

# Corporate Plan 2017-2022

## Annual Delivery Document



This booklet outlines the key projects and activity Denbighshire County Council will be delivering in the next twelve months – a period which sees the 2012 – 2017 Corporate Plan draw to a close, and a new Corporate Plan for 2017 – 2022 developed with new Council Members.

This document is also available in Welsh, and may be available in other formats on request.

# Language Signpost

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# Introduction

The Council's Corporate Plan for 2012 - 2017 has now come to an end, and County Council elections in May will result in a new team of elected members shaping a new Corporate Plan for 2017 - 2022. 2017 is a year of transition.

Extensive research and consultation has been carried out, involving all aspects of the Council and our communities, to assist in the development of new priorities for the Council that will meet the needs of those communities. This work has been undertaken under the banner of "County Conversation" and began back in 2016.

Our new Corporate Plan for 2017 – 2022 will be published in autumn 2017 and we will be holding a Senior Leadership Team and new Councillor Workshop to set priorities within the Plan in July offering results of our consultation work for consideration.

This document covers the twelve month period from April 2017, mindful of publication of our new Corporate Plan, and explains how we will continue to deliver progress in relation to our previous priorities.

In this transition document, formed in two sections, we explain how any outstanding commitments from our Corporate Plan 2012- 2017 will be managed, and how work to support our corporate priorities will be managed in the future. Additionally we offer insight into the proposed priorities which have emerged from

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consultation in readiness for consideration by new Council Members.

Performance for the Corporate Plan is monitored closely with annual reports on our progress published by 31 October each year. You can view our latest annual performance report on our website at [www.denbighshire.gov.uk](http://www.denbighshire.gov.uk) or for direct link - [click here](#).

As well as making sure that we deliver on what we've said in our recent Corporate Plan, and preparing for a new Corporate Plan, we will be supporting the Public Services Board in the development of its new Well-being Objectives.

A great deal of change has taken place within the council in the last 5 years, and we will continue in the next five years (duration of the new Plan) to modernise the way we work to ensure that we are equipped to tackle the challenges that lie ahead. We must also look at the continuing challenges and opportunities that new legislation has brought, including:

- The Well-being of Future Generations(Wales) Act 2015
- The Planning (Wales) Act 2015
- The Social Services & Well-being (Wales) Act 2014
- The Housing (Wales) Act 2014

These place greater emphasis on the well-being agenda than there has been previously.

# Financing our Corporate Plans

When the Corporate Plan was launched it set out an ambitious programme of capital investment in schools, roads, social care, and modernisation that underpinned the priorities the council set for the current administrative term.

Since 2012, as the plan has developed, the funding underpinning it has moved from an aspirational forecast to a robust, affordable strategy. To make the Plan affordable, some revisions have been necessary alongside changes to planning assumptions.

An update of the plan was taken to Cabinet on 24th November 2015, and a further £4.8m contingency to support Glasdir and Ysgol Carreg Emlyn Schemes (within the 21st Century Schools Programme) was approved by Cabinet on 16th February, 2016.

The current expected expenditure on the Corporate Plan is £132.5m (Denbighshire's funding element is £70.7m) for the period 2011/12 to 2019/20. £40.3m has been spent from 2011/12 to 2015/16, with £20m expected to be spent in 2016/17 and £22.5m in 2017/18. The Plan is fully funded to deliver the capital projects agreed within it. A new Plan and funding strategy will be developed with the new council during 2017.

# Corporate Plan 2012 – 2017

## Ongoing Activity

### Priority 1: Developing the local economy

For this priority we identified six outcomes that we aimed to deliver for our communities up until 2023, in line with our Economic & Community Ambition Strategy.

We want to help local businesses go from strength to strength, offering good quality, well paid, and rewarding jobs for our residents; providing them with a means to enjoy a good quality of life in our towns and communities.

Below is a selection of the activities we plan to undertake in the 2017-18 Financial Year.

#### **Outcome 1: The right infrastructure for growth**

- By March 2018, our Digital Denbighshire project will have provided advice to over 1,500 local businesses and directly assisted more than 100 businesses to make best use of the improved digital and mobile communications being rolled out across the county. We will focus our attention on bringing the county in line with UK levels of connectivity by identifying and supporting businesses lacking adequate broadband and mobile connectivity and lobbying for improved coverage, aiming to see more than
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80% of businesses able to access superfast broadband over the course of this year.

