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Cyngor Sir y Fflint Flintshire COUNTY COUNCIL

Contact Officer:
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To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Derek Butler, Christine Jones, Billy Mullin, Ian Roberts and Carolyn Thomas

14 March 2018

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 20th March, 2018 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1   APOLOGIES

    Purpose: To receive any apologies.

2   DECLARATIONS OF INTEREST

    Purpose: To receive any Declarations and advise Members accordingly.

3   MINUTES (Pages 7 - 22)

    Purpose: To confirm as a correct record the minutes of the meeting on 20th February 2018.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4   APPROVAL OF COSTS FOR BATCH 3 STRATEGIC HOUSING AND REGENERATION PROGRAMME (SHARP) SCHEMES (Pages 23 - 42)

Report of Chief Officer (Community and Enterprise) - Deputy Leader of the Council and Cabinet Member for Housing

    Purpose: To seek approval for the next batch of housing sites for development.

5 **BUDGET STAGE 2: REVIEW OF CAR PARKING CHARGES** (Pages 43 - 52)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Streetscene and Countryside

Purpose: To seek approval for the revised car parking charges and the date for introducing car parking charges in Flint.

6 **INVITATION TO PREPARE A STRATEGIC DEVELOPMENT PLAN** (Pages 53 - 62)

Report of Chief Officer (Planning and Environment) - Cabinet Member for Planning and Public Protection

Purpose: To respond to the Welsh Government proposal to prepare a Strategic Development Plan for North Wales.

7 **URBAN TREE AND WOODLAND PLAN** (Pages 63 - 118)

Report of Chief Officer (Planning and Environment) - Cabinet Member for Streetscene and Countryside

Purpose: To agree the vision, objectives and actions set out in the Urban Tree and Woodland Plan.

OPERATIONAL REPORTS

8 **REVENUE BUDGET MONITORING 2017/18 (MONTH 10)** (Pages 119 - 140)

Report of Chief Executive - Leader of the Council and Cabinet Member for Finance

Purpose: To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 10 projected forward to year end).

9 **A PLACE TO CALL HOME** (Pages 141 - 282)

Report of Chief Officer (Social Services) - Cabinet Member for Social Services

Purpose: To agree a response to the work of the Older People's Commissioner for Wales on Flintshire's performance to the care home review.

10 FLINTSHIRE STREET MARKETS REVIEW (Pages 283 - 288)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Economic Development

Purpose: To provide an update on the markets review process and to recommend options for the future of the markets in Flintshire.

11 SCHOOL ADMISSION ARRANGEMENTS 2019/20 (Pages 289 - 306)

Report of Chief Officer (Education and Youth) - Cabinet Member for Education

Purpose: To advise of the outcome of the statutory consultation exercise on the admission arrangements for 2019 and to recommend approval.

12 COUNTY HALL DEMOLITION, RELOCATION AND MASTER PLANNING – BUSINESS CASE DEVELOPMENT (Pages 307 - 314)

Report of Chief Executive, Chief Officers (Organisational Change) - Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Finance

Purpose: To provide a detailed update on the progress being made on the office move to Unity House, County Hall Campus Redevelopment and the demolition of Phases 3 and 4.

13 EXERCISE OF DELEGATED POWERS

Purpose: To provide details of actions taken under delegated powers.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

The following appendix is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The public interest in withholding the information outweighs the interest in disclosing the information until such time as the commercial arrangements have been finalised.

COUNTY HALL DEMOLITION, RELOCATION AND MASTER PLANNING - BUSINESS CASE DEVELOPMENT (CONFIDENTIAL APPENDIX TO AGENDA ITEM NUMBER 12) (Pages 345 - 346)

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains proposals relating to restructuring services and the public interest in withholding the information outweighs the interest in disclosing the information at this stage of the process.

14   **REVISION OF THE CORPORATE OPERATING MODEL** (Pages 347 - 356)

Report of Chief Executive – Leader of the Council and Cabinet Member for Finance

Purpose: To revise the Chief Officer portfolio given changes to team personnel.

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains commercially sensitive information belonging to a third party and the public interest in not revealing the information outweighs the public interest in revealing the information.

15   **NEWYDD CATERING AND CLEANING REVIEW OF PROGRESS** (Pages 357 - 376)

Report of Chief Officer (Organisational Change) - Cabinet Member for Corporate Management and Assets

Purpose: To review progress of the first year of operation and agree the business Plan for 2018/19.

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).
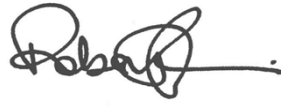
The report contains commercially sensitive information belonging to a third party and the public interest in not revealing the information outweighs the public interest in revealing the information.

16   **AURA LEISURE AND LIBRARIES REVIEW OF PROGRESS** (Pages 377 - 440)

Report of Chief Officer (Organisational Change) - Cabinet Member for Education

Purpose: To review progress of the first year of operation and agree the Business Plan for 2018/19.

Yours sincerely

Robert Robins
Democratic Services Manager

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CABINET
20TH FEBRUARY 2018

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 20th February 2018.

PRESENT: **Councillor Aaron Shotton (Chair)**
Councillors: Bernie Attridge Chris Bithell, Christine Jones, Ian Roberts and Carolyn Thomas.

IN ATTENDANCE:
Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Governance), Chief Officers (Organisational Change), Chief Officer (Streetscene and Transportation), Corporate Finance Manager, Corporate Business and Communications Executive Officer, Finance Managers, Revenues Manager and Team Leader – Democratic Services.

APOLOGIES:
Councillors Derek Butler and Billy Mullin.

OTHER MEMBERS IN ATTENDANCE:
Councillors Helen Brown, Patrick Heesom, Rita Johnson, Dave Mackie, Mike Peers, David Wisinger and Arnold Woolley.

122. **DECLARATIONS OF INTEREST**

Councillors Attridge, Jones and Shotton declared personal interests in agenda item number 4 – Council Fund Revenue Budget 2018/19 – Third and Closing Stage, as they were School Governors. Councillors Bithell and Thomas declared personal and prejudicial interests in agenda item number 8, Discretionary Rate Relief Scheme for 2017/18 and 2018/19 as they were Trustee members of community associations. Councillor Bithell declared a personal interest in agenda item number 11, Flintshire Supporting People Programme Grant local Spend Plan and Regional Strategic Plan as he was a trustee of the Domestic Abuse Safety Unit (DASU).

123. **MINUTES**

The minutes of the meetings held on 23rd January 2018 had been circulated with the agenda and approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

124. **COUNCIL FUND REVENUE BUDGET 2018/19 – THIRD AND CLOSING STAGE**

The Chief Executive introduced the Council Fund Revenue Budget 2018/19 – Third and Closing Stage report and explained the Council needed to set a balanced budget to meet its legal duty.

It was the collective responsibility of the whole Council to set the budget on the advice of Cabinet and the options remaining to achieve a legal balanced budget were outlined in the report. He explained that the scope for further service reductions for this financial year had been exhausted and portfolio resilience statements, which demonstrated the risks to service capacity and performance of any further budget reductions, had been accepted by the Overview and Scrutiny Committees and Cabinet.

