

To: Members of the Cabinet

Date: 18 March 2020

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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, 24 MARCH 2020** in the **COUNCIL CHAMBER, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams
Head of Legal, HR and Democratic Services

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS

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

4 MINUTES (Pages 7 - 14)

To receive the minutes of the Cabinet meeting held on 18 February 2020 (copy enclosed).

5 IMPLEMENTATION OF AN ALTERNATIVE DELIVERY MODEL (ADM) FOR VARIOUS LEISURE RELATED ACTIVITIES/FUNCTIONS: CONTRACT AWARD (Pages 15 - 50)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance, Performance and Strategic Assets (copy enclosed) seeking Cabinet authorisation to proceed with the award of the service contract to Denbighshire Leisure Limited (DLL).

6 FINANCE REPORT (Pages 51 - 70)

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.

7 CABINET FORWARD WORK PROGRAMME (Pages 71 - 74)

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

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

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

8 RE-PROCUREMENT OF DRY MIXING RECYCLING TRANSFER AND TREATMENT (Pages 75 - 86)

To consider a confidential report by Councillor Brian Jones, Lead Member for Waste, Transport and the Environment (copy enclosed) seeking Cabinet approval to proceed with the procurement and award of a contract for dry mixed recycling services together with an extension to existing contractual arrangements during the transition period.

MEMBERSHIP

Councillors

Hugh Evans
Bobby Feeley
Huw Hilditch-Roberts
Richard Mainon

Tony Thomas
Julian Thompson-Hill
Brian Jones
Mark Young

COPIES TO:

All Councillors for information
Press and Libraries
Town and Community Councils

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LOCAL GOVERNMENT ACT 2000

Code of Conduct for Members

DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

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

Denbighshire County Council

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

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)**

Signed

Date

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

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CABINET

Minutes of a meeting of the Cabinet held in the Council Chamber, County Hall, Ruthin on Tuesday, 18 February 2020 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: Meirick Davies, Martyn Holland, Alan James, Gwyneth Kensler, Peter Scott, Rhys Thomas, Graham Timms, and Emrys Wynne

ALSO PRESENT

Chief Executive (JG); Corporate Directors: Communities (NS) and Economy and Public Realm (GB); Heads of Service: Legal, HR and Democratic Services (GW) and Finance and Property (SG), Service Manager – Client Services (KN); Team Manager – Business Support (BC) and Committee Administrator (KEJ)

TRIBUTE OF COUNCILLOR HUW JONES

Prior to the start of the meeting the Leader paid tribute to Councillor Huw Jones who had sadly passed away at the weekend. He referred to Councillor Jones as a dear friend, colleague and esteemed councillor who put Corwen at the heart of his work. Councillor Jones had been a Cabinet member from 2012 – 2017 and had been highly regarded amongst officers and members and would be sorely missed. Thoughts were with his family and community at this sad time. All present stood in silence as a mark of respect.

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 21 January 2020 were submitted.

RESOLVED that the minutes of the meeting held on 21 January 2020 be received and confirmed as a correct record.

At this point the Leader referred to his intention to vary the order of the agenda to accommodate the availability of officers attending the meeting.

5 FINANCE SYSTEM PROCUREMENT

Councillor Julian Thompson-Hill presented the report seeking Cabinet approval to commence a collaborative procurement process with Conwy County Borough Council for a core financial system for the Council.

The reasoning behind the collaborative process was explained given the similar legacy systems operated by both authorities and risks associated with existing solutions and unsupported software. The intention was to set up a framework which would allow either council to have their own solution or a shared solution, either hosted by a supplier or hosted on site by one or more of the councils. The framework would also allow for Wrexham and Flintshire local authorities to purchase their own core financial system in future if they wished. Details of the financial implications had been provided within the report which should result in the delivery of efficiencies to ensure the project was cost neutral over time; details had also been provided in terms of governance arrangements and project management.

Cabinet was satisfied with the contents of the report and had no questions to raise. Councillor Julian Thompson-Hill responded to a question from Councillor Martyn Holland confirming that existing solutions would be taken into account as part of the procurement process. The Head of Finance and Property added that a phased approach would be taken firstly to deliver a financial system for core functions with phase two involving a payroll and HR solution and potential all-encompassing system. Market testing had shown there to be existing solutions and the next stage involved going through the procurement process and considering the outcomes.

RESOLVED that Cabinet –

- (a) *approves the commencement of the procurement for a core financial system as set out within the report, and*
- (b) *confirms it has read, understood and taken account of the Well-being Impact Assessment (Appendix 1 to the report) as part of its consideration.*

6 RECOMMENDATIONS OF THE STRATEGIC INVESTMENT GROUP

Councillor Julian Thompson-Hill presented the report seeking Cabinet's support of projects identified for inclusion in the 2020/21 Capital Plan as recommended by the Strategic Investment Group (SIG) and detailed in Appendix 1 to the report.

Councillor Thompson-Hill guided members through the report and explained the funding available for block allocations for on-going programmes of work. Reference was made to the work of the SIG in reviewing the bids for allocations and a

summary of their recommendations had been provided and elaborated upon further at the meeting which included the recommended funding source for each project together with the reasoning for supporting those specific projects and allocations.

Cabinet considered the recommendations detailed within the report.

Councillor Huw Hilditch-Roberts referred to the recent adverse weather conditions and thanked staff for their hard work in that regard. Given the storm damage to the highway infrastructure he queried whether there was a need to revisit the investment in that area to take account of remedial work required and ensure highway works were financed appropriately and due diligence observed. The Leader advised that the First Minister had called an emergency flood summit with local authorities (to be attended by Lead Member Councillor Brian Jones) and other agencies and it was expected that funding would be forthcoming to help deal with the aftermath. Councillor Julian Thompson-Hill also provided assurances that emergency remedial works would be funded as appropriate and explained the funding streams available, including the severe weather reserve, but confirmed there was likely to be a national grant scheme which could be accessed if a particular threshold was met. With regard to SIG's recommended allocation for highways, £1.750m had been allocated for capital expenditure to be prioritised as appropriate by the Highways Service and there may also be further opportunities to submit bids for remedial works pending the allocation of additional funding in year. Officers added that following the clean-up operations an assessment of the damage would be carried out – whilst it was recognised that damage would have been caused to the highway infrastructure it was too early to confirm the extent of the damage and adjust the capital allocations in that regard. Councillor Brian Jones advised that an assessment of the damage would be undertaken as soon as possible and work was ongoing in terms of planning and focusing resources. In light of the recent storm damage to the highway infrastructure and subsequent funding pressures to be met it was agreed to include in the resolution reference to the assessment of damage and identification of savings required.

Councillor Bobby Feeley referred to the Queens Market Development and queried the confirmation of external funding. It was explained that the buildings had been purchased with the assistance of Welsh Government (£2.5m) and European (£2.5m) funding. Whilst the Welsh Government funding had been received, the European funding had been confirmed subject to the Council achieving key stages of development and timescales had been set for that purpose. A detailed report on the development would be submitted to a future Cabinet meeting.

Councillor Huw Hilditch-Roberts welcomed the additional funding recommended for school capital maintenance which was an increase on the previous year.

Lead Members responded to issues raised by non-Cabinet members as follows –

- Councillor Martyn Holland was pleased to note the funding allocated for bridge repairs given their importance, particularly for rural communities, and asked that the issue be raised in the forthcoming meeting with Welsh Government. In response to his concerns regarding potholes, Councillor Brian Jones advised that work was ongoing to find a more permanent solution and in addition to the

forthcoming annual visits to Member Area Groups to discuss road maintenance, a members' workshop was also being arranged on highway matters

- Councillor Huw Hilditch-Roberts advised Ysgol Llanfair DC (new school) would open shortly and would be able to accept more pupils – it was not full to capacity
- Councillor Julian Thompson-Hill explained the terms of prudential borrowing referred to in the report advising that £100k for highways had been set aside as part of the 2020/21 Corporate Plan allocation which would allow £1.750m of capital expenditure, and the programme of replacement of LED lanterns would involve taking out a Salix loan for up to £200k over six years which would be self-funding with savings from the energy costs accrued over the term.

RESOLVED that –

- (a) *the projects detailed in Appendix 1 to the report for inclusion in the 2020/21 Capital Plan be supported and recommended to full Council, and*
- (b) *Cabinet requests that officers in the Highways Service carry out an assessment of damage caused to the network by the recent storms in order that the extent of further funding can be identified.*

7 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 £1.614m was forecast for service and corporate budgets
- highlighted current risks and assumptions relating to individual service areas
- detailed required savings and efficiencies of £5.672m with an approved allocation of £616k from the Savings Achievement Contingency to offset known non-achievement savings (approximately 11% of the total savings identified)
- provided a general update on the Capital Plan, Housing Revenue Account and Housing Capital Plan.

