 75% of the remaining network (some C roads and almost all unclassified roads)	Does not apply	379974	Does not apply	Data pending	Does not apply	Does not apply

Project Progress

The following projects are on target:

- Superfast broadband and mobile networks
- Infrastructure for events
- Access to information and services

The following projects are at the business case stage:

- Travel to work, education and services
- Digital exclusion

Corporate Plan Performance July to September 2019

Resilient Communities: The council works with people and communities to build independence and resilience

Measures: Acceptable

Projects: Good

Corporate Plan Performance Framework: Measures Update

- Year to date figures reported by North Wales Police for domestic abuse show that there were 231 repeat victims, which is a 17.9% increase from 196 for the same period last year. Despite increases in the overall level of domestic abuse in Conwy and Denbighshire, there has been a period of stabilisation in the number of victims identified in Conwy, but a larger increase can be seen in Denbighshire since the start of 2019 to 2020. As a whole North Wales has seen a -0.9% decrease in repeat victims of domestic abuse in 2019 to 2020.
- There has been a decrease of -32.1% in repeat offenders of domestic abuse registered for the first six months of 2019 to 2020. Figures have reduced from 53 individuals the same time last year, to 36 people for this financial year to date. The overall picture for North Wales shows repeat offenders of domestic abuse has decreased by -22.3%.
- An update has been provided on the number of live resources on the Dewis Cymru Platform for Denbighshire and we can see that the number of resources has declined slightly since the start of the financial year. We currently have 459 on the platform, down from 482 at the end of 2018 to 2019. The Council does not control Dewis Cymru resources, but does, however, encourage all services and service users to look to this for community information. There are 2,547 resources on Dewis for North Wales, and 10,623 nationally.
- The average length of time adults (aged 65 or over) are supported in residential care homes for the year decreased from 1,026 last quarter to 1,008 (-2%). Although this is high in relation to the Wales average (800), it is understood that

Corporate Plan Performance July to September 2019

Denbighshire has a high average age population. Our agreed target for the financial year is to remain below 1,200.

- The number of assessments of need for support for carers undertaken during the year (cumulative) has dropped from 91 this time last year, to 36 for quarter two. This is a drop of 55 assessments (-60.43%). There are two reasons for this reduction. Firstly, people are having more joint assessments, and an issue on the Paris system then shows we are under-recording assessments. This is a national picture, with other local authorities obtaining similar results and considering the 'What Matters' conversations inconsistently. The Welsh Government is looking at a new measure for carer assessments and outcomes for next year, which will be implemented across Wales to offer more clarity. Secondly, the reduction reflects the success of signposting carers to third sector and community well-being services so that they are more able to find solutions for their own health and well-being, and no longer needing formal assessments from the council.

Communities and Environment Board: Project Update

Involvement in shaping and improving services

The spend profile for the first year will not be achieved due to the late start of the project and the required tendering process. Approximately £23k will be rolled over into the first part of the next financial year as agreed at the Programme Board. Work has been completed on the engagement portal and it has started to be used. Internal communications have focussed on targeted staff who are now trained to use the portal. A mapping exercise is being undertaken to identify the reach and gaps for our existing customer engagement groups. The Ember customer dashboard costs have been covered until September 2019 and the survey continues with customer insights being used to inform service design. The specification document has been written for the tender to undertake engagement survey work.

Corporate Plan Performance July to September 2019

Supporting Carers

The Supporting Carers Project Team met most recently on the 30th of August. Both adult and children's plans are standard agenda items. The Carers Commissioner is continuing to liaise with team members from all key business areas and work is continuing to agree a monitoring outcome framework, to demonstrate that the project is having an impact and making a meaningful difference to the lives of local carers. There are, however, delays in having the Children's Action Plan updated.

Community Resource Teams

The project is on target with all relevant stakeholders engaging in technical groups.

Highlighted activity in this period includes:

- Surveys completed on identified building for Prestatyn Community Resource Team.
- Tender process closed and at evaluation stage for Denbigh Community Resource Team essential work.
- Rhyl Community Resource Team carried out a pause and review records have now been mapped on ARCGIS, which will allow for better data analysis as the project progresses.

Community Planning, Windfarms

The Brenig Windfarm Fund was launched by Cadwyn Clwyd on the 16th of September 2019, with the 11th of November announced as the first deadline for applications. The Panel is due to meet during the week commencing November 25th to access the applications received.

Partnership working with Cadwyn Clwyd has allowed for communications and press releases regarding the Brenig Fund launch to be co-ordinated. Reference to the support on offer from this project was agreed and included by Cadwyn Clwyd in all communications (including a press release picked up by the Daily Post and Leader), the fund's website and within the grant documentation (e.g. grant guidelines).

Corporate Plan Performance July to September 2019

The joint promotion of this project has achieved a wide reach so far, initiating interest and enquiries from several community groups who were previously unaware of the council's community development offer.

Drop-in Brenig Fund advice sessions have been arranged by Cadwyn Clwyd on the 25th of September and the 16th of October in the Llyn Brenig Visitor Centre. Cadwyn Clwyd have welcomed these sessions to be delivered collaboratively with the Community Development Officer appointed through this project, providing a robust offer of support to groups interested in applying for funds.

The Clocaenog Windfarm Community Investment Fund is still on schedule and regular correspondence with Innogy maintained. An announcement regarding the fund administrator and area of benefit is expected during early November.

Dementia Friendly Council

A project manager has been assigned to lead on the 'Working towards becoming a Dementia Friendly Council' project. A Business Case and Well-being Impact Assessment will be presented to the Programme Board in December 2019.