Beyond a financial intervention by Welsh Government (WG), the only remaining options to balance the budget were Council Tax income and drawing upon reserves and balances.

The Corporate Finance Manager explained that the financial impact of both Stages One and Two were detailed in Table 3 in the report and having taken both into account, the remaining budget gap was £5.771m.

On reserves and balances, he said that compared to many other councils, Flintshire had modest and limited reserves to call upon. In addition, reserves could only be used once and an over-reliance on their use to balance annual budgets was not a sustainable way of funding services.

The Council had limited un-earmarked reserves to draw upon with the Month 9 budget monitoring report projecting a Contingency Reserve at the end of March 2018 of £4.174m. However, that was subject to change between now and the close of the financial year.

The Council also held earmarked reserves which were set aside for specific purposes. The month 9 budget monitoring report provided an update on current projected levels of earmarked reserves and showed that the amount was likely to reduce from £20 to £10m by the end of the financial year. A review of the remaining earmarked reserves had been completed and only those which had a strong business case would be retained with the remainder being released for use as part of the Medium Term Financial Strategy (MTFS). The total amount recommended to be released to assist with setting the budget for 2018/19was £1.927m. It was the advice of the Corporate Finance Manager that with the use of the earmarked reserves and setting the Council Tax at 5%, a balanced budget could be set. An illustration of the contribution to the budget from a range of Council Tax options was outlined in table 4 of the report. A comparison of Council Tax levels across Wales was appended to the report.

Councillor Shotton commented on the number of years that had seen local government grants reduced which affected services, including Social Care and Education. The challenge now was which options could be drawn upon for Members to balance the budget. He welcomed the support that had been received from head teachers, governors and the community on the position for schools funding which was helping to raise public awareness of the situation. On social care, the country was seeing an ageing population and increasing demand and complex cases in children's services. The budget for social care had risen from £62.4m to £65.8m for 2018/19 which was a rise of 5.4%.

He thanked the Overview and Scrutiny Committees for their input on the budget process which helped to inform the final report to County Council later that day. Due to the enormity of the task of balancing the budget, it had been considered in three stages, details of which were outlined in the report.

He proposed the following recommendations:
- That Cabinet recommend to Council that following a review, £1.927m of reserves and balances is released to contribute to balancing the budget;
- That Cabinet recommend to Council that a 5% rise in Council Tax is set to balance the budget in combination with reserves and balances; and
- That Cabinet recommend to Council that a further rise in Council Tax of 1.71% is set to provide additionality of £1.140m specifically for schools budgets.

The Chief Executive reiterated that the Council was not 'reserve rich' and that reserves would need to be held back for things such as the national pay award which was still under negotiation between local government employers and trade union representatives. Due to those risks the Council would need to be prudent in drawing upon reserves to balance the 2018/19 budget.

In response to a question from Councillor Attridge, the Corporate Finance Manager provided details of the budget increase to schools in previous years which was: 2013/14 £1.021m (1.31%), 2014/15 £0.390m (0.49%), 2015/16 £0.478 (0.61%), 2016/17 £0.869m (1.06%) and 2017/18 £1.201m (1.39%).

Councillor Thomas commented on the impact austerity was having on front line services which resulted in a cumulative effect on residents. She said devolving budgets and grants to local authorities earlier would provide time for councils to plan.

Councillor Shotton said a review of the Standard Spending Assessment (SSA) was overdue. However, the Council had to try to balance its limited funding over a wide range of services, many of which were demand led and could be subject to significant variation. An example of demand led mandatory services where the Council spent over its notional guidelines was Social Services. By setting the Council Tax at an increase of 6.71% this would see the Council spending to SSA and should be recognised by WG. On the Council Tax rise, the Chief Executive confirmed that WG had advised that councils had the local flexibility to set above the previous advisory cap of 5%.

Councillor Roberts thanked Councillor Shotton for the proposals put forward, saying that education was an investment in the future of the county with the additional £1.140m providing considerable relief to schools. He added that to get to this position was a remarkable achievement and he paid tribute to everybody who had been involved in the process. Councillor Jones also expressed her thanks, in particular for the increase in funding for Social Services.

In closing, the Chief Executive also paid tribute to the work carried out by the Overview and Scrutiny Committees in the budget process. He added that the options for car parking charges was still under review but a proposed target income figure had

been set in the Council Fund budget report. He also said that the year in paragraph 3.19 should read 2018/19, not 2019/20, as a correction.

RESOLVED:

(a)   That Cabinet recommend to Council that following a review, £1.927m of reserves and balances is released to contribute to balancing the budget;

(b)   That Cabinet recommend to Council that a 5% rise in Council Tax is set to balance the budget in combination with reserves and balances; and

(c)   That Cabinet recommend to Council that a further rise in Council Tax of 1.71% is set to provide additionality of £1.140m specifically for schools budgets.

125.   DEVELOPMENT OF 2018/19 – 2020/21 CAPITAL PROGRAMME

The Chief Officer (Organisational Change) introduced the Development of 2018/19 – 2020/21 Capital Programme report.

The Finance Manager explained that the report built on the Capital Strategy and Asset Management Plan adopted in February 2016 and split the Council Fund Capital Programme into three sections:

1. Statutory/Regulatory – allocations to cover regulatory and statutory works – examples included providing support to improve and adapt private sector homes (Disabled Facilities Grants), adaptations to schools for children with disabilities, any works required to keep buildings open by Health and Safety requirements;
2. Retained Assets – allocations to fund infrastructure works necessary to ensure service and business continuity. Allocations to fund schemes that maintained, enhanced and improved retained assets and infrastructure to deliver services. Significant needs identified by service plans/condition surveys; and
3. Investment – to fund costs incurred when remodelling and investing in services. New schemes arising from Portfolio business plans, the Council Plan, other relevant and emerging plans, and other strategies or emerging Council priorities approved through a selection process based on the provision of a sound business case.

Tables 1 and 2 in the report showed schemes approved by Council in February 2017 for the 2017/18 – 2019/20 Capital Programme and how those schemes were being funded. When the programme was set there was an overall shortfall in funding of £3.187m although schemes for 2017/18 were fully funded. The shortfall in funding of schemes in 2018/19 and 2019/20 was kept flexible with options including a combination of future capital receipts, alternative grants, prudential borrowing or scheme phasing over several years. Progress on addressing that shortfall had been regularly reported to Cabinet and Corporate Resources Overview and Scrutiny Committee during 2017/18. Capital receipts had now been received which resulted in the programme approved for 2017/18 – 2019/20 being fully funded with a small surplus of £0.201m.