Cabinet was also asked to approve the revised guidance relating to Business Rate Relief criteria and to approve the write off of Business Rates totalling £57k.

Councillor Mark Young referred to the additional costs arising from the recent storm damage in the county, including flooding incidents, both in terms of remedial and flood defence works and asked that those costs be identified within the regular finance reports to Cabinet in future as a known risk. The Head of Finance and Property advised that in addition to pressures within the Highways Service, there would also be impacts on other service areas, such as leisure and social services, and an assessment of those wider impacts would also need to be undertaken. It was agreed that the impact of the storm damage be included as part of Cabinet's regular finance report in future.

RESOLVED that Cabinet –

- (a) *note the budgets set for 2019/20 and progress against the agreed budget strategy;*
- (b) *approve the revised guidance relating to Business Rate Relief criteria to be published on the Council's website and that the transparent scoring matrix is introduced with immediate effect as detailed in Appendix 6 and Section 6.2 of the report, and*
- (c) *approve the write-off of Business Rates as detailed in Appendix 7 and Section 6.3 of the report.*

8 CABINET FORWARD WORK PROGRAMME

The Cabinet forward work programme was presented for consideration and members noted that the North Wales Growth Bid Governance Agreement 2 scheduled for April would likely be delayed and would be considered by Partnerships Scrutiny Committee prior Cabinet. It was also noted that the Queens Market Development would feature as a future Cabinet agenda item.

RESOLVED that Cabinet's forward work programme be noted.

9 PROCUREMENT OF CARE AND SUPPORT IN EXTRA CARE HOUSING SCHEME FOR OLDER PEOPLE AND COMPLEX DISABILITY

Councillor Bobby Feeley presented the report seeking Cabinet approval to undertake the procurement process for the tendering of care and support for the Extra Care Housing Scheme, Awel y Dyffryn, Denbigh.

Awel y Dyffryn Extra Care Housing Scheme had been developed by the Council in partnership with Grŵp Cynefin Housing Group and it was anticipated that the scheme would be ready for 1 September 2020. It was proposed to undertake two tender exercises for the procurement of care and support services to 66 older people units and 8 complex disability units situated on the site to provide care provision 24 hours a day, 365 days of the year in line with the Denbighshire Regional Domiciliary Care Contract and other governing requirements. Two separate tenders would be run through the respective frameworks for the two elements of support within the scheme with the outcome of each tender being brought back to Cabinet for final approval. Reference to the estimated tender costs and further details of the contract had been included within the report.

Cabinet supported the scheme in providing health and social care provision in the area and considered the detail of the proposed procurement process.

Officers responded to questions and comments from members as follows –

- given the extra work involved for local doctors Councillor Mark Young sought assurances regarding appropriate consultation and it was confirmed that Betsi Cadwaladr University Health Board attended the project's Service Delivery Group and doctors surgeries were also involved as part of that process

- it was anticipated that the Older People care provider would be appointed by May/June and the Complex Disability provider appointed by July/August
- there was a mixed market of provision in Denbigh and the scheme would first look to service Denbigh and the surrounding areas with further work ongoing with regards to the general health and social care offer in the area
- assurances were given that the ability to provide social care services through the medium of Welsh was a priority issue and formed part of the contract requirements which would be evaluated through the tender process. However there were challenges around recruitment and work was ongoing with the social care workforce development unit to support Welsh language service provision
- in relation to staff opportunities, Councillor Huw Hilditch-Roberts confirmed that all council staff had the opportunity to learn Welsh and to improve and develop their Welsh language skills and funding was provided for that purpose. Problems with recruitment were not confined to Denbighshire with neighbouring authorities also experiencing difficulties in that respect
- with regard to the sufficiency of staffing levels at night Grŵp Cynefin would provide a concierge type service with a person on site to provide housing management support 24/7 in addition to the care team on site. Care was planned and delivered in accordance with the identified need at the time and consequently the number of staff required would fluctuate to accommodate those changing needs.

RESOLVED that Cabinet approves the undertaking of the procurement process for care and support as detailed within the report with the outcome of each tender to be brought back to Cabinet for final approval.

At this juncture (11.15 a.m.) the meeting adjourned for a refreshment break.

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.

10 APPROVAL FOR THE NORTH WALES SUPPORTED LIVING AGREEMENT

Councillor Bobby Feeley presented the confidential report regarding the outcome of the procurement exercise for the North Wales Supported Living (Framework) Agreement and recommended acceptance and rejection of tenders.

The procurement exercise had been led by Denbighshire County Council on behalf of the six North Wales Councils and Betsi Cadwaladr University Health Board and involved a third procurement exercise to provide opportunities for new providers wishing to provide Supported Living Services across the North Wales Region and for existing approved providers of Domiciliary Care Services providers to also provide Supported Living Services. Details of the procurement process had been provided resulting in a recommendation to accept the tenders of 35 suppliers and to reject the tenders of 6 suppliers for the reasons detailed within the report.

Cabinet considered the procurement exercise and outcome of that process. Officers responded to questions regarding the recommended rejection of tenders which did not meet qualification and quality requirements following evaluation.

RESOLVED that Cabinet –

- (a) *approve the acceptance of the tenders of the 35 suppliers and to reject the tenders of 6 suppliers for the reasons detailed and as stipulated within the Framework Agreement Award Recommendation Report (Appendix 1 to the report), and*
- (b) *confirms that it has read, understood and taken account of the original Commissioning Form (Appendix 2 to the report), the Well-being Impact Assessment (Appendix 3 to the report) and the Data Processing Impact Assessment for the Domiciliary Care tender (Appendix 4 to the report). This tender forms part of that original work stream.*

11 SUB-REGIONAL CONTRACT (DCC/CCBC) - SHARED LIVES SERVICES

Councillor Bobby Feeley presented the confidential report seeking Cabinet approval to award one contract for the provision of Shared Lives Services across Conwy and Denbighshire to the successful provider following a tendering exercise.

The service enabled a range of citizens who had been assessed in need of support to live independent lives, reducing admission to hospital or residential care and supporting informal carers by providing regular respite. Eligible adults were offered long/short term placements in the homes of a self-employed Shared Lives carer specifically trained and recruited and supported by the Shared Lives provider. Details of the financial considerations and basis of the contract had been provided together with procurement process and outcomes.

Cabinet considered the recent procurement exercise and outcome of that process together with the report recommendations and reasons therefore and it was –

RESOLVED that Cabinet –

- (a) *agree to the award of the contract for the provision of Shared Lives Services to the named provider as detailed within the report for a period of seven years with the option to extend for a further three year period, and*
- (b) *confirms that it has read, understood and taken account of the Well-being Impact Assessment No. 688 (Appendix 3 to the report) as part of its consideration.*

The meeting concluded at 11.40 hrs.

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| | |
|------------------------------|---|
| Report to | Cabinet |
| Date of meeting | 24th March 2020 |
| Lead Member / Officer | Julian Thompson Hill / Gary Williams |
| Report author | Graham Boase Corporate Director: Economy and Public Realm |
| Title | Implementation of an Alternative Delivery Model (ADM) for various leisure related activities/functions: Contract award |

1. What is the report about?

The report seeks authorisation from Cabinet to proceed with the award of the service contract to Denbighshire Leisure Ltd, (DLL).

2. What is the reason for making this report?

2.1 A decision is required to award the service contract to DLL, in respect of the various in scope leisure related activities/functions that were defined within the Business case approved by Council in May 2019. These Leisure related activities/ functions have subsequently been incorporated within a service specification, (Appendix 1 includes the main body of the service specification for reference), with key performance indicators (Appendix 2), which form part of the contract.

3. What are the Recommendations?

3.1 That Cabinet approve the award of a contract to DLL in respect of the delivery of the requirements detailed within the service specification and associated key performance indicators.

3.2 That Cabinet delegate authority to the Head of Legal, HR and Democratic Services to finalise the terms of the contract in consultation with the Lead Member for Finance and Efficiency and the Head of Finance and Property Services

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

4. Report details

4.1 In May 2019, Council reviewed the Business Case and approved the establishment of the Local Authority Trading Company known as Denbighshire Leisure Ltd. In July Cabinet approved the associated implementation cost and the net savings to be realised in 2020/21, and at subsequent Council meetings in July and October respectively, the draft Articles of Association and Members Agreement were approved, as was the composition of the Board of the Company and the appointment of a number of Directors. In December 2019 Cabinet approved the lease of sixteen properties to DLL for a period of 10 years, from which to deliver services on behalf of the Council from 1st April 2020.

4.2 The contract is due to commence on 1st April 2020, and is to remain in force for a period of 10 years, i.e back to back with the leases. The contract allows for an extension beyond the initial term for a further two periods of up to 12 months each, subject to written notice a minimum of 9 months in advance, from the Council.