Annual or Biennial Measures

Measure	2017 to 2018	2018 to 2019	Status
The percentage of people reporting they have received the right information or advice when they needed it	81.7	88	Acceptable
The percentage of carers reporting they feel supported to continue in their caring role	56.5	55	Priority for improvement
The percentage of people reporting that they know who to contact about their care and support	86.7	84	Acceptable
The percentage of people who agree "my local area is a place where people will pull together to improve the local area" (every two years)	Does not apply	59	Acceptable

Corporate Plan Performance July to September 2019

Measure	2017 to 2018	2018 to 2019	Status
The percentage of people who feel able to influence decisions affecting their local area (every two years)	Does not apply	27	Priority for improvement

Quarterly or Biannual Measures

Measure	Quarter 2 2018 to 2019	Quarter 3 2018 to 2019	Quarter 4 2018 to 2019	Quarter 1 2019 to 2020	Quarter 2 2019 to 2020	Status
The cumulative (year to date) number of repeat victims of Domestic Abuse including non-crime occurrences (3 or more in 12 months, measured as year to date)	Does not apply	Does not apply	Does not apply	110	231	Does not apply
The cumulative (year to date) number of repeat offenders of Domestic Abuse (3 or more in 12 months)	Does not apply	Does not apply	Does not apply	14	36	Does not apply
The number of live resources on the Dewis Cymru Platform	441	517	508	482	459	Priority for improvement
The number of assessments of need for support for carers undertaken during the year	91	144	234	11	36	Does not apply
The average length of time adults (aged 65 or	1071	1026	993	1021	1008	Priority for improvement

Corporate Plan Performance July to September 2019

over) are supported in residential care homes						
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Progress on projects

The following projects are all on target for completion:

- Involvement in shaping and improving services
- Supporting carers
- Community Resource Teams
- Community planning, windfarms

The following projects are at the business case stage:

- Act to reduce domestic abuse

The following projects are at the project brief stage:

- Accessible information that supports independence and resilience

Corporate Plan Performance July to September 2019

Environment: Attractive and protected, supporting well-being and economic prosperity

Measures: Good

Projects: Excellent

Corporate Plan Performance Framework: Measures Update

- The council's target of reducing carbon emissions from its own buildings and vehicles by 15% by 2022 has already seen a 13% reduction from our 2016 baseline. The Council declared a climate emergency in July and is now looking at ways to become net carbon zero by 2030.

Communities and Environment Board: Project Update

Trees

The PLANT Project is currently on target for delivery with the next planting period now due to commence. A new project has been approved to maintain, enhance, protect and preserve Denbighshire's living assets for future generations. This project will develop the Council's tree asset to improve its benefits to people's health and well-being and for increasing biodiversity, both Corporate Plan aspirations.

Flooding

The East Rhyl Coastal Defence Scheme project continues to progress well and remains on target. Progress within this reporting period saw the scheme being approved by Council on the 10th of September, 2019.

Improving Biodiversity

This project remains on target. Highlighted activity in this period includes:

- Each of the adder sites and latest sighting records have now been mapped on ARCGIS, which will allow for better data analysis as the project progresses.

Corporate Plan Performance July to September 2019

- The prospects for Denbighshire’s sand lizards in 2020 appears promising. Data collection and analysis is currently underway and an initial draft of the ‘Sand Lizard Monitoring and Management North East Wales Report 2019’ is being prepared for the next National Sand Lizard Meeting.
- The North Wales Dormouse Project hosted a training day in September 2019, which included dormouse ecology and law; dormouse survey techniques, sites included and local context, recording and data entry, and a practical site visit and survey.
- Conservation and volunteering guest lectures are continuing at Glyndwr University. This has seen an increase in the number of students applying for dissertation projects and volunteering opportunities.
- The seeds harvested from the roadside nature reserve are being prepared for sowing by November. Current wildflower areas, potential wildflower areas and Bee Friendly sites from across Denbighshire have also now been mapped.

Nature Corridor (ENRaW Project):

A new project to create a green / blue corridor linking and improving natural resources across the three counties of Denbighshire, Flintshire and Conwy is now due to be launched following the funding award of the Welsh Government grant.

Annual or Biennial Measures

Measure	2017 to 2018	2018 to 2019	Status
Percentage reduction - from a 31/03/17 baseline – in carbon emissions (tonnes) from Council assets	Does not apply	13	Excellent
STEAM - Total Economic Impact of Tourism (£ million)	490.35	509.01	Excellent
% of existing and acquired Council housing stock (1st April 2017 baseline) achieving an EPC (Energy) rating of C or above	28	33	Priority for improvement

Corporate Plan Performance July to September 2019

Measure	2017 to 2018	2018 to 2019	Status
No. of trees planted to increase canopy cover in Rhyl and Denbigh	3000	5800	Excellent
No. of properties with reduced risk of flooding (1,000s)	Does not apply	Does not apply	Does not apply
How satisfied are people with their local open spaces? - Countryside	Does not apply	87	Excellent
How satisfied are people with their local open spaces? - Beaches	Does not apply	70	Good
How satisfied are people with their local open spaces? - Parks	Does not apply	64	Good

Quarterly or Biannual Measures

Measure	Quarter 2 2018 to 2019	Quarter 3 2018 to 2019	Quarter 4 2018 to 2019	Quarter 1 2019 to 2020	Quarter 2 2019 to 2020	Status
% of all new build council housing achieving an EPC (Energy) rating of A	Does not apply	Does not apply	Does not apply	Does not apply	Does not apply	Does not apply

Progress on projects

The following projects are on target:

- East Rhyl coastal defence
- Urban tree planting
- Improving biodiversity

Corporate Plan Performance July to September 2019

- Reducing carbon emissions from council assets
- Improving energy efficiency in council houses
- Protect and enhance Denbighshire's 'living assets'

The following projects are at the business case stage:

- Reduce the council's use of plastics

Corporate Plan Performance July to September 2019

Young People: A place where younger people will want to live and work and have the skills to do so

Measures: Priority for improvement

Projects: Good

Corporate Plan Performance Framework: Measures Update

- The council did develop in its Corporate Plan performance framework a measure around the number of young volunteers participating in opportunities provided by the council. However, data for this measure from our volunteer system, Kinetic, has been inconsistent, and not a true reflection of the good offer that the council has available. The council's Volunteer Network has now agreed to move away from Kinetic in favour of a simpler process that will focus on advertising the right opportunities to the right people. The Head of Service for Business Improvement and Modernisation has been tasked to take this work forward by the Senior Leadership Team.
- Accepting changes to the national publishing of assessment results, we have developed a new attainment measure that locally focuses on the percentage of pupils achieving the level 2+ threshold (inclusive of core subjects) or vocational equivalents, determined on the basis of performance at the end of Key Stage 2 and additional learning need. A paper on this has been prepared for the Young People and Housing Board to consider at its meeting on November 27. This item was originally going to be discussed on September 25th, but the meeting was cancelled. If approved in November, reporting on this measure will start in quarter 3 once data has been validated.
- The work related benefits claimant count for 18-24 year olds has continued to increase, sitting at 6.3% as at the end of quarter 2. This is 1.7% behind the Welsh average.