Table 3 of the report detailed the general capital funding projected to be available to fund the Capital Programme over the next 3 years. The Council had developed a prudent policy of only allowing capital receipts to fund capital projects when receipts were actually received. All of the schemes proposed for inclusion invested in assets and / or reconfigured models of service provision. The majority of the programme could be funded from capital receipts and WG funding allocations, although there was an overall shortfall which could require funding by borrowing which had revenue implications. Schemes had therefore been phased over the 3 year period to ensure 2018/19 financial year was fully funded.

Table 4 showed the proposed allocations for the period 2018/19 – 2020/21 for the Statutory / Regulatory Retained Assets of the Capital Programme. Table 5 showed the proposed schemes for the same period for the Investment Section.

There was an overall shortfall in projected funding of £8.216m. To meet that shortfall the Council would potentially need to borrow to fund the schemes which had the impact of increasing debt financing costs of interest and revenue provision for repayment of debt in the revenue budget. There was potential for capital receipts to be generated during the remainder of 2017/18 with a current projection for a further £0.772m to be received by the end of 2017/18, and a further £0.600m however this risked slipping into 2018/19.

Future capital schemes were outlined as 21st Century School Building Programme Band B, the Growth Deal Bid and the Digital Strategy.

The proposed Capital Programme had been submitted to Corporate Resources Overview and Scrutiny Committee on 15th February 2018 and a copy of the questions, comments and responses was circulated to Cabinet Members. At Corporate Resources Overview and Scrutiny Committee it was resolved to inform the Cabinet of the following:

(i)   That a report had been requested which outlined the effect of capital expenditure (new schemes for approval) and detailing the effects on the revenue account, including cost of borrowing, operational revenue costs and operational benefits, for the meeting in March or April;

(ii)   That there were concerns about the cost of any remedial works required as a result of the inspection of the Flintshire Bridge. Early negotiations with WG on shared responsibility for costs, in advance of any changes arising from the Red Route implementation were welcomed. The results of the inspection to be reported to Environment Overview and Scrutiny Committee and if affecting the capital programme, to Corporate Resources Overview and Scrutiny Committee as well; and

(iii) That the Committee invited the Cabinet to consider making representations to WG about the wear and tear to Flintshire roads being used as diverted routes as a result of work on the A55.

Councillor Shotton concluded that in a time when revenue budgets were under significant pressure, the capital programme provided hope for communities with the proposed schemes, including the building of new council houses. He commented on the welcome investments in Castell Alun High School and Glan Aber Primary School

and at Marleyfield Residential Home. He also thanked Councillor Carolyn Thomas for her part in national lobbying which resulted in an additional £1.4m for highways and roads from Welsh Government.

RESOLVED:

(a)   That the allocations and schemes in Table 4 of the report for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2018/19 – 2020/21 be approved;

(b)   That the schemes in Table 5 of the report for the Investment section of the Council Fund Capital Programme 2018/19 – 2020/21 be approved;

(c)   That it be noted that the shortfall in funding of schemes in 2019/20 and 2020/21 at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2018/19, and included in future capital programme reports;

(d)   That further development and a refresh of a forward Capital Strategy and Asset Management Plan be noted;

(e)   That Cabinet welcome Corporate Resources Overview and Scrutiny Committees request for a report on the consequential revenue impacts of capital expenditure; and

(f)   That Cabinet agrees to approach Welsh Government for assistance with any costs arising from:

   (i)   Remedial works to the Flintshire Bridge;
   (ii)   Early sharing of responsibility in advance of any changes arising from the "Red Route"; and
   (iii)   Increased wear and tear on Flintshire roads as a result of traffic diverted due to the works on the A55.

126.   DRAFT HOUSING REVENUE ACCOUNT (HRA) BUDGET 2018/19 AND 30 YEAR BUSINESS PLAN

Councillor Attridge introduced the Draft Housing Revenue Account (HRA) Budget 2018/19 and 30 Year Business Plan Report.

The strategic priorities for the year, and the business plan, included:
- Achieving Welsh Housing Quality Standard (WHQS) by 2020 and providing adequate ongoing investment to maintain WHQS levels;
- Following de-pooling of rents a continued move towards efficient service charges and full cost recovery;
- Ongoing transition of rents to Welsh Government (WG) targets;
- Setting a balanced budget with a minimum of 3% surplus revenue over expenditure;

- Maximisation of revenue efficiencies to minimise the borrowing required to meet WHQS by 2020; and
- Delivery of new build Council housing.

WG policy allowed flexibility for each landlord to set the rent band at either target rent, 5% below or 5% above. The Council had agreed to set Flintshire rents for existing stock at target to support tenant affordability. Rents for new builds had been set at 5% above target. The inflation indices used for uplifting rents each year were based on Consumer Price Index (CPI) at the previous September and a real increase of 1.5%. CPI for September 2017 was 3% plus 1.5% giving rent inflation for 2018/19 of 4.5%. There was concern about the affordability of a significant increase and following consideration of alternative options and listening to the views of the Overview and Scrutiny Committee and the Tenants Federation, Councillor Attridge recommended that the rent increase be at 3% plus up to £2 for 2018/19.

The Chief Officer (Community and Enterprise) explained that by setting the recommended lower income, the reduced income for the Council would be £300,000 in 2018/19. This did not have a negative impact on the Council's ability to meet the WHQS standard by 2020, or its new build programme commitments. She added that discussions were ongoing with WG on whether the borrowing cap could be increased.

Councillor Thomas welcomed the report and commended the investment in Council housing stock.

Councillor Shotton commented on the increase in rent arrears for those tenants who were in receipt of Universal Credit and asked how that would be managed. He said the number of discretionary housing payments had doubled in the last three months which was indicative of the issues in the private sector and reinforced the importance of the Council's new building programme which would see the lowest rents in the County for tenants. The Chief Officer (Community and Enterprise) explained that the rent arrears were £200k more than the previous year and before Universal Credit had been introduced. Officers were working with customers to set up repayment programmes to address any arrears.

RESOLVED:

(a)   That the Housing Revenue Account budget for 2018/19 and Business Plan be approved and recommended to Council;

(b)   That the option of setting a rent increase for 2018/19 be approved, and recommended to Council, at 3% (plus or minus £2), with target rents applied for new tenancies, as a more affordable increase that the Welsh Government rent Policy formula which would set an increase of 4.5% (plus or minus £2);

(c)   That a garage rent increase of £1 per week and a garage plot rent increase of £0.20p per week be approved and recommended to Council; and

(d)   That the proposed Housing Revenue Account Capital Programme for 2018/19 be approved and recommended to Council.

127. TREASURY MANAGEMENT STRATEGY 2018/19

The Corporate Finance Manager introduced the Treasury Management Strategy 2018/19 report for approval and recommendation to Council.

RESOLVED:

That the Treasury Management Strategy 2018/19 be approved and recommended to Council.

128. DISCRETIONARY RATE RELIEF SCHEME FOR 2017/18 AND 2018/19

Having earlier declared personal and prejudicial interests, Councillors Bithell and Thomas left the room.

Councillor Shotton introduced the Discretionary Rate Relief Scheme for 2017/18 and 2018/19 report.