4.3 The Council will continue to provide various services to DLL for a period of 3 years. These are captured within Service Level Agreements which will be agreed between DLL and the Council. This will provide DLL with a degree of continuity for the first three years of business. DLL can choose to buy into these services post the initial 3 year period.

4.3 The terms of the contract, taken together with the Members agreement and Articles of Association, (previously approved by Council) provide the Council with a degree of control over DLL, commensurate with that which it exercises over its own departments. This is important, as this entitles DLL to take the benefit of the “in-house” exemption provided for at regulation 12 of the Public Contracts Regulations 2015, which enables the Council to award the contract for service provision directly to DLL, instead of putting it out to the market in the usual manner.

4.5 The contract will be managed in house by the team that manage the Civica contract. This will include meetings of an Operational Board, which will monitor the Company’s

ongoing performance on a monthly basis. Monitoring will focus in detail on the organisation's performance against agreed KPIs and any changes to service delivery. The Operational Board will not have any formal decision making powers but will be able to make recommendations to the relevant decision-makers and escalate matters to the Strategic Governance Body.

4.6 The Strategic Governance Board, (SGB), will manage the relationship between the Council and the Company, monitor the Company's performance, compliance and corporate governance, and make recommendations to the relevant body of the Council in respect of the exercise of the Council's functions as the sole member of the Company. The SGB will not have any formal decision making powers but will be able to make recommendations to the relevant decision -maker in respect of matters that are reserved to the Council under the terms of the Member agreement entered into between the Company and the Council.

5 How does the decision contribute to the Corporate Priorities?

5.1 The decision will enable Denbighshire Leisure Ltd to deliver the existing services through a contract with the Council. The establishment of a Strategic Governance Board, and the robust contract management process undertaken by the Operational Board will ensure that the interests of the Council are protected over the term of the contract.

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

6.1 The subsidy that the Council will provide to DLL in 2020/21 is circa £2,451,808, (subject to further checks and balances which need to be undertaken), and is based on the provision of the existing service for the existing budget, with amendments to the latter to accommodate the new working relationship; the requirement for the additional cost was referenced in previous reports and shown offset against the project savings. The level of subsidy will be determined year on year in a budget process similar to that currently used for setting the school budgets. The expectation of DLL in future years will be commensurate with the resources available.

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

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

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

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

8.1 External Consultation

Discussion with legal and VAT experts who are providing expertise to the project.

Arts Council for Wales in respect of their consent to the terms of the contract, given their ongoing revenue grant funding.

Public Open Space Consultation (associated with the leases for the properties from which the services will be provided).

8.2 Internal Consultation

Finance, Legal, HR, Denbighshire Leisure Ltd, Strategic Governance Board

9. Chief Finance Officer Statement

9.1 As referred to above the level of subsidy will be determined year on year while trying to ensure that the company has medium term indications of future levels of subsidy. There is an expectation that the subsidy will reduce in the medium to long term, however the priority for the next few years is to ensure that the initial savings position is consolidated and that plans are in place for the company to fund its own inflationary pressures.

Obviously future expectations are dependent on the financial position that the Council might face. The governance arrangements are robust and will ensure that the company and Council will remain clear about the strategic financial expectations.

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

10.1 These are the key risks associated with the award of the contract to DLL. In respect of the first two these will be managed through the contract management process. The third risk will be managed through negotiation with the Arts Council which is ongoing.

10.1.1 Denbighshire Leisure Ltd breach the terms of their contract

10.1.2 The ADM is not as financially successful as hoped and any resultant additional costs fall back on the Council to fund and/or the Company is unable to make the adequate reinvestment into its day to day business activities due to lack of funds.