Corporate Plan Performance July to September 2019

Communities and Environment Board: Project Update

Modernising Education Programme

The progress of the programme remains positive with the Band A element nearing completion. Christ the Word opened in September 2019, despite issues with Gaia Technologies, the main ICT provider, going into administration. These issues are being worked through by the council's own ICT service. Works on Phase 2, the demolition of the old buildings and landscaping, have also started.

Delays with the opening of Ysgol Llanfair continue as a consequence of an easement issue; however, the works have now been scheduled with Welsh Water.

The design stage of the new Welsh Language Development Centre is progressing well, though there have been some delays with the parking elements of the scheme due to concerns raised by residents. Due to the funding requirement to complete this project by the end of March 2020, enquiries are currently being made in terms of the possibility of splitting the tender into 2 parts; the Centre itself and the parking provision. This proposal would ensure that the development of the centre itself can be progressed while the planning process is being undertaken for the car park. If this methodology is not acceptable then the project may be at risk of losing the funding from Welsh Government.

School Nutrition Project

As of September, we now have a School Nutrition Coordinator in post supporting the work of this project. We had hoped to take ten schools through the 'Come and Cook' training over the next year, but we have already started the training for nine of them, well above expectations. The School Nutrition Coordinator is also developing resources for the schools to use, and a bid for new cooking equipment has been submitted for those schools going through the programme. The project has also been featured on the County Conversation portal this month to ask residents for their views.

Corporate Plan Performance July to September 2019

Supporting Parents in Denbighshire

A project group has held its first meeting and agreed a constructive way to take this project forward, addressing both funding and capacity issues. An updated business case is being developed for the Programme Board's consideration at its meeting in November.

Techzone

The decision has been made to withdraw this project from the reserve list for the European Regional Development Fund because there is a requirement for projects to be 'shovel ready' and have the ability to spend quickly, because of Brexit. This is not the case with the TechZone. The project will, however, be kept live to see whether there are any future funding opportunities through the Growth Deal.

Young Person Employment Bursary

Despite concerns regarding the slow take up of the bursary, it is achieving its estimated outputs at less cost than originally anticipated. We expected to help between 10 to 40 individuals with an initial budget of £20k. However, the bursary is currently supporting its tenth applicant and have only allocated half its budget, which may potentially allow us to assist more individuals. The Bursary has been featured on the County Conversation portal this month to ask residents for their views on the project.

PASS (Pupil Attitude to Self and School)

A new contract has now been signed with the provider and a strong training offer is being rolled out to schools to enable them to make better use of their pupil, cohort and school level data. We are also working with the provider to develop a new way of reporting cluster level data. This has been achieved at no additional cost to the project.

Working Start

Working Start is progressing well with its paid placement offer, which is receiving positive feedback from stakeholders. The project is now looking to develop its unpaid placement offer. Working Start has also been featured on the County Conversation portal this month to ask residents for their views on the project.

Corporate Plan Performance July to September 2019

Annual or Biennial Measures

Measure	2017 to 2018	2018 to 2019	Status
Percentage of pupil attendance in primary schools	94.9	94.5	Priority for improvement
Percentage of pupil attendance in secondary schools	93.7	93.5	Priority for improvement
The percentage of children aged 4-5 years who are a healthy weight or underweight (reported one year in arrears)	70.4	67.7	Priority for improvement
The percentage of Yr11 pupils who achieved KS4 Welsh Bacallaureate Skills Challenge Certificate at National Level (Level 2)	72.5	65.1	Priority for improvement
The percentage of children achieving 5 GSCEs A*-C (Level 2, Key Stage 4), including English or Welsh (1st language) and Maths, by the end of secondary school, against the percentage that achieved the expected standard at the end of primary school (Level 4, Key Stage 2)	50	47.5	Priority for improvement
The percentage of residents that are satisfied that there are job opportunities for young people at the start of their career	Does not apply	19	Priority for improvement
The percentage of residents that are satisfied that there are opportunities for young people to develop their skills	Does not apply	28	Priority for improvement
The percentage of residents that are satisfied that there are leisure opportunities that appeal to young people	Does not apply	50	Acceptable
The number of schools providing education through suitability and condition categories C and D	36	34	Priority for improvement

Corporate Plan Performance July to September 2019

Quarterly or Biannual Measures

Measure	Quarter 2 2018 to 2019	Quarter 3 2018 to 2019	Quarter 4 2018 to 2019	Quarter 1 2019 to 2020	Quarter 2 2019 to 2020	Status
Percentage of the population aged 18 to 24 claiming Job Seekers Allowance	4.3	5	5.8	6.1	6.3	Priority for improvement
The percentage of pupils (using Pupil Attitudes to Self and School - PASS) who respond positively against pupils' feelings about school	85.6	Does not apply	85.9	Does not apply	81.7	Good

Project Progress

The following projects are on target:

- Working Denbighshire Ready for Work
- The Denbighshire Working Start Scheme
- Entrepreneur space, Rhyl
- Pupil Attitude to Self and School Survey
- School Nutrition Project

The following projects are experiencing obstacles:

- Young person employment bursary
- Techzone
- Modernising Education Programme

Corporate Plan Performance July to September 2019

- Welsh Language Centre

The following projects are at the business case stage:

- Supporting parents

Report to	Cabinet
Date of meeting	19 th November 2019
Lead Member / Officer	Julian Thompson Hill
Report author	Steve Gadd, Chief Accountant
Title	Finance Report (October 2019/20)

1. What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2019/20. 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 2019/20.