Following representations from Members, Charitable organisations and a Notice of Motion at the County Council meeting on 30th January 2018, officers were tasked with exploring the feasibility of changing the 2017/18 Discretionary Rate Relief scheme by re-introducing 20% discretionary 'top-up' relief targeted specifically to Charities, Voluntary and Community organisations who occupied small premises with rateable values of up to £6,000.

Potential changes were outlined in the report which would ensure that approximately 88 Charities, Voluntary and Community organisations occupying small premises benefited from 100% rate relief, funded through a combination of Mandatory and/or Discretionary Rate Relief. The proposed changes would ensure that those organisations were treated similarly to small 'for-profit' businesses who qualified for 100% rate relief as part of Welsh Government's (WG) fully funded Small Business Rate Relief Scheme (SBR).

The Revenues Manager explained that the financial implications to the changes would be at a cost to the Council of £16,200 for 2017/18, which could be met from existing budget provision set aside to deal with potential hardship applications, and £18,000 for 2018/19 which would be a budget pressure.

Councillor Attridge thanked the Revenues Manager for the work undertaken on this item which resulted in 88 Charities, Voluntary and Community organisations benefitting from 100% rate relief.

The Corporate Finance Manager explained that this would alter the budget figures slightly for the use of reserves for 2018/19 to increase to £1.945m from the £1.927m reported earlier as part of the budget item.

RESOLVED:

(a)   That a retrospective change to the 2017/18 policy framework to provide 20% Discretionary 'top up' relief to all Charitable organisations that already benefit

from 80% Mandatory Rate Relief and who occupy small premises with a rateable value of up to £6,000, be agreed;

(b)   That a retrospective change to the 2017/18 policy framework, to increase Discretionary awards by 20% to all Voluntary and Community organisations, who currently receive 80% Discretionary Rate Relief and who occupy small business premises with a rateable value of up to £6,000, be agreed; and

(c)   That it be noted the financial implications for the policy changes will cost £16.2k for 2017/18 and approximately £18k for 2018/19.

129.   WELSH GOVERNMENT TRANSPORT GRANT FUNDING BIDS

Councillor Thomas introduced the Welsh Government Transport Grant Funding Bids report which outlined the details of the bids submitted in the following categories: Local Transport Fund; Local Transport Network Fund; Road Safety Grant; and Safe Routes in the Community Grant.

The total value of the bids for 2018/19 was approximately £1.6m and the successful councils would be notified in April/May.

The Chief Officer (Streetscene and Transportation) said the Council had an excellent record in obtaining funds through the various funding streams available. The schemes from each area would be considered and were dependent on the match to the scheme criteria and the level of accidents along the route, rather than location.

In response to a question from Councillor Shotton, the Chief Officer confirmed that a report would be submitted to a future Cabinet meeting to provide details of the outcome of the bids.

RESOLVED:

That the schemes submitted to Welsh Government for funding in January 2018 for the 2018/19 financial year be approved.

130.   DIGITAL STRATEGY – DIGITAL CUSTOMER

The Chief Officer (Organisational Change) introduced the Digital Strategy – Digital Customer report which proposed an approach to deliver those strategies, focusing on enabling customers to contact the Council and use the services, where appropriate, through the use of technology.

Specific examples of how it would work were outlined in the report including proposals to launch a Customer Account and a Payment Portal which would enable customers to buy a range of services from the Council on line and from one point of access. Customers that needed telephone contact or face to face contact would receive more support from customer service staff who might otherwise be handling queries that could be resolved through digital access.

Over time the approach would result in efficiencies that would support delivery of the Council's financial strategy. However, the overall approach was about modernising and improving the Council's delivery of customer services by making the best and most appropriate use of digital technology. To achieve that, an initial investment of £0.550m was proposed to support the improvement of providing digital content for the customer and to ensure that back office IT systems could present in the way the approach required. The investment would be paid back through future efficiencies.

The Chief Officer (Governance) explained that the report had been submitted to Corporate Resources Overview and Scrutiny Committee the previous week where it was supported and welcomed by Members. Members of that Committee requested details of best practice by other Councils; those details would either be circulated to Members or a workshop would be arranged. He said that in addition to the Digital Strategy being a tool for the benefit of residents, it was also a key tool in working with key partners such as Betsi Cadwalader University Health Board (BCUHB) He expressed his thanks to the IT department for developing the customer portal in house.

Following a question from Councillor Thomas, the Chief Officer (Governance) confirmed that telephone and face to face contact would still be available. He added that current smaller customer service teams would be consolidated which would increase resilience during peak demand in different areas.

RESOLVED:

(a)   That the implementation of the Digital Strategy and Customer Strategy through a priority and focus on improving services for 'Digital Customers' be agreed;

(b)   That, subject to a completion of a review of reserves to identify where funding will come from, an investment fund of £0.550m be agreed in principle to support the implementation of this work with the condition that as a minimum this amount will be paid back in future efficiencies, resulting in a zero net cost to the Council. This includes the appointment of the three year fixed contract appointments and the redesign of the work of the Customer Service team roles as detailed in the report. Delegated authority is approved for the relevant Chief Officers in consultation with the appropriate Cabinet Members to implement these appointments and the job re-design; and

(c)   That the Customer Account be launched in March 2018 enabling customers to use this service, and give initial feedback on the service so it can be developed over time.

131.   FLINTSHIRE SUPPORTING PEOPLE PROGRAMME GRANT LOCAL SPEND PLAN AND REGIONAL STRATEGIC PLAN

Councillor Attridge introduced the Flintshire Supporting People Programme Grant Local Spend Plan and Regional Strategic Plan report which had been developed to align with the priorities laid out within the North Wales Supporting People Regional Strategic Plan.

Following a strong case being made by local government, he was pleased to report that the grant had been protected for 2018/19.

The report provided a summary of the pressures on the homeless service and the risk of a growing financial burden for the Council. Supporting People Services played a key role in contributing to homeless prevention and targeting funding at services that prevented homelessness remained a strategic priority for the Council.

The Chief Officer (Community and Enterprise) commented on the risk to the revenue budget in future years for the prevention of homelessness due to the budget proposal for 2019/20 showing the Supporting People budget line being reduced to £zero. The funding that would usually be allocated was being moved to a new budget line called 'Early Intervention – Prevention and Support Grant' which merged the budgets for Flying Start, Families First, Communities First Legacy Fund and a new Employability Grant, making the new budget a total of £252m across Wales. However, that was £13m less that then combined total of those granted in 2018/19.

RESOLVED:

That the Local Spend Plan for 2018/19 and the North Wales Strategic Plan be approved.

132. QUARTER 3 COUNCIL PLAN 2017/18 MONITORING REPORT

The Chief Executive introduced the Quarter 3 Council Plan 2017/18 Monitoring Report.

The monitoring report for the 2017/18 Council Plan was a positive report, with 81% of activities being assessed as making good progress, and 69% likely to achieve the desired outcome. Performance Indicators showed good progress with 84% meeting or near to period target.