10.1.3 The Arts Council for Wales may require amendments to the contract to protect their interests

11. Power to make the decision

Regulation 12 Public Contract Regulations 2015

Local Government Act 1972 s.111

Local Government Act 2000 s.2

Section 17 of the Council's Constitution at para CPR 5.5.4

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| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|---|--|--|--------------------------------|
| <p>Leisure Centres:-</p> <ul style="list-style-type: none"> ▪ Corwen Leisure Centre ▪ Llangollen Leisure Centre ▪ Ruthin Leisure Centre ▪ Denbigh Leisure Centre ▪ St Asaph Leisure Centre ▪ Rhyl Leisure Centre ▪ Prestatyn Leisure Centre ▪ Nova Prestatyn | | | |
| <p>1. Maintenance of the current access for children, young people, adults and schools in respect of the wet and dry facilities at all 8 Leisure Centres/facilities (these are as detailed within Appendix 1 (general public opening hours), and as detailed in the 2018/19 version of the School Leisure Partnership Agreement relative to each site.(Appendix 2 shows the 2018/19 School Leisure Partnership Agreement for Rhyl High School).</p> | <p>-Publication of opening hours for each facility on web page -Change request documentation</p> | <p>1. Internal Audit 2. Customer satisfaction 3. Customer complaints</p> | <p>006, 007, 008, 015, 017</p> |
| <p>2. Provision of an equitable varied and affordable demand led programme of Leisure and Sporting activities countywide, which is suited to children, young people, and adults of all ages; this should initially should be based on the current activities offered at each centre which is detailed in Appendix 3.</p> | <p>-Copy of the relevant programmes retained for all Leisure Centres for a period of 2 years</p> | <p>1. Internal Audit 2. Customer satisfaction 3. Customer complaints</p> | <p>006, 007, 008, 015, 017</p> |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|---|--|--|---------------------------|
| 3. Requirement to manage and deliver the GP referral scheme, with an emphasis on engaging with participants to enable them to satisfactorily complete their referral period. Refer to Appendix 4 for grant information. | -Grant funding returns | 1. Internal Audit 2. Customer complaints 3. Health partner feedback 4. Contract Management-kPI | 003, 004, 007, 008 |
| 4. Promotion and delivery of the Sports Wales 'free swim' initiative. Refer to Appendix 4 for grant information. | -Grant funding returns | 1. Internal Audit 2. Contract Management-KPI 3. Strategic Governance Board | 003, 004 |
| 5. Requirement to carry out an annual survey of your customers; this should include non- Leisure card holders, Leisure Card holders, and ideally incentivise to increase the response rate. Areas for inquiry should include but not be restricted to quality of programmes and support offered, affordability, and ease of access to services | -Retain annual survey results | 1. Contract Management KPI 2. Strategic Governance Board | 017 |
| 6. Requirement to record all complaints on DLL's compliments and complaints system. The system used is required to maintain the same information as DCC's CRM system. As part of this process there is a requirement for DLL to provide the DCC Contract Manager with copies of all stage 2 complaints | - record of all complaints maintained -record of Stage 2 complaints provided to DCC | 1. Contract Management KPI | 015, 016 |
| 7. Maintenance of current access to required facilities, as agreed with schools via the School Leisure Partnership Agreement, (SLPA), relative to each school. This will include meetings with each school to agree the SLPA , and will include relationship management between the centres and schools to maintain a good working relationship with the PE staff and other school personnel. | -School Leisure Partnership Agreement in place with every school -School feedback -Record of unresolved issues maintained within the minutes of contract management meetings | 1. School Escalation process 2. Contract Manager/ Operational Board meetings 3. Strategic Governance Board | n/a |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|--|---|--|---------------------------|
| 8. Engagement with and support of local community Sports Clubs | - Record of bookings made by community sports clubs -Feedback via user surveys | 1. Customer complaints 2. Contract Management KPI | 011, 015, 017 |
| Nova Prestatyn | | | |
| Additional requirement | | | |
| 1. Provision of a quality food and beverage offer to meet the needs of your existing customers, and to position the centre as a destination to new customers | -Net income -Customer feedback | 1. Contract Management KPI | 015, 016, 017, 018 |
| North Wales Bowls Centre | | | |
| 1. Maintenance of the current access to the indoor bowling function | -Opening times published on the web -Change request form | 1.Contract Management KPI | 011, 015, |
| 2. Provision of a quality offer food and beverage offer to meet the needs of your existing customers, and to position the centre as a destination to new customers | -Net income -Customer feedback | 1. Contract Management KPI | 015, 016, 017, 018 |
| 3. Promotion of an effective, constructive and positive working relationship with the local Bowls Club who use this facility. | -Stakeholder feedback -Change request form | 1. Customer complaints 2. Contract Management KPI | 011, 015, |
| Rhyl Town Hall | | | |
| 1. Maintenance of the existing opening hours of the building, and provision of the caretaking and cleaning function for the building when it is open. | -Opening times published on the web -Change request form | 1. Operational Board | 015, |
| 2. Promotion of the hire of the facility on the first floor to local community groups and in collaboration with the Registrar, promotion of wedding packages | -Hours of take up from local community groups | 1. Contract management KPI | 011, 015 |
| 3. Maintenance of the existing positive relationship with the Registrars Service and Parking Services. | -Stakeholder feedback -Customer feedback | 1. Property & Estates 2. Operational Board | 015, |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|---|--|--|---------------------------|
| SC2 | | | |
| 1. Operation of SC2 as a destination for visitors and locals alike | - Performance against business case for the facility - Customer feedback | 1. Contract Management KPI | 001, 015, 017 |
| 2. Provision of a quality food and beverage offer | - Customer feedback | 2. Contract Management KPI | 015, 017, 018 |
| Rhyl Pavilion Theatre | | | |
| 1. Requirement to source and deliver a programme of community arts, cultural and entertainment events, conferences and exhibitions, in conjunction with external partners. | -Programme of events retained for 2 years | 1. Contract Management KPI | 015 |
| 3. Provision of support to schools and community groups by enabling their continued use of the theatre, and provision of technical expertise service to schools as requested. | -Record of schools that use the venue -Record of schools who benefit from technical support | 1. School feedback 2. Contract Management KPI | 011 |
| 4. Provision of support and expertise to the Corporate project which aims to 'Improve infrastructure to make it easier to stage events'. | -VERTO updates | 1. VERTO Project Manager. 2. Contract Management | n/a |
| 1891 | | | |
| 1. Provision of a quality food and beverage offer, and position the facility to improve the uptake. | -Net income -Customer feedback | 1. Contract Management KPI 2. Overall customer satisfaction | 015, 017, 018 |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|--|---|---|---------------------------|
| Ruthin Craft Centre | | | |
| 1. Requirement to engage with the Arts Council for Wales, undertake the completion of all funding applications, and the delivery of activities to meet the funding outputs/outcomes as required by the funder. Refer to Appendix 4 for grant information. | -Grant funding returns and associated reports -Minutes of meetings -Record of Customer compliments and complaints -Completed Evaluation formats associated with the delivery of courses -record of artisans supported | 1. Contract Management KPI 2. Arts Council for Wales in terms of satisfactorily completion of the terms of the grant | 003, 004, 014, 015 |
| Café R | | | |
| 1. Promotion of a quality food and beverage offer, and promote the use of the facility to improve the uptake. | -Net income -Customer feedback | 1. Contract Management KPI 2. Customer complaints | 015, 017, 018 |
| Llangollen Pavilion | | | |
| 1. Utilise the facility for income generation such as trade fairs, concerts, events, meeting venue etc | -Record of bookings retained for 2 years | 1. Contract Management KPI 2. Customer complaints | 012, 015, 016, 017 |
| 2. Work with LIME and co-ordinate the handover / set- up of the venue for the International Event. Comply with the terms of the underlet. Engage with DCC who is the leaseholder relative to all communications with LIME and the discharge of the terms of the lease. | -Correspondence with LIME/DCC | 1. Property & Estates 2. Operational Board | n/a |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|--|---|--|---------------------------|
| Strategic Leisure | | | |
| <p>1. Requirement to deliver the 'Bike ability' initiative across the County. This requires you to engage with the relevant officer in DCC, who applies for and administers the grant for DCC, and to engage with schools to deliver the training to pupils across the County. The 'play van' will be made available to facilitate the transportation of bicycles from the storage location to schools for this provision during term time. There will be a requirement to reimburse Children's Services, (fuel and % of service cost from Fleet services). Appendix 5 includes the service level agreement between DCC and DLL in respect of the delivery of this initiative.</p> | <p>-Record of participating schools and the numbers of pupils successfully completing the course at each. -% of the available funding accessed -School/pupil evaluation -</p> | <p>1. School escalation process 2. DCC Road Safety Team 2. Contract Management KPI 3. Audit</p> | <p>003, 004, 009</p> |
| <p>2. Delivery of the 'Active Young People Programme', at all DCC's secondary schools, providing a programme, which provides young people with extra curricula activity that supports them to engage in regular physical exercise. This will include engaging with Sports Wales who fund this initiative. Refer to Appendix 4 for grant information.</p> | <p>-Value £ of grant drawn down -Grant funding returns and associated reports -Programme of sessions offered and numbers of pupils that participate by school. - Record of number of young people, by school, who have participated in the programme.</p> | <p>1. School escalation process 2. Contract Management KPI</p> | <p>003, 004, 006</p> |
| <p>3. Delivery of the Dragon Sport/Young Ambassador scheme as an extra curricula activity within primary schools across the County. This will include engaging with Sport Wales who fund this initiative. Refer to Appendix 4 for grant information.</p> | <p>-Value£ of grant drawn down. -Grant funding reports as required by the funder -Programme of sessions offered and numbers of pupils that participate by school. - Record of number of young people, by school, who have participated in the programme.</p> | <p>1. School escalation process 2. Contract Management KPI</p> | <p>003, 004, 009</p> |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|--|---|---|---------------------------|
| <p>4. Community Chest Grants. Provision of support to local sports clubs, with the application process to the Community Chest Fund. Establishment a local panel to access and award grants. Refer to Appendix 4 for grant information Demonstrate the added value that the grant delivers to both groups and the community</p> | <p>-Value £ Grant funding drawn down -Grant funding returns and reports</p> | <p>1. Contract Management KPI 2. Audit</p> | <p>003, 004</p> |
| <p>5. Disability Sport. Engagement with Disability Sport Wales who fund this programme to the value of circa £21k, and manage and deliver a programme. Refer to Appendix 4 for grant information.</p> | <p>-Compliance with the grant terms and conditions -Record of participation</p> | <p>1. Contract Management KPI 2. Audit</p> | <p>003, 004, 010</p> |
| <p>6. Community Arts. Requirement to use some of your DCC core funding and a contribution from Youth Services (£3k of cash and time match funding- this to be annually reviewed by the Youth Service pending grants available), to lever a minimum of £30k Arts Council for Wales funding for a programme of events that is comparable with that offered for 2018/19, (refer to Appendix 6 for the Denbighshire Arts Service Project Report), to be delivered countywide, in collaboration with key stakeholders. Refer to Appendix 4 for grant information.</p> | <p>- Grant documents and correspondence -Compliance with grant terms and conditions -Annual Project Report that demonstrates the activity undertaken, the participation and the impact.</p> | <p>1. Contract Management KPI 2. Audit</p> | <p>003, 004, 010, 014</p> |
| Finance/Company requirements | | | |
| <p>1. Requirement for the finance function to be responsible for ensuring the liquidity of Denbighshire Leisure Ltd, and based on the subsidy provided by DCC for the service provision stated within this specification, to undertake to operate the business efficiently and ensure that it remains a going concern.</p> | <p>-Monthly management accounts including cash flow forecasts -Company profit and loss account and balance sheet</p> | <p>1. Contract Management KPI 2. Strategic Governance Board</p> | <p>001, 002, 003, 005</p> |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|---|---|---|---------------------------|
| 2. Requirement to undertake all of the statutory and operational financial processes required for a wholly Council owned not for profit Local Authority Trading Company limited by guarantee, and ensure that any Council deadlines requested of you, are met. | <ul style="list-style-type: none"> -Adherence with the relevant principles and good practice of the UK code of corporate governance and related guidance. -Compliance with company law and filing requirements. -Adherence with Public Contract Regulations. -Copy of Annual Governance Statement to include any litigation claims or regulatory reports. | <ul style="list-style-type: none"> 1. Audit 2. Strategic Governance Board 3. Operational Board | n/a |
| 3. Requirement to provide the company secretary function to Denbighshire Leisure Ltd, and ensure that the company operates in accordance with company law. | -Company processes withstand audit | <ul style="list-style-type: none"> 1. Audit 2. Strategic Governance Board | n/a |
| Operations and Business Support/Central Management | | | |
| 1. Requirement to develop and periodically update a Strategic Leisure Plan for DLL in consultation with DCC and other key stakeholders | -Documented process and consultation undertaken available for review | <ul style="list-style-type: none"> 1. Strategic Governance Board 2. Operational Board | n/a |
| 2. Provision of front of house systems for the company, which enables you to effectively monitor the progress against the company objectives, and associated KPI's. | <ul style="list-style-type: none"> -Dashboard system and routine reporting against DLL KPI's -Monthly reports re contractual KPI's | <ul style="list-style-type: none"> 1. Strategic Governance Board 2. Operational Board | n/a |
| 3. Requirement to apply your Leisure Industry expertise to the company in terms of the existing operation and potential opportunities. Requirement to support the Council, by continuing to provide expertise and resource to effectively manage the Leisure Development framework as detailed within Appendix 7. | <ul style="list-style-type: none"> -Income achieved -No of projects/contracts signed through the framework | <ul style="list-style-type: none"> 1. Contract Management KPI 2. Strategic Governance Board | 001 |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|--|---|---|---------------------------|
| <p>4. Marketing and the corporate environment. Requirement to keep abreast of the leisure and hospitality industry trends, through your relationships in the industry and by undertaking relevant market research. Undertake effective promotion of the facilities and activities that you offer.</p> | <p>-CPD records -Analysis of profitability/headroom by site</p> | <p>1. Contract Management KPI</p> | <p>001, 002</p> |
| <p>5. Customer Service. Requirement to record all complaints on DLL's compliments and complaints system. The system used is required to maintain the same information as DCC's CRM system. As part of this process there is a requirement for DLL to provide the DCC Contract Manager with copies of all stage 2 complaints.</p> | <p>- record of all complaints maintained -record of Stage 2 complaints provided to DCC</p> | <p>1. Contract Management KPI 2. Contract Management dip sampling</p> | <p>015, 016,</p> |
| <p>6. Staff training & development. Requirement to ensure that all of your staff are adequately trained to carry out their role/s; this is likely to include Lifeguard training, first aid training, defibrillator training and safeguarding as a minimum. All staff to have completed the Council's mandatory training modules.</p> | <p>-Training needs assessment of all staff members recorded iTrent updated in respect of each operative</p> | <p>1. Contract Management KPI 2. Audit 3. Strategic Governance Board report as required</p> | <p>019</p> |
| <p>7. Staff survey. Requirement to undertake a biennial staff survey, based on the DCC staff survey with modifications to suit the nature of the organisation.</p> | <p>-Results of staff survey available for inspection</p> | <p>1. Strategic Governance Board (report as required) 2. Operational Board</p> | <p>n/a</p> |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|--|--|--|---------------------------|
| <p>8. Safeguarding. Requirement for this needs to be embedded in the culture of Denbighshire Leisure Ltd. You need to ensure that you continue with the current best practice to deliver services safely, this includes ensuring that:-</p> <ul style="list-style-type: none"> - your staff are well trained in all aspects of safeguarding, -that you carry out safer recruitment exceptionally well -that you have a rigorous monitoring process in place , and -you nominate a safeguarding champion -you contribute to National Safeguarding Week promotion -undertake the broader safeguarding role in monitoring concerns as well as reporting protection cases. | <ul style="list-style-type: none"> -Safeguarding champion nominated -Monitoring process regularly maintained -Referee checks -DBS checks -Record of annual self- assessment in respect of safeguarding maintained | <ol style="list-style-type: none"> 1. Strategic Governance Report as required 2. Operational Board 3. Audit | n/a |
| <p>9. Requirement to seek, and as far as practicable secure other external sources of income for the Craft Centre, and other facilities/activities. This requirement covers the whole process from grant application through to the successful delivery of the grant, and associated returns.</p> | <ul style="list-style-type: none"> -confirmation of other grant funding received | <ol style="list-style-type: none"> 1. Contract Management KPI | 003, 004 |
| <p>10. Requirement to actively seek tenants for the vacant work shop spaces/,retail/business units</p> | <ul style="list-style-type: none"> -Number of people who have enquired after a workshop space/, retail/business unit | <ol style="list-style-type: none"> 1. Contract Management KPI | 005 |
| <p>11. Requirement to deliver the first aid training to DCC staff at cost as requested.</p> | <ul style="list-style-type: none"> -Record of DCC staff trained -Course evaluation by participants -Accreditation record of trainer to deliver First Aid at Work courses. -External verification reports | <ol style="list-style-type: none"> 1. DCC Service areas 2. Contract Management KPI | 015 |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|--|--|--|---------------------------|
| <p>12. Health, Safety and Welfare. Manage Health, Safety and Welfare to maintain a safe and healthy environment for employees, customers and visitors of Denbighshire Leisure Ltd, so far as is reasonably practicable. Promote a culture of Health, Safety and Welfare in Denbighshire Leisure Ltd, where all employees are involved and aware of the part that they play in promoting a safe and healthy environment across all aspects of your operation.</p> | <p>-Record of H & S training delivered -Team developed Risk Assessments -Safe working practices -Record of accidents and near misses retained at each site -Record of Feedback/ lessons learned sessions delivered -Nominated Health and Safety role -Copies of DLL’s compliance meeting minutes</p> | <p>1. Strategic Governance Board (report as required) 2. Contract Management KPI</p> | <p>020</p> |
| <p>13. Requirement to continue with your attendance at the various DCC forums which you currently support. (Refer to Appendix 8 for details).</p> | <p>-Minutes of meetings</p> | <p>1. Operational Leads to escalate concerns 2. Contract Management KPI 3. Strategic Governance Board (nominated representative and others as required).</p> | <p>015</p> |
| <p>14. Corporate Plan projects. Requirement to continue to support Corporate Plan projects as and when required; projects to be adequately funded to enable this support to be provided as required</p> | <p>-VERTO record</p> | <p>1. Operational Board 2. Strategic Governance Board (as required).</p> | <p>n/a</p> |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|---|--|---|---------------------------|
| <p>15. Requirement to complete a change request form for any proposal that you may have for:-</p> <ul style="list-style-type: none"> • a change of use of any of the physical spaces, from that for which they are currently used and contracted. • a significant change to any impact on communities and funders associated with your service delivery, such as change of opening hours. <p>This to be shared initially at the monthly operational contract management meetings.</p> | <p>-Change request form -Minutes of operational contract meetings</p> | <p>1. Operational Board 2. Strategic Governance Board as required</p> | <p>n/a</p> |
| <p>16. Volunteering. There are currently some 1200 hours of volunteer time logged per annum. You are required to actively engage with volunteers and promote the use of them to support your activities.</p> <p>Provide as requested the number of participants and the associated number of hours of participation</p> | <p>-Retain a log of participants and hours</p> | <p>1. Operational Board</p> | <p>001, 015</p> |
| <p>17. Environmental. There are a number of key environmental initiatives that will be championed by the UK Government/Welsh Government/DCC in future years. As these are under development we reserve the right to introduce relevant KPI's as they are developed, subject to additional resources being made available where required.</p> | <p>tbc</p> | <p>tbc</p> | <p>tbc</p> |
| <p>18. Community Benefits. The Council is committed to providing opportunities for residents to gain work experience and upskill. As a DCC owned company, there is a requirement for DLL to engage with key stakeholders to support this initiative.</p> | <p>-Proof of engagement with groups/agencies who provide support to potential participants</p> | <p>1. Contract Management KPI</p> | <p>012</p> |