3. What are the Recommendations?

Members note the budgets set for 2019/20 and progress against the agreed strategy.

4. Report details

The report provides a summary of the council's revenue budget for 2019/20 detailed in Appendix 1. The council's net revenue budget is £198.538m (£194.418m in 18/19). The position on service and corporate budgets is a forecast overspend of £2.111m (£1.733m last month). Narrative around the current risks and assumptions underlying this assessment are outlined in Section 6 and Appendix 2.

The 2019/20 budget required savings and efficiencies of £5.672m to be identified and agreed as detailed below:

- Corporate savings identified in 2018/19 (£0.5m)
- Schools savings of 2% (£1.32m)
- Service efficiencies and savings (£3.852m)

These were reviewed thoroughly last month and resulted in the approved allocation of £616k from the Savings Achievement Contingency to offset known non-achievement of savings in year. This equates to approximately 11% of the total savings identified and therefore currently assumes that 89% of savings have been achieved.

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 detailed in Appendix 2, however the following should also be noted:

Corporate Budgets – Contingencies set aside during the budget process last year have been released in order to help fund the service overspends There may be further resources available (around Council Tax Yield etc) later in the financial year, however if projections remain the same £2.1m would need to be funded from Base Level Reserves.

Schools - The budget agreed by Council for 2019/20 included a total net additional investment (excluding increases in Welsh Government grants) in schools delegated budgets of just over £1m. The latest projection for school balances to be carried forward into 2020/21 is a net deficit balance of £1.137m (£1.137m last month), which represents an increase of £0.966m on the deficit balances brought forward from 2019/20 of £0.171m. The figures include the application of a reserve set aside from Corporate underspends last financial year to fund the large deficit balance of Blessed Edward Jones as we, as the Local Education Authority, are legally obliged to do. There is a small underspend in non-delegated budget of £32k.

The Housing Revenue Account (HRA). The latest revenue position assumes a decrease in balances at year end of £285k which is £128k more than the budgeted

decrease of £157k. HRA balances are therefore forecast to be £1.398m at the end of the year. The Capital budget of £14.3m is largely allocated between planned improvements to existing housings stock (£5.2m) and new build developments and acquisitions (£8.1m).

Treasury Management – At the end of October, the council’s borrowing totalled £229.3m at an average rate of 4.16%. Investment balances were £8m at an average rate of 0.49%.

A summary of the council’s **Capital Plan** is enclosed as Appendix 4. The approved capital plan is £37.69m with expenditure to date of £13.14m. Appendix 5 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 29 January.

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), School Transport and Waste services despite the investment included in the 2019/20 budget. These are base budget and therefore ongoing pressures and the position for all areas will be monitored carefully and further considered as part of the budget process for 2020/21.

Forecasts indicate school balances will decrease this financial year, however it still very early in the financial year and the position will be kept under close review. Not only are Education Finance working closely with schools to help develop robust plans, but chief and senior officers in Education and Finance meet regularly to review those plans and take remedial action if necessary. We are particularly working closely with a small number of schools who are experiencing particularly difficult circumstances.

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 2019/20

Oct-19	Net Budget	Budget 2019/20			Projected Outturn							Variance
	2018/19 (Restated) £'000	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net	Net	Previous Report £'000
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	
Communities and Customers	3,698	5,141	-1,580	3,561	5,527	-1,966	3,561	386	-386	0	0.00%	0
Education and Children's Service	14,145	28,713	-12,936	15,777	20,803	-3,854	16,949	-7,910	9,082	1,172	7.43%	1,079
Business Improvement and Modernisation	4,557	5,381	-878	4,503	5,378	-937	4,441	-3	-59	-62	-1.38%	-59
Legal, HR and Democratic Services	2,650	3,927	-1,329	2,598	4,040	-1,510	2,530	113	-181	-68	-2.62%	-37
Finance and Property	4,432	9,344	-4,446	4,898	10,024	-5,126	4,898	680	-680	0	0.00%	0
Highways, Facilities and Environmental Services	15,632	30,790	-15,199	15,591	30,823	-14,719	16,104	33	480	513	3.29%	390
Planning and Public Protection	9,092	16,321	-7,017	9,304	16,843	-6,949	9,894	522	68	590	6.34%	568
Community Support Services	35,111	53,375	-17,592	35,783	51,704	-15,444	36,260	-1,671	2,148	477	1.33%	204
Leisure - ADM	2,737	9,796	-7,795	2,001	11,581	-9,580	2,001	1,785	-1,785	0	0.00%	616
Total Services	92,054	162,788	-68,772	94,016	156,723	-60,085	96,638	-6,065	8,687	2,622	2.79%	2,761
Corporate	17,733	46,292	-29,223	17,069	45,781	-29,223	16,558	-511	0	-511	-2.99%	-1,028
Precepts & Levies	4,569	4,806	0	4,806	4,806	0	4,806	0	0	0	0.00%	0
Capital Financing	11,427	13,652	0	13,652	13,652	0	13,652	0	0	0	0.00%	0
Total Corporate	33,729	64,750	-29,223	35,527	64,239	-29,223	35,016	-511	0	-511	-1.44%	-1,028
Council Services & Corporate Budget	125,783	227,538	-97,995	129,543	220,962	-89,308	131,654	-6,576	8,687	2,111	1.63%	1,733
Schools & Non-delegated School Budgets	68,635	78,860	-9,865	68,995	79,493	-9,564	69,929	633	301	934	1.35%	934
Total Council Budget	194,418	306,398	-107,860	198,538	300,455	-98,872	201,583	-5,943	8,988	3,045	1.53%	2,667
Housing Revenue Account	630	16,613	-16,456	157	16,641	-16,356	285	28	100	128		128

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Appendix 2 - Service Variance Narrative