Risks were also being successfully managed with the majority being assessed as moderate (67%) or minor (10%). On the major red risks, all were funding related.

RESOLVED:

(a)   That the levels of progress, performance and risk levels in the Quarter 3 Council Plan 2017/18 monitoring report be noted and endorsed; and

(b)   That Cabinet is assured by plans and actions to manage the delivery of the 2017/18 Council Plan.

133. REVENUE BUDGET MONITORING 2017/18 (MONTH 9)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2017/18 (Month 9) report which provided the current revenue budget monitoring position for 2017/18 for the Council Fund and the Housing Revenue Account. The report presented the position, based on actual income and expenditure, and projected

how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, was:

Council Fund:

- Net in year expenditure forecast to be £0.908m greater than budget; and
- Projected contingency reserve balance as at 31st March 2018 of £4.174m.

Housing Revenue Account:

- Net in year expenditure forecast to be £0.035m greater than budget; and
- Projected contingency reserve balance as at 31st March 2018 of £1.081m.

The reasons for the projected variances were summarised in the appendix to the report with key significant portfolio variances explained in the report.

The report covered the latest in year forecast by portfolio; tracking of in year risks and emerging issues; inflation and reserved and balances. The earmarked reserved outlined in paragraph 1.23 of the report were prior to the review that had been carried out as reported on the budget item.

RESOLVED:

(a)   That the overall report and the projected Council Fund contingency sum as at 31st March 2018 be noted; and

(b)   That the projected final level of balances on the Housing Revenue Account (HRA) be noted.

134.   CAPITAL PROGRAMME 2017/18 (MONTH 9)

The Corporate Finance Manager introduced the Capital Programme 2017/18 (Month 9) report which summarised changes made to the Capital Programme since September 2017 (Month 6) to the end of December 2017 (Month 9), along with expenditure to date and projected outturn.

The report contained details on changes since budget approval; carry forward from 2016/17; changes during this period; capital expenditure compared to budget; and carry forward into 2018/19.

Councillor Shotton commented on the request for approval for an increase of £0.400m in the prudential borrowing allocation for Aura Leisure and Libraries for schemes outlined in the report, which was pleasing to see.

RESOLVED:

(a)   That the report be approved;

(b)   That the additional Prudential Borrowing of £0.400m in regard to AURA capital works be approved; and

(c)   That the carry forward adjustments be approved.

135.   MINIMUM REVENUE PROVISION – 2018/19 POLICY

The Corporate Finance Manager introduced the Minimum Revenue Provision (MRP) – 2018/19 Policy report which recommended that the 2018/19 MRP remained the same as the previous year, for approval by Council.

The Chief Executive explained that the MRP was under urgent review following a recent voluntary independent peer review of the Council's financial position. External advice was being sought from the Council's retained advisors and the Wales Audit Office (WAO) as the Council's auditors. MRP policy was for approval by Council annually. Given the review, it was therefore subject to change before the financial year was ended.

RESOLVED:

(a)   That the following be approved and recommended to Council for Council Fund (CF) outstanding debt:

- Option 3 (Asset Life Method) be used for the calculation of the MRP in financial year 2018/19 for the balance of outstanding capital expenditure funded from supported borrowing fixed as at 31st March 2016. The calculation will be the 'straight line' method over 50 years
- Option 3 (Asset Life Model) be used for the calculation of the MRP in 2018/19 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation will be the 'straight line' or 'annuity' (where appropriate) method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits
- Option 3 (Asset Life Model) be used for the calculation of the MRP in 2018/19 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements

(b)   That the following be approved to County Council for the Housing Revenue Account (HRA) outstanding debt:
- Option 2 (Capital Financing Requirement Method) be used for the calculation of the HRA's MRP in 2018/19 for all capital expenditure funded by debt

(c)   Members approve and recommend to County Council that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which qualify as capital expenditure in accounting terms) be as follows:

- No MRP is made during the construction period (of short duration) as the asset has not been brought into use and no benefit is being derived from its use
- Once the assets are brought into use, capital repayments will be made by NEW Homes. The Council's MRP will be equal to the repayments made by NEW Homes. The repayments made by NEW Homes will be classed, in accounting terms, as capital receipts, which can only be used to fund capital expenditure or repay debt which is a form of MRP. The capital repayment / capital receipt will be set aside to repay debt, and is the Council's MRP policy for repaying the loan.

(d)   That it be noted that the MRP Policy is undergoing an urgent review and is, therefore, subject to change within the current financial year.

136.   PRUDENTIAL INDICATORS 2018/19 TO 2020/21

The Corporate Finance Manager introduced the Prudential Indicators 2018/19 to 2020/21 report which provided details on the Prudential Indicators for Prudence and the Prudential Indicators for Affordability.

On Table 1, he explained that the 2018/19 estimate for the Council Fund should read £23.773m not £30.408, and the 2019/20 estimate also for the Council Fund should read £13.659m and not £1.644m.

RESOLVED:

That the following be approved and recommended to Council for approval:

- The Prudential Indicators for 2018/19 – 2020/21; and
- Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraphs 14 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

137.   COMMUNITIES FIRST

The Chief Officer (Organisational Change) introduced the Communities First report which provided details of the phasing out process that was currently underway.

Welsh Government (WG) would operate two new programmes from 1st April 2018. The first, the Legacy Fund, would offer small scale funding to Local Delivery Bodies and enable them to continue to deliver some particularly effective Communities

First activities for a further two years. The second was the Employability Programme which would provide Local Delivery Bodies with the management infrastructure for the Communities 4 Work programme and would fund additional support for unemployed people in deprived areas which would also operate until March 2020.

A proposed structure to deliver the new programmes was set out in the report.

RESOLVED:

(a)   That Flintshire's successful management of the transitionary Communities First programme be noted; and

(b)   That the proposed new structure to deliver Communities 4 Work and the associated programmes be approved.

138. CONNAH'S QUAY SWIMMING POOL AND HOLYWELL LEISURE CENTRE COMMUNITY ASSET TRANSFER

Councillor Roberts introduced the Connah's Quay Swimming Pool and Holywell Leisure Centre Community Asset Transfer report which provided an update on progress of both and recommended a grant award for 2018/19.

RESOLVED:

(a)   That a grant to Cambrian Aquatics for the year 2018/19 of £0.065m be provided with the condition that this must be reduced in the year 2019/20;

(b)   That a grant to Holywell Leisure Centre for the year 2018/19 of £0.086m be provided with the condition that the need for this level of grant be reviewed thoroughly prior to the year 2019/20; and

(c)   That delegated authority be approved for these projects specifically to the Chief Officer (Organisational Change) in consultation with the Cabinet Member for Education, to be able to provide an early payment of grant or small loan (up to a maximum of £0.025m) to Cambrian Aquatics or Holywell Leisure Centre only in exceptional circumstances, and where after completing a full financial review it is considered this would ensure the facilities can remain open and that the business remains viable.

139. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was 1 member of the public and one member of the press in attendance.