| Service requirement | Evidence requirement | Evaluation Method | Contract KPI reference no |
|--|---|---|---------------------------|
| 19. Requirement to collate the value £ of spend with local businesses, to understand the contribution that the Council/Council owned companies, make in this respect. | -Level of expenditure each year with DCC businesses | 1. Audit 2. Contract Management KPI | 013 |
| 20. Requirement for DLL to have an adequate range of policies, procedures and strategies. Refer to Appendix 9 for details. | -Audit check list of policies procedures and strategies, together with renewal dates | 1. Operational Board (periodic review) | n/a |
| 21. Requirement to continue to allow DCC's Countryside Services to use the XN credit card machines system free of charge as per the existing provision. Any additional requirement of the XN system, which requires support over and above the current level, would be subject to additional cost. | | 1. Countryside Services 2. Operational Board | n/a |
| 22. Requirement to make facilities and resources available to support DCC in emergency situations, and to accommodate council contingencies as required from time to time. | -Details of loss of earnings, additional costs incurred as a result, for reimbursement by DCC | 1. Operational Board | n/a |

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Denbighshire Leisure Ltd: Key Performance Indicators

| Ben ID | Title | Description | Operational Board update (frequency) | Operational Board Statistical check (frequency) | Who | Evidence |
|---------------------------|-----------------------|--|--------------------------------------|---|-----|--|
| Financial Benefits | | | | | | |
| 001 | Financial Management | Percentage variance from the net subsidy provided by the Council, taking account of the medium term aim to reduce the subsidy. Target: 0 | Monthly | Monthly | DLL | Analysis provided by company accountant |
| 002 | Commercial growth | Value £ of income generated from sources other than the DCC subsidy, to be set each year. Target: no expectation in 2020/21 | Monthly | Monthly | DLL | Analysis provided by company accountant |
| 003 | Revenue Grant funding | Value £ of revenue grants drawn down by DLL Target: tbc but will reflect the current value £ 913,863 | Monthly | Annually | DLL | Analysis provided by company accountant |
| 004 | Revenue Grant funding | Number of revenue grants drawn down or supported by DLL. Target: 6 | Monthly | Annually | DLL | Grant offer letters signed by both parties |