Service	Variance Last Month £000	Variance This Month £000	Movement £000	Description
Communities and Customers	0	0	0	No significant risks to report
Education and Children's Service	1,079	1,172	93	This includes all current high cost residential and independent fostering placements costed to realistic timescales. No allowance has been made for any further new placements within the financial year. The main pressure area is within high cost placements which has a current predicted overspend of £1.074K. Some of this pressure is offset by a sustainable pressures grant (£198K) and underspends on staffing due to vacant posts. The placement pressure has been caused by 5 new residential placements and 7 new independent fostering placements which commenced this financial year. The highest cost residential placement is £6,360 per week. As can be seen each individual placement can be extremely expensive so any increase in numbers can have a large effect on the budget. The Education element of Out of County and Recoupment is now projected to overspend by £112k following the finalisation of pupil numbers which has resulted in a further shortfall in income from other Local Authorities attending our special schools.
Business Improvement and Modernisation	-59	-62	-3	Underspend largely due to a number of vacancy savings. A number of IT contracts are currently under negotiation which may increase costs going forward.
Legal, HR and Democratic Services	-37	-68	-31	Underspends relating to vacancy savings in preparation of a service review and an increase in Registrars income. Additional exit costs have further reduced the underspend.
Finance and Property	0	0	0	No significant risks to report
Highways, Facilities and Environmental Services	390	513	123	The main areas of concern are: <ul style="list-style-type: none"> • Waste Service – The service is currently £1.6m overspent (an increase of £0.200m due to extension of the Parc Adfer commissioning date) , but is utilising £1.2m from the Waste Services Reserve. This is only possible for one more year and a pressure of £0.9m has been included in the Medium Term Financial Plan for 2020/21. • Streetscene – Although funding has been allocated to the clearing up of Legacy Tips, it appears that additional costs will be incurred. An assessment of these have been included in the projections. Work has been undertaken to review projections in this area, and making more efficient use use of capital fudning which has reduced the pressure in this area by £0.100m. • Winter Maintenance – The current budget, alongside the severe weather reserve, is sufficient to cope with a normal winter. Any severe weather is likely to require the identification of additional cash resources to cover the costs.
Planning and Public Protection	568	590	22	Following the transfer of School Transport to this service, it is now projected that the service will overspend by £590k. School Transport has been allocated £900k additional funds during the two previous budget rounds. However as highlighted in previous years the service remained an area of concern and is very much linked to policy and service changes within Education. The figure represents the most accurate projection we can provide based on latest pupil numbers, routes and contracts for the new academic year.

Service	Variance Last Month £000	Variance This Month £000	Movement £000	Description
Community Support Services	204	477	273	This projection assumes that the remaining service reserve of £821k is applied in year. The increase from last month is due to having received confirmation of Winter Pressure Grant funding has reduced from £493k to £220k. The underlying pressure of £1.3m has been included in the current MTFP for 2020/21 and will be kept under review over the coming months.
Leisure - ADM	616	0	-616	Break-even position following allocation of central contingency (see below)
Corporate & Miscellaneous	-1,028	-511	517	Contingencies set aside during the budget process last year have been released in order to help fund the service overspends described above resulting in a reported underspend of £1.028m. The movement from last month is a result of the £612k being allocated in year to cover unachieved efficiency savings relating to the SC2/ADM saving.
Precepts & Levies	0	0	0	There are no risks in this area
Capital Financing	0	0	0	The position on capital financing is very much related to progress on capital projects and variances do not crystallise until later in the financial year.
Council Services & Corporate Budget	1,733	2,111	378	

APPENDIX 3 - SERVICE SAVINGS / EFFICIENCIES

Ref	Service	Description	RAYG Status	Saving Category	2019/20 £000	Service / Overall Totals
BIM RTC011	Business Improvement and Modernisation	Reduction in capacity of Digital Records Bureau in response to reduced workloads - income generation also being considered.	AMBER	Efficiency Saving	24	300
BIM RTC014	Business Improvement and Modernisation	Reduction in Administration capacity within the Strategic Planning Team.	GREEN	Efficiency Saving	10	
BT&ICT001	Business Improvement and Modernisation	Service restructure of Back Office Support function.	GREEN	Efficiency Saving	26	
BT&ICT002	Business Improvement and Modernisation	Service restructure of Service Desk function.	AMBER	Efficiency Saving	46	
BT&ICT003	Business Improvement and Modernisation	Service restructure of Infrastructure function.	GREEN	Efficiency Saving	43	
BT&ICT004	Business Improvement and Modernisation	Service restructure of Training function.	AMBER	Efficiency Saving	34	
BT&ICT005	Business Improvement and Modernisation	Service restructure of Business Systems function.	GREEN	Efficiency Saving	42	
BIM&ICT006	Business Improvement and Modernisation	Contract savings due to targeted contract management improvements	GREEN	Procurement	75	300
CCM RTC001	Customers, Communications and Marketing	Deletion of vacant post within Corporate Communications Team	GREEN	Service Reduction/withdrawal	39	225
CCM RTC002	Customers, Communications and Marketing	Reduce budgeted annual contribution to the Major Events Reserve	GREEN	Efficiency Saving	13	
CCM RTC003	Customers, Communications and Marketing	Budget reduction due to an agreed reduction in costs of Tourism Information Centres	GREEN	Efficiency Saving	4	
CCM RTC004	Customers, Communications and Marketing	Reduction of budget for Tourism Team	GREEN	Service Reduction/withdrawal	18	
CCM RTC005	Customers, Communications and Marketing	Review of delivery method of the Digital Futures Programme	AMBER	Service Reduction/withdrawal	151	
ECS RTC004	Education and Children's Service	Review of Music Arts Service - withdrawal of remaining DCC subsidy	GREEN	Change to service level received by public	69	159
ECS RTC008	Education and Children's Service	Restructure of modernising education team due to non-placement of vacancy.	GREEN	Efficiency Saving	90	
FAH RTC002	Facilities, Assets and Housing	Handover Denbigh Town Hall to Denbigh Town Council - saving made on removing the running costs.	GREEN	Alternative Service Delivery Model	23	1,320
FAH RTC004	Facilities, Assets and Housing	Disposal of 6-8 Nant Hall Road Prestatyn - saving made on removing the running costs.	GREEN	Efficiency Saving	47	
FAH RTC006	Facilities, Assets and Housing	Reduce Public Conveniences budget with a view to increasing income within the portfolio.	GREEN	Increase in Fees & Charges or additional external income contributions	40	
FAH RTC007	Facilities, Assets and Housing	Service restructure within Strategic Assets section.	GREEN	Efficiency Saving	35	
FAH RTC008	Facilities, Assets and Housing	Commercial leisure growth and delivery - to review delivery and increase income growth throughout commercial leisure facilities.	YELLOW	Increase in Fees & Charges or additional external income contributions	200	
FAH RTC009	Facilities, Assets and Housing	Rhyl Pavilion Theatre - additional income through increased transaction fees, a new conference offer and box office model.	YELLOW	Increase in Fees & Charges or additional external income contributions	125	
FAH RTC011	Facilities, Assets and Housing	ADM Proposal - savings in NNDR and VAT arise from creating a Local Authority owned not-for-profit trading company. The savings can only be realised when the company is formed. However, cash savings from deferring borrowing charges on the SC2 facility are possible in advance of the company being formed.	RED	Alternative Service Delivery Model	850	
FIN RTC001	Finance	Review and maximise recharges external to the core council revenue account (eg external partnerships / Treasury Management function)	YELLOW	Increase in Fees & Charges or additional external income contributions	41	