(The meeting commenced at 9.30 a.m. and ended at 11.35 a.m.)

………………………….
Chair

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CYNGOR Sir y Fflint Flintshire COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 20th March 2018
Report Subject	Approval of Costs for Batch 3 Strategic Housing and Regeneration Programme (SHARP) Schemes
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Housing
Report Author	Chief Officer (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report sets out proposals to develop 92 new social and affordable homes at the following sites:
- Nant y Gro, Gronant;
- Former Council Depot, Dobshill;
- Llys Dewi, Penyffordd (near Holywell).

The development of these sites for social and affordable housing is a strategic priority for the Council and the sites are pre-agreed for inclusion within the Strategic Housing and Regeneration Programme (SHARP). This will bring the total number of properties approved by the Council to date, to 293.

This report provides information on the proposed schemes, including location, property types, design and layout and projected build costs. The report also identifies the preferred funding options and details the Development Scheme Assumptions against which the viability of schemes are measured and assessed.

RECOMMENDATIONS	
1	Cabinet is asked to approve: • The development of 92 new social and affordable homes at Llys Dewi, Penyffordd, Nant y Gro, Gronant and the Former Council Depot, Dobshill.

	• The use of prudential borrowing to the value of £9.823M (subject to final approval and verification) to fund the proposed development of the new Council homes.
	• The use of affordable housing grant of £1.903m and shared equity reserves, shared ownership receipts and commuted sums of £1.722m in total to contribute to scheme costs.
2	Cabinet is asked to note proposals by NEW Homes to develop 17 affordable properties across the three sites (subject to NEW Homes Board approval).

REPORT DETAILS

1.00	BACKGROUND
1.01	At Cabinet in June 2015, approval was given to appoint Wates Living Space as the Council's development partner for five years with the aim of developing 500 homes, (200 Social Rented and 300 Affordable), at a range of sites across the county, alongside commissioning a range of linked regeneration initiatives and community benefits.
1.02	Good progress is being made on The Walks, Flint with the construction of 92 new homes. Thirty of these new homes will be managed by the Council through the Housing Revenue Account (HRA). The remaining 62 Affordable properties will be managed by NEW Homes, the Council's wholly-owned housing company. The first phase of the new properties on the scheme have now been handed over to the Council and NEW Homes respectively. It is projected that the scheme will be completed in April 2018.
1.03	Following Cabinet approval in July 2016, work on the construction of 40 new Council homes on five sites at Connah's Quay, Mold and Leeswood is now well advanced. Properties at Redhall, Connah's Quay and Heol y Goron Leeswood have now been completed and the properties let.
1.04	Construction work at the former Dairy, Mold Road Connah's Quay commenced in November 2017, whilst the re-development of the former Melrose Centre, Shotton is scheduled to begin in March 2018. In total, these schemes will see the delivery of 15 new homes.
1.05	The table below details the number of Council Social Rent and Affordable units completed, approved in principle or approved by Cabinet to date.

Scheme	Council Units	Affordable Units	Status
Custom House, Connah's Quay	12	0	Completed
The Walks, Flint	30 (24 completed)	62 (44 completed)	On-site
Redhall, St Mark's	5	0	Completed

	Connah's Quay			
	Heol y Goron, Leeswood	5	0	Completed
	Maes y Meilion, Leeswood	8	0	On-site.
	Ysgol Delyn, Mold	16	0	On-site.
	Former Dairy, Connah's Quay	6	0	On-site.
	Former Melrose Centre, Shotton	9	0	On-site.
	Maes Gwern, Mold	7	41	Approved in principle
	Sub Total	**98**	**103**	
	Total	**201**		

1.06	**Nant y Gro, Gronant** Projected Start on Site Date: 3 September 2018 Projected Completion: 12 July 2019
1.07	The site is situated on the edge of a mixed residential settlement. Gronant is only situated a few miles from Prestatyn which offers good communications and good access to usual amenities. The site is currently pasture land which is irregular in shape and extend to 2.88 acres.
1.08	Appendix 1 shows the proposed scheme with the following proposed tenure split. **Council Housing:** <table><tr><td>4</td><td>1 bed apartment</td></tr><tr><td>4</td><td>2 bed apartment</td></tr><tr><td>18</td><td>2 bed house</td></tr><tr><td>11</td><td>3 bed house</td></tr></table> **Affordable Housing:** <table><tr><td>3</td><td>2 bed house</td></tr><tr><td>1</td><td>3 bed house</td></tr></table>
1.09	**Former Council Depot, Dobshill**

	Projected Start on Site Date: 29 October 2018 Projected Completion: 19 July 2019
1.10	This site is located in Dobshill, between Buckley and Broughton just off the A550 which runs south from the A55 North Wales Expressway at Dobshill towards Hope and Wrexham. The site is a former council depot and currently lies vacant. Having a long 96 metre frontage to Chester Road, the site is roughly rectangular in shape and extends to 1.46 acres (0.59 hectares).
1.11	Appendix 2 shows the proposed scheme with the following proposed tenure split. **Council Social Rent:** <table><tr><td>4</td><td>1 bed apartment</td></tr><tr><td>4</td><td>2 bed apartment</td></tr><tr><td>4</td><td>3 bed house</td></tr><tr><td>1</td><td>4 bed house</td></tr><tr><td>2</td><td>2 bed bungalows</td></tr></table> **Affordable:** <table><tr><td>8</td><td>2 bed house</td></tr><tr><td>1</td><td>3 bed house</td></tr></table>
1.12	**Llys Dewi, Penyffordd** Projected Start on Site Date: 1 October 2018 Projected Completion: 9 August 2019
1.13	Penyffordd lies seven miles from the A55 North Wales Expressway giving good transport links westwards to North Wales and eastwards to the M56 and motorway network. The site comprises of agricultural grazing land located in an area behind the dwellings on Llys Dewi, Maes Emlyn and Rhewl Fawr Road. The site is under the ownership of the Council and is located in the centre of the village and comprises of approximately 1.20 acres.
1.14	Appendix 3 shows the proposed scheme with the following proposed tenure split. **Council Housing:** <table><tr><td>16</td><td>2 bed house</td></tr><tr><td>7</td><td>3 bed house</td></tr></table> **Affordable Housing:** <table><tr><td>2</td><td>1 bed apartment</td></tr><tr><td>2</td><td>2 bed apartment</td></tr></table>
1.15	This scheme requires an estate road which only has plots on one of its edges due to the awkward size and shape of the land available. This means that the