| Ben ID | Title | Description | Operational Board update (frequency) | Operational Board Statistical check (frequency) | Who | Evidence |
|--|---|--|--------------------------------------|---|-----|---|
| 005 | Workshop spaces/, Business/retail Unit occupancy | Percentage of business units let. Target: 70% (There are 10 units (6 x craft centre, 1 Rhyl Leisure Centre, 1x Llangollen Pavilion, 2 x Rhyl Town Hall) | Monthly | Quarterly | DLL | Analysis provided by company accountant |
| Participation- Public accountability measures (PAM) | | | | | | |
| 006 | Participation rates (PAM 017) | Number of visits to local authority sport and leisure facilities during the year where the visitor will be participating in physical activity Target: 900,000 visits | Monthly | Quarterly | DLL | Record of eligible participation, and calculation of the number of visits to leisure centres per 1,000 population |
| 007 | National Exercise referral scheme (NERS) completion rates (PAM 041) | Number of National Exercise Referral Scheme (NERS) clients who attended their first exercise session during the year and continued to participate in the exercise programme at 16-weeks. Target: tbc- based on existing completion rates | Monthly | Quarterly | DLL | Numbers of clients who started, and the number of clients who completed their exercise programme |
| 008 | National Exercise referral scheme (NERS) health improvement (PAM 042) | Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16-weeks Target: No baseline 2020/21 as new measure | Monthly | Quarterly | DLL | Scottish Physical Activity Questionnaire, (SPAQ) completed by all clients. |

| Ben ID | Title | Description | Operational Board update (frequency) | Operational Board Statistical check (frequency) | Who | Evidence |
|--|---|---|--------------------------------------|---|-----|--|
| Economic & Community Benefits | | | | | | |
| 009 | Delivery within Communities | Number of alternative (out of scope) facilities/venues used for the delivery of services to DCC residents Target: 66 | Monthly | Quarterly | DLL | Monthly Programme of events offered, to include the venue |
| 010 | Vulnerable and hard to reach residents | Number of hours organised by DLL at their facilities or elsewhere during the year where the visitor will be engaged in an activity. Target: 500 hours | Monthly | Quarterly | DLL | Record of sessions, their duration and location. |
| 011 | Community Group Hire | Number of Denbighshire Community Group hires/use of in scope facilities Target: tbc but based on existing- awaiting data | Monthly | Quarterly | DLL | Record of community group hire by facility, to include name, date and duration. |
| 012 | Employability Initiatives with 50% coming from under-represented groups | Work in partnership with Working Denbighshire and other providers to deliver employability initiatives which equate to 3 x FTE per annum. These initiatives could include apprenticeships, traineeships, work placements/work experience and employment. A minimum of 50% of engagement should focus on those furthest from employment, improving skills and motivation and entry into the labour market. Target: 3 x FTE per annum | Monthly | Quarterly | DLL | Details of individuals and the nature of their engagement, and ideally a case study that details the impact for the individual, training gained and progression to paid employment. <i>(Need to check GDPR implications)</i> |

Cabinet Report 24th March 2020 Appendix 2
Key performance Indicators

| Ben ID | Title | Description | Operational Board update (frequency) | Operational Board Statistical check (frequency) | Who | Evidence |
|----------------|---|---|--------------------------------------|---|-----|--|
| 013 | Denbighshire businesses supported | Value £ in respect of goods and services procured from Denbighshire businesses, Target: £240,000 (DCC to sense check) | Monthly | Quarterly | DLL | List of DCC companies, the goods/ services procured and the value £. |
| 014 | Denbighshire businesses/artisans supported | Number of Denbighshire artisans supported Target: 20 businesses/artists supported through retail and or engagement activities | Monthly | Quarterly | DLL | List of DCC businesses/artisans supported. |
| Quality | | | | | | |
| 015 | Complaints logged | Number of complaints logged per month. Target: 1 | Monthly | Annually | DLL | Number of complaints logged on DLL's complaints monitoring system |
| 016 | Complaints resolved | Percentage resolution within the DCC Corporate Standards. 100% of complaints resolved within the Corporate timescale. Target: 100% | Monthly | Annually | DLL | Data from DLL compliments and complaints records. |
| 017 | Customer satisfaction based on a cross section of users | Customer satisfaction with the services that they access Target: Net Promotor score of 40% | n/a | Annually | DLL | Customer survey data segmented by user type |

Cabinet Report 24th March 2020 Appendix 2
Key performance Indicators

| Ben ID | Title | Description | Operational Board update (frequency) | Operational Board Statistical check (frequency) | Who | Evidence |
|--------|-----------------|--|--------------------------------------|---|-----|---|
| 018 | Hygiene rating | Food and beverage outlets will maintain the highest standards of food safety and hygiene Target: 100%. All 6 food and beverage outlets achieve a minimum of a Food Safety and Hygiene rating 4* | Monthly | Quarterly | DLL | Hygiene Rating awarded and displayed in Café R, 1891, North Wales Bowls, Nova, SC2 & Llangollen Pavilion. |
| 019 | Staff training | Percentage of staff qualified to fulfil their duties. Target:100% | Monthly | Quarterly | DLL | TBC- iTrent training completion rates report? |
| 020 | Health & Safety | HSE measure: Incident rate. This equates to the number of RIDDOR reports divided by the number of employees, (times 100,000). Using the incidence rate gives a rate value that can be compared to any business no matter its size RIDDOR events may be employees or in some circumstances visitors, (customers). Target 622 (based on DLL head count =230/151 FTE's) Target of 622 equates to 1xRIDDOR report | Monthly | Monthly | DLL | Number of RIDDOR reports |

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Implementation of an Alternative Delivery Model Company

Well-being Impact Assessment Report


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

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

IMPACT ASSESSMENT SUMMARY AND CONCLUSION

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

Score for the sustainability of the approach

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

Implications of the score

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

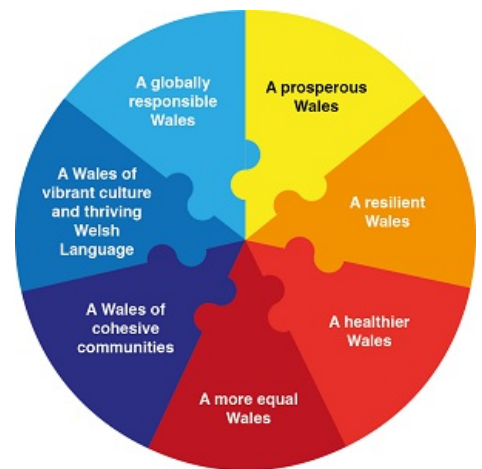
It is anticipated that residents will notice no change to their existing provision. However, this is subject to future WG settlements, which will affect the ability of the council to support service delivery everywhere.

Summary of impact

Well-being Goals

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

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



Main conclusions

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

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

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

Evidence to support the Well-being Impact Assessment

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

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

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

Positive impacts identified:

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

Negative impacts identified:

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

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

A resilient Denbighshire

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

Positive impacts identified:

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

Negative impacts identified:

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

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

A healthier Denbighshire

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

Positive impacts identified:

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

Negative impacts identified:

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

| | |
|---|-----------------|
| Participation in leisure opportunities | No known impact |
|---|-----------------|

A more equal Denbighshire

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

Positive impacts identified:

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

Negative impacts identified:

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

A Denbighshire of cohesive communities

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

Positive impacts identified:

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

Negative impacts identified:

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

A Denbighshire of vibrant culture and thriving Welsh language

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

Positive impacts identified:

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

Negative impacts identified:

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

A globally responsible Denbighshire

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

Positive impacts identified:

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

Negative impacts identified:

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

| | |
|------------------------------|--|
| Report to | Cabinet |
| Date of meeting | 24 th March 2020 |
| Lead Member / Officer | Julian Thompson Hill |
| Report author | Steve Gadd, Head of Finance and Property |
| Title | Finance Report (February 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?

3.1 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 £1.484m (£1.614m 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 (of which £440k as base budget allocation) 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:

Impact of Floods – Costs are being collated in order to apply for the Welsh Government's Emergency Financial Assistance Scheme (EFAS). The initial return relates to the direct costs of the initial clear-up which currently amounts to approximately £150k. This would be below the normal EFAS schemes threshold amount to qualify for grant funding. WG have also asked for a high level estimate of works required by our authority to deal with the recovery phase to inform any future support package that may be available from WG (deadline for this return is 30 April 2020). Finance and services are working closely in order to ensure all eligible costs are included in these returns.

Impact of Corona Virus - It has become increasingly clear that the impact of the Corona Virus Pandemic on the authority will be significant. The financial impact will be varied from the direct impact of implementing more stringent cleaning regimes to the more indirect impact of a reduction in the number of tourists visiting and its impact on leisure facilities and car parks for example. Careful monitoring and recording will be required in order for

the authority to maximise any external sources of funding that may become available, but also to ensure that the necessary financial impact can be assessed and a funding strategy developed.

Corporate Budgets – Contingencies set aside during the budget process last year have been released in order to help fund the service overspends. It also includes an underspend relating to the Pensions Deficit. The three year actuarial review has shown that the Clwyd Pension Fund has performed better than projected and therefore £880k has been released in-year rather than transferring to the Pension Reserve. Members should be assured that the £2.6m already in the reserve is sufficient to fund the risk until the next triennial review. There may be further resources available (around Council Tax Yield etc) later in the financial year, however if projections remain the same £1.484m 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 £1.368m (£1.315m last month), which represents an increase of £1.197m 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 £13k.