APPENDIX 3 - SERVICE SAVINGS / EFFICIENCIES

Ref	Service	Description	RAYG Status	Saving Category	2019/20 £000	Service / Overall Totals
FIN RTC002	Finance	Increase income by agreeing to take on extra regional work around the pooled budgets agenda	YELLOW	Increase in Fees & Charges or additional external income contributions	20	274
FIN RTC003	Finance	Re-negotiation of Citizens Advice Denbighshire Contract	YELLOW	Procurement	13	
FIN RTC005	Finance	Recognise good partnership working with Civica to increase the Council Tax collection rate.	YELLOW	Increase in Fees & Charges or additional external income contributions	100	
FIN RTC006	Finance	Recognise further increase in Council Tax from initiatives such as 2nd Homes	YELLOW	Increase in Fees & Charges or additional external income contributions	50	
FIN RTC007	Finance	Target for general efficiencies identified in year (vacancy management etc)	AMBER	Efficiency Saving	50	
HES RTC001	Highways and Environmental Services	Streetscene: Reduction in revenue budget for highways element of Streetscene. £200k per annum of preventative highway maintenance works (currently funded by Streetscene) will instead be funded using Capital Highways funding. This will result in £200k per year less being spent on highways maintenance. However, the impact of this can be partly mitigated by the formal provision of a base capital budget for highways, enabling the service to plan more strategically over a longer period of time.	GREEN	Service Reduction/withdrawal	200	
HES RTC002	Highways and Environmental Services	Deletion of vacant post within Countryside Services	GREEN	Efficiency Saving	35	
HES RTC003	Highways and Environmental Services	Increasing admission charges at Heritage facilities.	GREEN	Increase in Fees & Charges or additional external income contributions	14	
HES RTC004	Highways and Environmental Services	Increased income from car parks at Loggerheads, Moel Famau and Llantisilio Green	YELLOW	Increase in Fees & Charges or additional external income contributions	5	
HES RTC005	Highways and Environmental Services	Saving to be replaced - see report for details	AMBER	Service Reduction/withdrawal	42	
HES RTC006	Highways and Environmental Services	Improved accuracy of forecasting for Winter Maintenance (by way of an additional sensor) would eradicate any unnecessary gritting on Route B (Rhyl & Prestatyn), which tends to be milder than the rest of the county. Route B would still be gritted whenever the temperature requires us to do so.	AMBER	Efficiency Saving	10	
HES RTC007	Highways and Environmental Services	Increasing the charges for green waste by £2 per year when subscribing online / direct debit, and by £3 when subscribing in any other way.	GREEN	Increase in Fees & Charges or additional external income contributions	36	
HES RTC008	Highways and Environmental Services	Restricting opening hours of Ruthin and Denbigh household recycling centres by one day per week each.	GREEN	Service Reduction/withdrawal	20	
HES RTC009	Highways and Environmental Services	Increasing cemetery fees to ensure fees are comparable with other local authorities in North Wales and that full cost recovery is achieved.	GREEN	Increase in Fees & Charges or additional external income contributions	15	
HES RTC010	Highways and Environmental Services	Amend charging policy for bulky waste collections in order to move towards full cost recovery. The charges would be £11 for 1 item; £14 for 2 items; £17 for 3 items; £20 for 4 items; and £23 for 5 items.	YELLOW	Increase in Fees & Charges or additional external income contributions	20	
HES RTC011	Highways and Environmental Services	Reduce frequency of verge grass cutting from 2 cuts per year to 1 cut per year in line with NMWTRA's current verge cutting policy. This would have the benefit of supporting the council's ambitions to promote and increase biodiversity across the county. Additional cuts would be done (and would only be done) at specific locations on health & safety grounds.	AMBER	Service Reduction/withdrawal	67	
HES RTC012	Highways and Environmental Services	Reduced Weed Spraying from 3 to 2 treatments per year.	GREEN	Service Reduction/withdrawal	6	