	infrastructure and drainage costs for this scheme are proportionately higher than for schemes where a carriageway serves properties on both sides of the road. However, undertaking these required infrastructure works will open up the rest of the site for additional future residential development.
1.16	The social rent properties will be developed by the Council's Housing Revenue Account (HRA). It is proposed that the affordable rent properties will be developed for NEW Homes subject to Board approval.
1.17	**Flintshire House Standard**
1.18	Properties and land associated with the schemes will all be designed to comply with the Council's Flintshire House Standard. Welsh Government's Development Quality Requirements (DQR) will also be incorporated in schemes where Affordable Housing Grant is applied. (to meet WG requirements)
1.19	**Affordable Housing Need**
1.20	Appendix 4 summarises the housing need identified for each of the proposed schemes. This is based upon housing need data from a number of different sources to ensure that the proposed tenure and property mix for each scheme accurately reflects housing need within each community. The principle data sources are the following: • Single Access Route to Housing (SARTH) - lists the number of applicants for social housing in Flintshire. • Flintshire Affordable Housing Register – list the number of applicants interested in affordable rent and low-cost home ownership schemes; • NEW Homes Housing Register – lists the number of applicants registered with the Council's housing company; • Specialist Housing Register- lists the number of applicants registered with the Council who require adapted or specialist housing.
1.21	**Local Lettings Policy**
1.22	A Local Lettings Policy will be developed by the Council for each of the proposed schemes.
1.23	**Welsh Government Funding for Local Authority New build**
1.24	Welsh Government has made Housing Affordable Housing Grant (AHG) available to stock retaining Local Authorities who are developing new homes from 2018/19. Flintshire's indicative allocation is as follows: • 2018/19 = £1.9m • 2019/20 = £1.2m The grant covers up to a maximum of 58% of total scheme costs. It is a revenue grant which will cover 58% of the borrowing costs over 30 years. (Social Housing Grant available to Housing Associations for new build is a capital grant).

1.25	The table below details the projected costs for each of the proposed schemes and provides a provisional indication on the level of Affordable Housing Grant (AHG) and shared equity, reserves, shared ownership receipts and commuted sums which it is recommended is used for each of the proposed schemes. Viability is a key priority for both the Council and NEW Homes need to deliver a mixture of high quality development schemes in order to generate more income to fund future developments which meet the Council's and the company's priorities.

Scheme	Social	Afford.	Cost	Average cost p.u (pre grant)	Affordable Housing Grant (AHG)	Shared Equity / Shared Ownership / Commuted Funds	Council Borrowing
Nant y Gro, Gronant	37	4	£5.407m	£0.132m	£1.310m	£0.440m	£4.651m
Former Council Depot, Dobshill	15	9	£3.521m	£0.147m	£0.593m	£0.896m	£1.769m
Llys Dewi, Penyffordd	23	4	£4.084m	£0.151m	Nil	£0.386m	£3.403m
Total	75	17	£13.013m		£1.903m	£1.722m	£9.823m

| 1.26 | The total projected HRA borrowing requirement will be £9.823m

The AHG grant is currently only available for HRA properties. Where required (and subject to Cabinet approval), the Council will consider the use of its shared equity, shared ownership receipts and commuted sum reserves to assist with funding affordable housing through the SHARP where conditions allow. The level of these reserves are currently at £2.276m however, £0.365m of this balance is restricted for use in certain areas of Flintshire and cannot be used on these sites. The recommendation included in this report is to use £1.722m of the allowable balance (£1.911m). |
|---|---|
| 1.27 | It is proposed to review the Development Scheme Assumptions periodically to ensure these remain prudent, but also that they do not become so demanding that genuine value for money schemes are deemed unviable. |
| 1.28 | **Affordable Homes Funding** |
| 1.29 | Currently NEW Homes is unable to bid for AHG under the existing Welsh Government funding regime. However, WG are minded to review this moving forward to enable companies such as NEW Homes to deliver more affordable housing in Flintshire. NEW Homes will work with the Council to assess the borrowing options available to it to develop the proposed homes it will own and manage in Batch 3. This will include options such as market lending, borrowing from the Council and borrowing against its existing asset base. |

2.00	**RESOURCE IMPLICATIONS**

2.01	£11.8m HRA borrowing approval is available during 2018/19 for a council house building programme. The Financial Appraisal shows the combined HRA borrowing requirement of Batch 3 schemes at £9.823m.
2.02	All schemes continue to be reviewed in order to achieve best value for the Council. This has involved appointing Savills to undertake a mid-term review of the SHARP to ensure the Council continues to receive value for money for the Council in terms of construction costs, scheme design and layout and quality of the final product. The final report will be presented to Council Cabinet during the Spring for its consideration.
2.03	**Land value**
2.04	The three sites identified for development in this report have a restricted value for social and affordable housing of nil. The provision of social and affordable housing is one of a number of key strategic priorities for the Council, and it should be noted that, in the case of the former Dobbs Hill Depot site, this is identified as an exception site and therefore would only be considered for affordable and social housing.
2.05	In addition to the above, the provision of social and affordable housing also fulfils a wider strategic social need and mitigates the requirement to provide bed and breakfast accommodation where necessary, through the provision of such housing and the delivery of affordable units of accommodation for those families genuinely struggling to access housing.
2.06	**Council Tax Yield**
2.07	Appendix 5 details the projected total combined total annual Council Tax yield on each of the proposed schemes would be in the region of £117K.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Each of the schemes have been discussed in depth with planners, highways officers and local elected members which have informed the current proposals.
3.02	A Community Consultation Event has been held for the Gronant development at which concerns about the proposed scheme were raised, in particular the road accessibility. These concerns are being considered by officers prior to Planning Committee consideration. Consultation events are planned for the Dobshill and Penyffordd developments as part of the statutory formal consultation process prior to a scheme being submitted to the Council for planning approval.

4.00	**RISK MANAGEMENT**
4.01	The Operational Risk Register is in place for the SHARP Housing Programme which is regularly updated in relation to emerging and changing risks. This is

		in addition to Project specific Risks and Strategic Risks.
4.02		The SHARP team continues to develop a framework for managing risk and opportunities the programme generates. Further work is on-going in order to improve the robustness in risk identification and management as part of the new CAMMS system which will contain Development Framework procedures.

5.00	APPENDICES
5.01	Appendix 1 - Site Plan Nant y Gro, Gronant. Appendix 2 - Site Plan Former Council Depot, Dobshill. Appendix 3 - Site Plan Llys Dewi, Penyffordd, Nr Holywell. Appendix 4 - Housing Needs Data. Appendix 5 – Projected Council Tax Income derived from Batch 3 Schemes. Appendix 6 – Financial Appraisal.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Office: Clare Budden** **Job Title: Chief Officer Community and Enterprise** **Telephone: 01352 703800** **E-mail: clare.budden@flintshire.gov.uk**

7.00	GLOSSARY OF TERMS
7.01	**Strategic Housing And Regeneration Programme (SHARP)** – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable). **Welsh Housing Quality Standard (WHQS) -** Flintshire County Council will be spending £111 million over six years on a major refurbishment and maintenance programme of works bring its 7,200 Council homes up to the Welsh Government's Welsh Housing Quality Standard (WHQS) new properties across the Council during the next five years. **Standard Development Scheme Assumptions** - agreed allowances for voids; maintenance costs; rental income levels (including CPI etc.) and will be used to assess all potential future development schemes to determine Scheme feasibility and viability. **Affordable Housing Grant** - The Welsh Government (WG) has made available additional revenue grant funding of approximately £8 million each year, over a 28/29 year period. For this second phase of the funding, delivery partners have now been extended to not only include Registered Social Landlords but also Local Housing Authorities due to the recent exit of the Housing Revenue Account System.