- This year we will focus our attention on working with the Department for Work and Pensions and other partners to connect local residents to the job opportunities presented by our Priority Strategic Employment Sites work.
- The business case for expansion of accommodation at St Asaph Business Park will be completed and considered for investment in order to support our work on creating future well paid jobs in the county.
- We will facilitate the development of the Bodelwyddan Key Strategic Site and other sites allocated for employment development in the Local Development Plan (LDP).

## **Outcome 2: Supported and connected business**

- Our March for Business programme will focus in on issues raised through the 2017 business survey, helping businesses in the county to network with each other and overcome barriers to growth through knowledge and skills development.
- The successfully established Denbighshire Business Development Grant scheme will continue to support small local businesses to create new jobs and will lever more than £100,000 of private sector investment into their expansion.



- Our 'Better Business for All' project will become business as usual, bringing improved provision of support & advice to regulated businesses and better coordination of visits as standard.
- The Council will continue to work with the Federation of Small Businesses, North Wales Business Council and Business Wales to provide support for local businesses when selling their goods or services to the Council.

### **Outcome 3: Opportunities for growth**

- We will work with businesses, Welsh Government, Universities and support providers to actively promote St Asaph Business Park as an ideal location for growth sector businesses. This includes building the business case for additional expansion on the business park to be considered.
- Works to regenerate Rhyl Waterfront and its tourism offer have begun, including on-site construction which will continue through 2017 and into 2018.

### **Outcome 4: High quality skilled workforce**

- Working with schools and local businesses, we will develop further the work carried out by our Pathways + project that provided practical support (such as interview skills) to young people across the county in order to make them better prepared for the world of work before they leave school.

- We will have a strong focus on developing apprenticeships and work experience opportunities with the Council taking a leading role - both as employer and by encouraging other employers. This will offer a range of work experience and apprenticeship opportunities to local residents in order to improve their success in the world of work.
- The Opus programme will support individuals who are either economically inactive or long term unemployed and are eager to progress into training, volunteering and work.
- We will create a professional development framework for Libraries/One Stop Shop staff.

### **Outcome 5: Vibrant towns and communities**

- We will continue to support local businesses in Rhyl and Prestatyn with the interest they have expressed in exploring a potential Business Improvement District.
- We will explore development of a 'Living Over The Shop' initiative that aims to bring back into (mainly residential) use the redundant floor space in our town centres, and we will continue to develop new council housing that increases footfall on our high streets.
- We will develop and deliver Denbighshire's next Destination Management Plan 2017-2022.

- We will redevelop St Asaph Library/One Stop Shop and facilitate extended community activity and involvement.

### **Outcome 6: Well-promoted Denbighshire**

- We have launched our inward investment website and are now developing the campaign to go alongside this.
- We will further develop the Tourism Ambassador Scheme across Denbighshire, train Library/One Stop Shop staff as Tourism Ambassadors.
- We will work with partners across North East Wales to promote Visit Wales' Year of Legends.
- We will develop and deliver a media and social media training programme for staff and elected members.

## Priority 2: Improve performance in education and the quality of our school buildings

For this priority we identified one outcome that would support our communities. Below is a selection of the activities we plan to undertake in 2017-18 in support of this outcome.