APPENDIX 3 - SERVICE SAVINGS / EFFICIENCIES

Ref	Service	Description	RAYG Status	Saving Category	2019/20 £000	Service / Overall Totals
HES RTC013	Highways and Environmental Services	Reduced leaf clearance using hired-in road sweepers. The proposal is to reduce the number of road sweepers from 3 vehicles to 2 vehicles.	YELLOW	Service Reduction/withdrawal	31	501
LHD RTC001	Legal, HR and Democratic Services	Delete vacant administrative post within Democratic Services	GREEN	Efficiency Saving	21	153
LHD RTC006	Legal, HR and Democratic Services	Review of Procurement Service Level Agreement and Costs	GREEN	Efficiency Saving	26	
LHD RTC009	Legal, HR and Democratic Services	Restructure of Business Support Unit	GREEN	Efficiency Saving	30	
LHD RTC010	Legal, HR and Democratic Services	Full review of service structure and fees and charges within the Registration Service with aim to make service cost neutral within two years.	AMBER	Change to service level received by public	20	
LHD RTC011	Legal, HR and Democratic Services	Delete vacant Assistant HR Specialist Role	GREEN	Efficiency Saving	28	
LHD RTC012	Legal, HR and Democratic Services	Implementation of an Employee Assistance Programme to deliver the Counselling Support for Staff.	GREEN	Efficiency Saving	28	
PPP RTC001	Planning and Public Protection	Delete vacant post within Business and Performance section.	GREEN	Efficiency Saving	45	153
PPP RTC019	Planning and Public Protection	The service undertake research as part of the process of informing the Local Development Plan (LDP). The research is undertaken by both our own officers and consultants. We will reduce the budget used for consultants and do more of the work in the team.	GREEN	Efficiency Saving	13	
PPP RTC002	Planning and Public Protection	Reduction in use of consultants within Development Control	YELLOW	Efficiency Saving	20	
PPP RTC003	Planning and Public Protection	Deletion of the previous Public Protection Manager post following the post holders promotion to Head of Service. Management restructure undertaken.	GREEN	Efficiency Saving	57	
PPP RTC004	Planning and Public Protection	Deletion of vacancy within Licencing	GREEN	Efficiency Saving	25	
PPP RTC006	Planning and Public Protection	Removal of legacy Community Safety Budget - previous savings over-achieved	GREEN	Technical Budget Reductions - no effect on service levels	17	
PPP RTC007	Planning and Public Protection	Budget Reduction due to Economic & Community Ambition Board no longer in existence and ECA Programme closed down.	YELLOW	Technical Budget Reductions - no effect on service levels	20	
PPP RTC009	Planning and Public Protection	Deletion of vacant post within Economic and Business Development	GREEN	Efficiency Saving	36	
PPP RTC011	Planning and Public Protection	Increase Highways Development Control Charges on Supervision Fees where planning permission has been granted and involves works to the existing highways.	GREEN	Increase in Fees & Charges or additional external income contributions	13	
PPP RTC013	Planning and Public Protection	Reduction in Transport Planning Budget - This budget is used to maintain and collect data from our existing network of automatic traffic counters (measuring road usage), and to fund additional ad-hoc surveys when requested. The proposal means that more ad-hoc surveys will be funded from the team accident remedial budget and from capital projects. The service will also look to use counters that automatically send data wirelessly which would greatly reduce the need for a contractor to visit to manually download data and improve the quality and timeliness of the information as well as the efficiency and safety of data collection.	YELLOW	Change to service level received by public	20	
PPP RTC010	Planning and Public Protection	Introduction of charges at three free car parks.	YELLOW	Increase in Fees & Charges or additional external income contributions	30	
PPP RTC012	Planning and Public Protection	Increase fees of Car Parking Permits by 20% to make DCC charges more comparable to the level in neighbouring authorities. Permit charges have not been increased since 2009.	YELLOW	Increase in Fees & Charges or additional external income contributions	16	
PPP RTC014	Planning and Public Protection	DCC Match Funding for Regional Engagement Team not now required to match current requirements.	YELLOW	Technical Budget Reductions - no effect on service levels	11	

APPENDIX 3 - SERVICE SAVINGS / EFFICIENCIES

Ref	Service	Description	RAYG Status	Saving Category	2019/20 £000	Service / Overall Totals
PPP RTC015	Planning and Public Protection	Economic and Business Development - reduction in project budget following review of council wide activities by the Head of Service and Corporate Director Some budget will be maintained for future priority projects. Staffing budget is not being reduced.	GREEN	Change to service level received by public	64	420
PPP RTC016	Planning and Public Protection	Reducing the traffic management budget. The saving will be made by placing further reliance on capital funding to pay for the replacement of traffic signal installations.	GREEN	Efficiency Saving	33	
CSS RTC001	Community Support Services	Homelessness - Service Restructure	GREEN	Change to service level received by public	74	500
CSS RTC002	Community Support Services	Business Support - Service Restructure and Review	GREEN	Efficiency Saving	142	
CSS RTC003	Community Support Services	Localities - Service Restructure	GREEN	Efficiency Saving	67	
CSS RTC004	Community Support Services	Care & Support Reviews - Double Handed Calls	GREEN	Efficiency Saving	217	
						3,852

Denbighshire County Council - Capital Plan 2019/20 - 2022/23

APPENDIX 4

Position to end October 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

	2019/20 ORIGINAL ESTIMATE £000s	2019/20 LATEST ESTIMATE £000s	2020/21 LATEST ESTIMATE £000s	2021/22 LATEST ESTIMATE £000s	2022/23 LATEST ESTIMATE £000s
Total Estimated Payments - Other	17,011	18,910	10,004	3,618	
Total Estimated Payments - Major Projects:					
Housing Improvement Grants		1,241			
Rhyl, New 3-16 Catholic School	9,636	9,178	332		
Ysgol Llanfair, New School	995	1,471	171		
Ysgol Carreg Emlyn, New School	1,460	550	1,363		
Highways Maintenance	4,695	5,185			
East Rhyl Coastal Defence Scheme	2,417	160	1,900		
Rhyl Waterfront and Waterpark	530	494			
Contingency	505	505	500	500	500
Total	37,249	37,694	14,270	4,118	500
External Funding	19,659	16,450	13,659	4,796	4,796
Receipts and Reserves	1,931	6,735	1,159		
Prudential Borrowing	15,659	14,509	4,420	3,618	
Unallocated Funding	0	0	(4,968)	(4,296)	(4,296)
Total Capital Financing	37,249	37,694	14,270	4,118	500

Note: 2019-20 Original Estimate is the position as approved by Council on 19th February 2019

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Appendix 5 - Major Capital Projects Update – November 2019

21st Century Schools Programme – Ysgol LLanfair	
Total Budget	£5.369m
Expenditure to date	£4.514m
Estimated remaining spend in 19/20	£0.684m
Future Years estimated spend	£0.171m
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>The foul drainage connection works have been progressing well. The programme for the completion of these works is still envisaged to be early 2020. Officers will discuss with the school over the next few weeks the logistics for the move to ensure the transition goes smoothly.</p>	
Forecast In Year Expenditure 19/20	£1.471m