The Housing Revenue Account (HRA). The latest revenue position assumes a decrease in balances at year end of £333k which is £176k more than the budgeted decrease of £157k. HRA balances are therefore forecast to be £1.379m 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 February, the council's borrowing totalled £241.6m at an average rate of 4%. Investment balances were £11.4m at an average rate of 0.5%.

A summary of the council's **Capital Plan** is enclosed as Appendix 4. The approved capital plan is £31.42m with expenditure to date of £21.79m. Appendix 5 provides an update on the major projects included in the overall Capital Plan. It should be noted that the total budgeted spend on the Rhyl Queen's Market Development has increased by £311k due to

the application of a regeneration grant from Welsh Government (total budget now is £5.311m which is all grant funded). Further updates about the next phases of this project will be brought to Cabinet over the coming months.

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

Well-being Impact Assessments for the savings included in Appendix 3 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 these pressures have been reflected in the Budget Proposals for 2020/21.

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

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Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET 2019/20

| Feb-20 | 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 | 4,366 | -1,028 | 3,338 | 4,757 | -1,529 | 3,228 | 391 | -501 | -110 | -3.30% | -37 |
| Education and Children's Service | 14,145 | 29,871 | -13,844 | 16,027 | 22,319 | -4,774 | 17,545 | -7,552 | 9,070 | 1,518 | 9.47% | 1,466 |
| Business Improvement and Modernisation | 4,557 | 5,379 | -878 | 4,501 | 5,389 | -980 | 4,409 | 10 | -102 | -92 | -2.04% | -116 |
| Legal, HR and Democratic Services | 2,650 | 3,926 | -1,329 | 2,597 | 4,049 | -1,598 | 2,451 | 123 | -269 | -146 | -5.62% | -64 |
| Finance and Property | 4,432 | 9,282 | -4,446 | 4,836 | 9,665 | -4,829 | 4,836 | 383 | -383 | 0 | 0.00% | 0 |
| Highways, Facilities and Environmental Services | 15,632 | 30,967 | -15,199 | 15,768 | 32,083 | -15,989 | 16,094 | 1,116 | -790 | 326 | 2.07% | 247 |
| Planning and Public Protection | 9,092 | 16,252 | -7,008 | 9,244 | 16,954 | -7,117 | 9,837 | 702 | -109 | 593 | 6.41% | 514 |
| Community Support Services | 35,111 | 53,363 | -17,592 | 35,771 | 52,461 | -15,886 | 36,575 | -902 | 1,706 | 804 | 2.25% | 992 |
| Leisure - ADM | 2,737 | 9,915 | -7,795 | 2,120 | 11,931 | -9,811 | 2,120 | 2,016 | -2,016 | 0 | 0.00% | 0 |
| Total Services | 92,054 | 163,321 | -69,119 | 94,202 | 159,608 | -62,513 | 97,095 | -3,713 | 6,606 | 2,893 | 3.07% | 3,002 |
| Corporate | 17,733 | 46,107 | -29,223 | 16,884 | 44,698 | -29,223 | 15,475 | -1,409 | 0 | -1,409 | -8.35% | -1,388 |
| 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 | 64,565 | -29,223 | 35,342 | 63,156 | -29,223 | 33,933 | -1,409 | 0 | -1,409 | -3.99% | -1,388 |
| Council Services & Corporate Budget | 125,783 | 227,886 | -98,342 | 129,544 | 222,764 | -91,736 | 131,028 | -5,122 | 6,606 | 1,484 | 1.15% | 1,614 |
| Schools & Non-delegated School Budgets | 68,635 | 78,859 | -9,865 | 68,994 | 79,405 | -9,227 | 70,178 | 546 | 638 | 1,184 | 1.72% | 1,113 |
| Total Council Budget | 194,418 | 306,745 | -108,207 | 198,538 | 302,169 | -100,963 | 201,206 | -4,576 | 7,244 | 2,668 | 1.34% | 2,727 |
| Housing Revenue Account | 630 | 16,613 | -16,456 | 157 | 16,693 | -16,360 | 333 | 80 | 96 | 176 | | 176 |

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Appendix 2 - Service Variance Narrative

| Service | Variance Last Month £000 | Variance This Month £000 | Movement £000 | Description |
|--|-----------------------------|-----------------------------|------------------|--|
| Communities and Customers | -37 | -110 | -73 | The service would like to carry forward the underspend in order to fund known costs/pressures including replacing iCam print kiosks & Book Return kiosks in libraries and some staff related exit costs within the service as a whole. The movement from last month relates to: <ul style="list-style-type: none"> • Maximisation of grant income within the Youth Service (£33k) • Change of funding arrangement for improvements to Youth Centre including new floors (12K) • Maximisation of grant funding within Marketing and Communications (£28k) |
| Education and Children's Service | 1,466 | 1,518 | 52 | 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 £1.302m. The placement pressure has been caused by 7 new residential placements and 11 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 £202k following the finalisation of pupil numbers which has resulted in increased numbers and a further shortfall in income from other Local Authorities attending our special schools. The majority of the movement from last month relates to an increase in spend relating to a new residential placement (£18k) and an increase in In House Fostering Placements (£30k). |
| Business Improvement and Modernisation | -116 | -92 | 24 | Underspend largely due to a number of vacancy savings. A number of IT contracts are currently under negotiation which may increase costs going forward. Additional funding has been received by the service for the Digital Futures Projects which had previously been assumed would be funded by the service. |
| Legal, HR and Democratic Services | -64 | -146 | -82 | 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. The majority of the movement from last month relates to the application of electoral reform grant that we received late notification of - existing expenditure has been used to ensure the grant is maximised. |
| Finance and Property | 0 | 0 | 0 | No significant risks to report |

| Service | Variance Last Month £000 | Variance This Month £000 | Movement £000 | Description |
|---|--------------------------|--------------------------|---------------|---|
| Highways, Facilities and Environmental Services | 247 | 326 | 79 | The movement from last month largely relates to a decrease in expected external income from NWMTRA (regional trunk road agency) The main areas of concern are: <ul style="list-style-type: none"> • Waste Service – The service is currently £1.6m overspent , but is utilising £1.2m from the Waste Services Reserve. This is only possible for one more year and a pressure of £1.4m has been included in the Budget Proposals 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. The projected costs in this area have reduced and have also been delayed until next financial year now. • 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 - however the initial clean-up costs of the recent storms are assumed to be being funded from the EFAS scheme run by Welsh Government. |
| Planning and Public Protection | 514 | 593 | 79 | Following the transfer of School Transport to this service, it is now projected that Planning and Public Protection will overspend by £682k (£602k last month). School Transport has been allocated £900k additional funds during the two previous budget rounds and a pressure of £600k has been included in the Budget Proposals fro 2020/21. 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. Vacancy savings across the service have helped reduce the impact of this overspend. New contracts have been added after a recent tender round at February half term which resulted in a number of new contracts have been added at additional cost. |
| Community Support Services | 992 | 804 | -188 | This projection assumes that the remaining service reserve of £821k is applied in year. The decrease from last month is mainly due to the application of a confirmed winter pressures WG grant. A pressure of £2.6m has been included in the current budget proposals. There is a possibility that further late grants from WG will help lower this overspend further. The movement from last month is due to the inclusion of an estimate of DCC's share of a second tranche of Winter Pressure funding. The exact allocation across Wales has yet to be decided. There is also the prospect of further grant funding before the end of the financial year but nothing has been confirmed yet. |
| Leisure - ADM | 0 | 0 | 0 | Break-even position following allocation of central contingency and projected use of reserves |
| Corporate & Miscellaneous | -1,388 | -1,409 | -21 | 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 £1.388m. |
| 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 | 1,613 | 1,483 | -130 | |

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 | |

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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 Captial 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 | |

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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
Position to end February 2020

APPENDIX 4

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 | 13,924 | 25,512 | 4,308 | 350 |
| Total Estimated Payments - Major Projects: | | | | | |
| Housing Improvement Grants | | 1,241 | 1,200 | | |
| Rhyl, New 3-16 Catholic School | 9,636 | 8,500 | 1,010 | | |
| Ysgol Llanfair, New School | 995 | 1,243 | 399 | | |
| Ysgol Carreg Emlyn, New School | 1,460 | 372 | 822 | | |
| Highways Maintenance | 4,695 | 5,185 | 3,253 | | |
| East Rhyl Coastal Defence Scheme | 2,417 | 500 | 11,660 | 10,000 | 5,500 |
| Rhyl Waterfront and Waterpark | 530 | 460 | 36 | | |
| Contingency | 505 | 0 | 500 | 500 | 500 |
| Total | 37,249 | 31,425 | 44,392 | 14,808 | 6,350 |
| External Funding | 19,659 | 13,062 | 20,507 | 4,809 | 4,809 |
| Receipts and Reserves | 1,931 | 6,636 | 3,874 | | |
| Prudential Borrowing | 15,659 | 11,727 | 20,011 | 14,308 | 5,850 |
| Unallocated Funding | 0 | 0 | 0 | (4,309) | (4,309) |
| Total Capital Financing | 37,249 | 31,425 | 44,392 | 14,808 | 6,350 |