### **Outcome 7: Students achieve their potential**

- We will continue our ambitious programme to modernise our schools and school facilities to ensure that our children have a learning environment that supports their education. There will be a number of schools receiving investment in their buildings during 2017/18, including:
    - The extension and refurbishment of Ysgol Glan Clwyd to a capacity of 1,180 to address the need to meet increasing demand for Welsh medium secondary education in the County. The new state of the art building was occupied by the school in January and work is currently ongoing on the refurbishment of the existing school building to create a modern, fit for purpose learning environment.
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- The delivery of the new primary schools programme in the Ruthin area is ongoing, with construction work to the new schools for Rhos Street School and Ysgol Pen Barras already commenced and anticipated for completion in spring 2018. The new schools proposed for Ysgol Carreg Emlyn and Llanfair are anticipated to begin construction in early 2018.
  - Work has commenced on the design of a new replacement school for Blessed Edward Jones and Ysgol Mair in Rhyl. This new Faith School will provide new state of the art facilities for pupils from 3 to 16 years of age and is anticipated to be complete in 2019.
  - Work is currently being undertaken to identify schemes to form DCC's submission for the next phase of 21st Century Schools funding programme (Band B).
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- Working with our partners, our Intervention and Prevention Strategy will enhance our primary school low-level mental health agenda.
  - We will review Denbighshire's approach in the secondary sector with a view to developing an approach to teaching and learning, which successfully prepares students for the Programme for International Student Assessment (PISA).

## Priority 3: Improving our roads

Within this priority we identified one outcome that we aimed to deliver for our communities. Below is a selection of the activities that we plan to undertake in 2017-18 in support of this outcome.

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

- We will implement a programme of surface dressing on a number of high priority roads where this represents the most cost-effective method of prolonging the life-span of the road, including:
  - Sarn Lane, Bodelwyddan
  - Marine Road East, Prestatyn
  - A525 Gate House to Pen y Stryt, Llandegla and
  - A543 Blue Hand Corner to St. Bridgit's School, Denbigh.

This will include the necessary preparation works such as patching; the value of this programme will be in excess of £700,000.

- We will implement a programme of patching across the county aimed at ensuring that a large number of roads are protected from further rapid deterioration, which would subsequently cost larger sums of money to repair. The specific roads to be treated will be prioritised according to risk assessments undertaken throughout the year, but the total value of the programme is approximately £1.3 million.
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- We will deliver Year 1 of a 10-year maintenance programme for bridges and other highways structures. The aim of this programme is to minimise the need to implement weight restrictions on our bridges.

## Priority 4: Vulnerable people are protected and are able to live as independently as possible

For this priority we have identified two outcomes that we will aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2017-18 in support of each outcome.

### **Outcome 9: Vulnerable people can live as independently as possible**

- We will deliver a programme of regular press briefings through 2017/18 which will outline positive new ways of working in social care, emphasising the focus on self-managed care and support.
- We will maximise the benefits of Talking Points and the Community Navigator Service and ensure that communities across Denbighshire are supported by local resources to become more resilient.

### **Outcome 10: Vulnerable people are protected**

- We will develop new processes to manage Support Budgets (previously known as Direct Payments) for those who require managed care and support in order to provide greater choice and control.



- We will develop a model for positive risk taking in terms of the new way of working within social care.
- We will review Regional Policy Development in working with partners to improve our local practices, such as Assessment, Support Budgets, Eligibility, Advocacy and Customer Engagement.
- The new Adult Safeguarding Team has now been established and new models of working have been implemented. In 2017/18 the new processes will be monitored to consider the effectiveness of the new workings practices.
- During 2017/18 we will further implement the offer to support the Syrian Refugee Programme. In 2016/17 we supported two families to settle in Denbighshire and continue to plan for more families to be supported over the coming months.

## Priority 5: Clean & tidy streets

For this priority we have identified one outcome that we will aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2017-18 in support of this outcome.

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

- As part of the West Rhyl Neighbourhood management project to tackle environmental crime, we will be focussing on waste, fly tipping, dog fouling and untidy land.
- We will implement the Dog Control Order to influence those irresponsible owners to control their dogs and ensure the areas where dog fouling poses the greatest risk, such as playing fields, are protected.
- We will start reviewing and developing a replacement Local Development Plan (LDP).
- We will implement the Group Repair Scheme at Mill Bank Road, Rhyl to renovate the external block of properties.
- We will demolish unsafe buildings in Queen Street, Rhyl and renovate 57 – 59 Queen Street, Rhyl by

replacing shop front and renovating flats above the shop.

- We will continue with our refurbishment programme for nine of our Public Conveniences throughout 2017/18.

## Priority 6: Ensuring access to good quality housing

For this priority we have identified one outcome that we will aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2017-18 in support of this outcome.