21st Century Schools Programme – Ysgol Carreg Emlyn	
Total Budget	£5.059m
Expenditure to date	£3.427m
Estimated remaining spend in 19/20	£0.269m
Future Years estimated spend	£1.363m
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>Ysgol Carreg Emlyn moved in June 2018 and are now settled into the new building and have familiarised themselves with the operation of the new systems on site.</p> <p>Work to decommission the old sites will commence upon appointment of a contractor following the tender process. Subsequently, the sites will then be declared surplus. Work for a long term solution for the drainage at the school site remain on-going.</p>	
Forecast In Year Expenditure 19/20	£0.550m

21st Century Schools Programme – Glasdir	
Total Budget	£11.502m
Expenditure to date	£11.476m
Estimated remaining spend in 19/20	£0.026m
Future Years estimated spend	£0.000m
Funding	DCC £2.854m; 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 which has been used by the schools since April 2018.</p> <p>The final account has now been settled with the Certificate of Making Good due to be issued.</p> <p>Work to de-commission the old site is complete with the asset managed by the Council's Estate Department. The former main school building is in the process of being disposed of, having recently been marketed for sale. Betsi Cadwaladr University Health Board have secured planning permission to redevelop part of the site to improve access and parking facilities at the adjacent hospital.</p>	
Forecast In Year Expenditure 19/20	£0.185m

21st Century Schools Programme – Ysgol Glan Clwyd	
Total Budget	£16.748m
Expenditure to date	£16.655m
Estimated remaining spend in 19/20	£ 0.093m
Future Years estimated spend	£ 0.000m
Funding	WG £11.461m; DCC £5.287m
Narrative:	
<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 19/20	£0.093m

21st Century Schools Programme – Rhyl, Christ the Word School	
Total Budget	£23.813m
Expenditure to date	£19.801m
Estimated remaining spend in 19/20	£ 3.680m
Future Years estimated spend	£ 0.332m
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 continues on the demolition of both Ysgol Mair and Blessed Edward Jones. Considerable progress was made over the half term break, especially on the section of the Blessed Edward Jones building which was in close proximity to the new build. Groundworks have now commenced on the Ysgol Mair site where the new all-weather pitch will be located.</p> <p>Officers continue to work alongside the Contractor and the school to deal with any snagging issues as they arise.</p> <p>The school are working closely with the Diocese of Wrexham in regards to the appointment of the foundation governors in readiness for the first meeting of the permanent governing body. The Council is supporting the school in terms of the other Governor positions.</p>	
Forecast In Year Expenditure 19/20	£9.178m

Rhyl Queens Market Redevelopment	
Total Budget	£5.000m
Expenditure to date	£3.726m
Estimated remaining spend in 19/20	£ 0.174m
Future Years estimated spend	£ 1.100m
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.</p> <p>Safeguarding works on the site are complete and the majority of the tenants have now vacated to alternate premises. The last three tenants are due to co-locate into another building in town.</p> <p>The removal of Asbestos from the Queens Hotel will be complete by early December and surveys are being carried out as and when buildings become available. The Council continues to work with the development partner on the future development of the site and a report will go to Cabinet Briefing at the earliest opportunity.</p>	
Forecast In Year Expenditure 19/20	£0.900m

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
17 Dec 2019	1	Contract Procedure Rules	To consider the reviewed contract procedures rules which will require adoption and form part of the council constitution	Tbc	Councillor Julian Thompson-Hill / Lisa Jones / Helen Makin
	2	Alternative Delivery Model (ADM) for various leisure related activities / functions	Approval of lease and sites	Yes	Councillors Booby Feeley & Julian Thomspson-Hill / Graham Boase / Siân Lloyd Price
	3	Ethical Code of Employment	To seek Cabinet approval of the Ethical Code of Employment	Yes	Councillor Richard Mainon / Helen Makin
	4	Strategic Planning Group – Proposed changes to Terms of Reference	To seek approval of changes to the Strategic Planning Group's Terms of Reference	Yes	Councillor Mark Young / Angela Loftus
	5	21st Century Schools Programme – Band B Proposals	To request Cabinet for approval of the revised Strategic Outline Programme for submission to the Welsh Government	Yes	Councillor Huw Hilditch-Roberts / Karen Evans / James Curran
	6	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Steve Gadd
	7	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		
21 Jan 2020	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	Llangollen Business Improvement District (BID)	To agree to support the BID and delegate authority to the Corporate Director: Economy and Public Realm to cast the votes in respect of each of the Council's eligible rateable properties in the BID area	Yes	Councillor Hugh Evans / Mike Horrocks / Carolyn Brindle
	3	Housing Rent Setting & Housing Revenue and Capital Budgets 2020/21	To seek approval for the proposed annual rent increase for council housing and to approve the Housing Revenue Account Capital and Revenue Budgets for 2020/21 and Housing Stock Business Plan	Yes	Councillor Julian Thompson-Hill / Geoff Davies
	4	Gypsy and Traveller Site Provision	To discuss and approve Council owned sites for	Yes	Councillor Mark Young / David Lorey / Angela Loftus

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			submission through the LDP process for Gypsy and Traveller accommodation (transit).		
	5	Highways Code of Practice	To ratify the Code of Practice for use by the Highway Authority	Yes	Councillor Brian Jones / Tony Ward / Tim Towers
	6	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Steve Gadd
	7	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
18 Feb 2020	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Steve Gadd
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
24 Mar 2020	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Steve Gadd
	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		
29 Apr 2020	1	Finance Report	To update Cabinet on the current financial position of the Council	Tbc	Councillor Julian Thompson-Hill / Steve Gadd
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

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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>December</i>	<i>3 December</i>	<i>January</i>	<i>7 January</i>	<i>February</i>	<i>4 February</i>

Updated 12/11/19 - KEJ

Cabinet Forward Work Programme.doc