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 – March 2020

| 21st Century Schools Programme – Ysgol Llanfair | |
|---|-------------------------|
| Total Budget | £5.369m |
| Expenditure to date | £4.743m |
| Estimated remaining spend in 19/20 | £0.227m |
| Future Years estimated spend | £0.399m |
| 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>A new era for Ysgol Llanfair DC begun following the recent half term, as pupils commenced lessons in the new building. The building was handed over to Denbighshire before half term and over the last few weeks opportunities for familiarisation of the building have been utilised by officers and staff.</p> <p>The focus will now turn to the de-commissioning of the former site. A swap in land whereby the Church in Wales St. Asaph Diocese will receive the footprint of the new building and the Council will receive ownership of the old footprint from the Diocese is currently in progress. Once the former site is in the Council's possession, discussions on the future use for the former school site will commence.</p> | |
| Forecast In Year Expenditure 19/20 | £1.243m |

| 21st Century Schools Programme – Ysgol Carreg Emlyn | |
|---|-------------------------|
| Total Budget | £4.340m |
| Expenditure to date | £3.494m |
| Estimated remaining spend in 19/20 | £0.024m |
| Future Years estimated spend | £0.822m |
| Funding | WG £0.221m; DCC £4.119m |
| Narrative: | |
| <p>This scheme is within the Band A proposals for 21st Century Schools Programme. The project has provided a new school building on a new site in Clocaenog to allow the two sites located in Cyffylliog and Clocaenog to be declared surplus.</p> <p>Ysgol Carreg Emlyn moved in to the new building 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 has now been completed. Over the coming months the sites will be declared surplus and considered as part of the corporate asset management strategy.</p> | |
| Forecast In Year Expenditure 19/20 | £0.372m |

| 21st Century Schools Programme – Rhyl, Christ the Word School | |
|---|--------------------------|
| Total Budget | £23.813m |
| Expenditure to date | £21.428m |
| Estimated remaining spend in 19/20 | £ 1.375m |
| Future Years estimated spend | £ 1.010m |
| Funding | WG £5.541m; DCC £18.272m |
| Narrative: | |
| <p>This scheme is within the Band A proposals for 21st Century Schools Programme.</p> <p>The recent bad weather has resulted in a slight delay with the All Weather Pitch being handed over to the school. However, this has not affected the overall programme.</p> <p>Phasing of the car park has been changed so that the temporary car park can remain open with the bulk of the works to be carried out over the Easter holidays to minimise disruption for staff, parents and local residents.</p> <p>Officers continue to work alongside the Contractor and the school to deal with any snagging issues as they arise.</p> | |
| Forecast In Year Expenditure 19/20 | £8.500m |

| Rhyl Queens Market Redevelopment | |
|--|---|
| Total Budget | £5.311m |
| Expenditure to date | £3.839m |
| Estimated remaining spend in 19/20 | £ 0.060m |
| Future Years estimated spend | £ 1.412m |
| Funding | WG £5.311m (£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 2019 after formally accepting a £2.5m grant from the Welsh Government.</p> <p>The removal of Asbestos from the Queens Hotel is now complete and the remaining surveys continue to be carried out on the entire site. These include ecological, party wall, structural and asbestos surveys. Additional asbestos has been identified above the Queen's Arcade but the extent of this is not yet known until the survey is complete. This is due by the end of March.</p> <p>All tenants from the Market Hall have now vacated either to alternative premises or ceased trading, and it is now not accessible by the public. All other equipment and materials are due to be removed by the end of April.</p> <p>The Council continues to work with the development partner on the future development of the site.</p> | |
| Forecast In Year Expenditure 19/20 | £0.900m |

| Waste Service Remodelling | |
|---|--------------------------|
| Total Budget | £15.335m |
| Expenditure to date | £1.512m |
| Estimated remaining spend in 19/20 | £0.813m |
| Future Years estimated spend | £13.010m |
| Funding | WG £8.145m , DCC £7.190m |
| Narrative: | |
| <p>Work is ongoing in preparation for a change to the household waste collection model. The new service model will see a move to weekly collection of kerbside sorted recyclable material with a 4 weekly collection of residual/non-recyclable waste. Weekly food waste collection will continue as at present and additional services around collection of absorbent hygiene products (AHP), textiles, small electricals and batteries will also be available and will be introduced in the run up to or during the main roll out of the new service.</p> <p>A number of work streams are being taken forward to include:</p> <ul style="list-style-type: none"> • Development of a new single central waste transfer station depot on land adjacent to the Colomendy Industrial Estate in Denbigh; the purchase of the land is ongoing and is anticipated to be completed before end of the Financial Year. A Planning Application for the site was submitted at the end of November 2019 and was approved at Planning Committee on March 11th 2020. It is hoped enabling work will commence on the site in summer 2020. • Specification of the new fleet required to support the new model is now completed following a number of trials/tests with the aim to undertake a procurement exercise for the new waste collection vehicles required in the first half of 2020 with delivery of the new fleet anticipated in the three months leading up to the planned new service roll out. • An Options Appraisal exercise with key stakeholders and interested parties on the detail of the new recycling container design is due to be undertaken in spring 2020 prior to formal approval of a preferred option, followed by a subsequent tender and delivery schedule in time for roll out associated with proposed service change; • A number of mobilisation and communication activities are ongoing to prepare for the service change and include developing the new collection routes; planning for any staffing changes/requirements and ongoing engagement and communication with stakeholders and residents. | |
| Forecast In Year Expenditure 19/20 | £1.245m |

Cabinet Forward Work Plan

| Meeting | Item (description / title) | | Purpose of report | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|--------------------|----------------------------|---|--|------------------------------------|--|
| 28 Apr 2020 | 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 | 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 |
| | 3 | Finance Report | To update Cabinet on the current financial position of the Council | Tbc | Councillor Julian Thompson-Hill / Steve Gadd |
| | 4 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention | Tbc | Scrutiny Coordinator |
| | | | | | |
| 26 May 2020 | 1 | Final draft Revised Housing & Homelessness Strategy & Action Plan | To seek Cabinet's support and recommendation that Council approve the document | Yes | Councillor Tony Thomas / Angela Loftus |
| | 2 | Additional Licensing for Houses of Multiple Occupation (HMOs) | To seek approval for the re-designation of Rhyl for Additional HMO Licensing | Yes | Councillor Tony Thomas / Emlyn Jones / Andrew Lord |

Cabinet Forward Work Plan

| Meeting | Item (description / title) | | Purpose of report | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------------------|----------------------------|--|--|------------------------------------|---|
| | | | and to expand the scheme to include the areas of Denbigh, Llangollen & Prestatyn | | |
| | 3 | Finance Report | To update Cabinet on the current financial position of the Council | Tbc | Councillor Julian Thompson-Hill / Steve Gadd |
| | 4 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention | Tbc | Scrutiny Coordinator |
| | | | | | |
| | | | | | |
| 30 Jun 2020 | 1 | Finance Report | To update Cabinet on the current financial position of the Council | Tbc | Councillor Julian Thompson-Hill / Steve Gadd |
| | 2 | Proposed sale of land formerly part of Lodge Farm in Denbigh | To seek Cabinet's authorisation to the proposed sale. | Yes | Councillor Julian Thompson-Hill / Mair Jones |
| | 3 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention | Tbc | Scrutiny Coordinator |
| | | | | | |
| 28 July 2020 | 1 | Denbighshire and Flintshire Joint Archive Project | To approve the proposals and deliver a new building and commit to allocate match funding for the project | Yes | Councillor Tony Thomas / Alan Smith / Helen Vaughan-Evans |

Cabinet Forward Work Plan

| Meeting | Item (description / title) | | Purpose of report | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------|----------------------------|--------------------------------|--|------------------------------------|--|
| | 2 | Finance Report | To update Cabinet on the current financial position of the Council | Tbc | Councillor Julian Thompson-Hill / Steve Gadd |
| | 3 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention | Tbc | Scrutiny Coordinator |
| | | | | | |

Note for officers – Cabinet Report Deadlines

| <i>Meeting</i> | <i>Deadline</i> | <i>Meeting</i> | <i>Deadline</i> | <i>Meeting</i> | <i>Deadline</i> |
|----------------|------------------------|----------------|------------------------|----------------|------------------------|
| | | | | | |
| <i>March</i> | <i>10 March</i> | <i>April</i> | <i>14 April</i> | <i>May</i> | <i>11 May</i> |

Updated 10/03/2020 - KEJ

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