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

- We will continue to invest in new housing by buying more land for development throughout the county, including work in Prestatyn on the first new Council houses to be built by the County Council.
  - We will complete the renovation of properties we have bought in Rhyl to provide new affordable homes.
  - Our Tenant Engagement Strategy will be delivered in 2017, accompanied by our Tenant Handbook, which will significantly increase our engagement and maximise the ability of our communities to become more self-reliant.
  - We will improve 69 properties across several estates in Rhyl, and 61 properties in Ruthin and Llangollen,
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replacing roofs, render and roofline materials as well as environmental improvements such as fencing and pathways where necessary.

- We will introduce a Single Access Route to Housing (SARTH) service in April 2017, which is a partnership between the Council and Registered Social Landlords, to hold one waiting list for access to social housing in the area.
- We will deliver Housing Greenspace Projects in Aberwheeler, Bodfari and Rhuddlan to improve car parking and the general street scene in spring 2017.
- We will deliver an agreed strategic approach to Extra Care Housing in Denbighshire by continuing to work with developers, Housing Associations and other partners to develop plans for three further Extra Care Schemes. We expect that at least two schemes will be in development by 2018.
- We will support delivery of appropriate accommodation for Gypsy and Traveller residential and transit sites.
- We will develop and publicise the Council's Empty Homes Delivery Plan and bring a minimum of 5 empty properties back into use as affordable housing by December 2017.

## Priority 7: Modernising the council to deliver efficiencies and improve services for our customers

Within this priority we have identified two outcomes that we will aim to deliver for our communities. Below is a selection of the activities we plan to undertake in 2017-18.

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

- We will continue to embed the Welsh Language Standards in all our activities and work, to promote and enhance our Welsh Culture.
- We will relocate Rhyl Register Office to Rhyl Town Hall by August 2017 to improve access to birth, marriage and death registration services.
- We will continue to invest in our Leisure Centres with a new website with online booking and fast track entry kiosks.

- We will develop and implement a framework for volunteering opportunities in our Libraries/One Stop Shops.
- We will develop a Digital Futures Programme and explore opportunities for digitising services.

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

- We will modernise the Schools Catering service with ICT infrastructure to make the service more efficient.
- We will support new Members to be engaged and effective in their role, and to enhance the reputation of the Council.
- We will develop a new proposal for apprenticeships to match skills to jobs with career progression opportunities.
- We will continue to manage sickness absence closely.

# Corporate Plan 2017 – 2022 developed activity

2017 will see a new Council being elected, and a new Corporate Plan being developed with this new Council.

The research and engagement that goes into developing a Plan – in order to be as certain as we can that we are doing the right things – is considerable, and started in July 2016 with the launch of Phase 1 of the County Conversation. Here, we asked people to think about their future aspirations for their communities in terms of health, economy, the environment, etc. The findings from this were presented to our Senior Leadership Team and Cabinet in November 2017, coupled with statistics about the county, and a set of draft Wellbeing Objectives was agreed.

Further consultation took place on these draft objectives between early December 2016 and late January 2017. The purpose of the consultation was to check that there was public agreement that the objectives selected accurately reflected the communities' aspirations, and to also provide further opportunity for different suggestions to be made.

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All of the draft objectives were considered important, albeit some to a greater extent than others, and were adopted at Cabinet on 28 February 2017. These objectives are:

- Denbighshire is a place where younger people will want to live and work and they have the skills to do so.
- Communities are connected and have access to goods and services locally, online or through good transport links.
- There is an attractive and protected environment that supports communities' wellbeing and economic prosperity.
- People can live independent and fulfilled lives in strong, caring, safe and resilient communities.
- The Council and communities work together to overcome challenges; devising and delivering joint solutions.
- There are events that bring people together, creating active communities and helping business to prosper.

Moving forward, a Head of Service has been nominated to lead on each objective, and will hold a collaborative

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workshop with internal and external invited stakeholders to agree for each objective:

1. Success criteria
2. What's already in place
3. Generate further ideas.

A selection of these ideas will be presented to our new Council in July, so that they can further evaluate and endorse these wellbeing objectives. Once endorsed, we can officially adopt them as our new corporate priorities.

# For more information on anything in this booklet

Please feel free to contact us. We would be happy to provide any additional guidance and materials to help you.



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