Wates

Footpath link to retained land

Block 6

17

16

T1 T2

Trees to be removed (subject to tree survey)

Public Open Space

Cut back vegetation

15

14

Block 5

T1

Private Drive

18   19   20

Block 7

T1   T1 T2

21   22   23   24

Block 8

T2   T1   T1

25   26   27   28

Block 9

T2   T1   T1 T2

Block 10

29 - 36

TYPE   TYPE

Parking Court

Bins

Public Open Space

Public Open Space

1m offset

Shared Access Way

13

12   11   10

Block 4

T2   T1   T1 T2

09   08   07

T2   T1   T1 T2

Block 3

05   04   03

Block 2

T2   T1   T1

06

Traditional Estate Road

37

T1 T2

Block 11   38

Feature Railings

02

T1

01

Block 1

T2

39   40   41

Block 12

T1   T1   T1

Red hatched trees to be removed

NOTE - Additional trees to be planted to compensate for the removal of entrance trees.

Additional parking as requested by FCC

Cut back hedge

EXISTING HOUSES

NANT-Y-GRO

Schedule of Accommodation

DESCRIPTION	AREA	NO.
Area within red line:		
11666sqm (1.16Ha - 2.88Acres)		

Affordable Houses

Type 1	2No. Bedroom House	79sqm (850sqft)	21no.
Type 2	2No. Bedroom House	95sqm (1023sqft)	12no.
Type 20	2No. Bedroom Apartment	62sqm (667sqft)	2 no.
Type 22	1No. Bedroom Apartment	52sqm (559sqft)	2 no.
Type 21	2No. Bedroom Apartment	67sqm (721sqft)	2 no.
Type 23	1No. Bedroom Apartment	55sqm (592sqft)	2 no.
Total Dwellings			**41no.**

Trees to be removed (subject to tree survey)

H - 29.11.2017		SJ	
Unit 13 garden increased and block moved over. Trees surrounding unit 13 identified and hatched.			
G - 29.11.2017		SJ	
T1 unit added. Tree survey required for root protection areas around plots 14 & 15.			
F - 15.11.2017		SAE	
Revised Layout include; site access trees to be removed indicated, plots 38-40 move forwards and road pushed across			
E - 13.11.2017		SAE	
Revised Layout include; apartments and other house types repositioned (rhs of the site), footpath link shown & notes updated			
D - 02.11.2017			
Revised Layout.			
L - 16.01.2018		SAE	
Areas revised & block references added.			
K - 04.01.2018		SJ	
Revised footpaths to all houses.			
J - 02.01.2017		SJ	
Road extended to incorporate the well.			
I - 01.12.2017		SJ	
Redline revised to encompass additional car parking and required engineering works. Schedule revised.			
C - 27.10.2017		SJ	
Revised scheme due to redline moved over by 10m. General revisions including; type house added to comply with house types schedule. Houses relocated to avoid dense vegetation			
B - 20.09.2017		SJ	
Overlaid Topo			
A - 29.08.2017		SJ	
Revised scheme due to redline amendment.			
- 04.08.2016		SJ DCH	
INITIAL ISSUE			
REVISION - DATE		DRWN CHKD	

FOR COMMENT

RESIDENTIAL DEVELOPMENT
NANT-Y-GRO, GRONANT
PRESTATYN
LL19 9UA

FOR
WATES RESIDENTIAL

PROPOSED SITE LAYOUT

Scale   1:250

HALLIDAY CLARK
A R C H I T E C T S

Halliday Clark Limited   T 01943 604 123
21 The Grove   E info@hallidayclark.co.uk
Ilkley LS29 9LW   W hallidayclark.co.uk

Dwg. No. 671.36 (--) 001 NG   Rev. L

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NOTES

Drawing based on survey information provided by third party measured surveys. Any discrepancies to be reported to the architect.
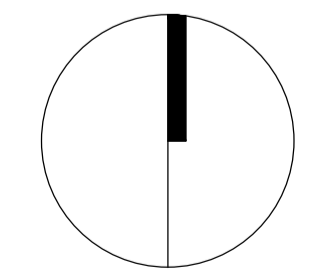
N

Proposed Site Layout

Scale 1:200

Proposed Site Layout

Chester Road

PRIVATE DRIVE

Accessable units on GF level

Footpath link to playing field

17 - 24

TYPE 28

01-02

T14

T14

02

03

T2

T1

T1

T2

T1

04

05

06

07

08

09

10

11

12

13

T1

T2

T2

T1

T1

T2

T15

Bins

4800

4800

4800

VISTA TOWARDS FEATURE PROPERTY

Cut back hedge

Cut back hedge

Cut back hedge

05
06
07
08
04
03

Public Open Space

PRIVATE DRIVE

16
15
14

T2
T1
T1

Proposed feature wall to cover neighboring building

Proposed feature wall to cover neighboring building

Cut back hedge

BRICK WALL
STONE WALL

FOR APPROVAL

FOR
Wates Residential

Proposed Development
Dobshill Depot
Chester Road
CH5 3LZ

Proposed Site Layout

| Scale | As indicated @ A1 |

| Dwg. No. | 671.45 (-) 001 | Rev. G |

REVISION	DATE		DRWN	CHKD
INITIAL ISSUE				
A - 20.09.2017	Topo introduced.		RJW	
B - 31.10.2017	Scheme revised. 2nr bungalows omitted and 15 / 11 added. Accessable units to be reviewed by Wates / FCC. Tree survey required. Full FCC incualed parking allocations introduced, also requires review.		SJ	
C - 01.11.2017	Apartment block revised to accommodate storage, highway reduced.		SJ	
C - 01.11.2017	6nr easement added. Apartment block revised to accommodate storage, highway reduced.		SJ	
D - 29.11.2017	General revisions to Private drives and drive ways.		SJ	
E - 01.12.2017	Schedule updated.		SJ	
F - 21.12.2017	Footpath to playing field and 2 extra visitors spaces added. Proposed fully rendered feature property added. Key updated.		SJ	
G - 21.12.2017	House Types numbering revised.		SJ	

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Proposed Site Plan

Scale 1:250

0 5 10 15 20m

Hedge to be removed.

Traditional Estate Road

Existing tree line

Mews Court

Llys Dewi

Block 1
Block 2
Block 3
Block 4
Block 5 13 - 16
Block 6
Block 7
Block 8

T6 & T11
T5 & T12

Gable windows

Proposed surface water run off

SETTING OUT POINT

5 spaces for apartment and 1 space for type 1

Link footpath

NOTES

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All work must be carried out in accordance with British Standards, EC Regulations, Building Regs, Byelaws, Codes of Practice and all other relevant Standards, Health & Safety at work act & all other relevant works.

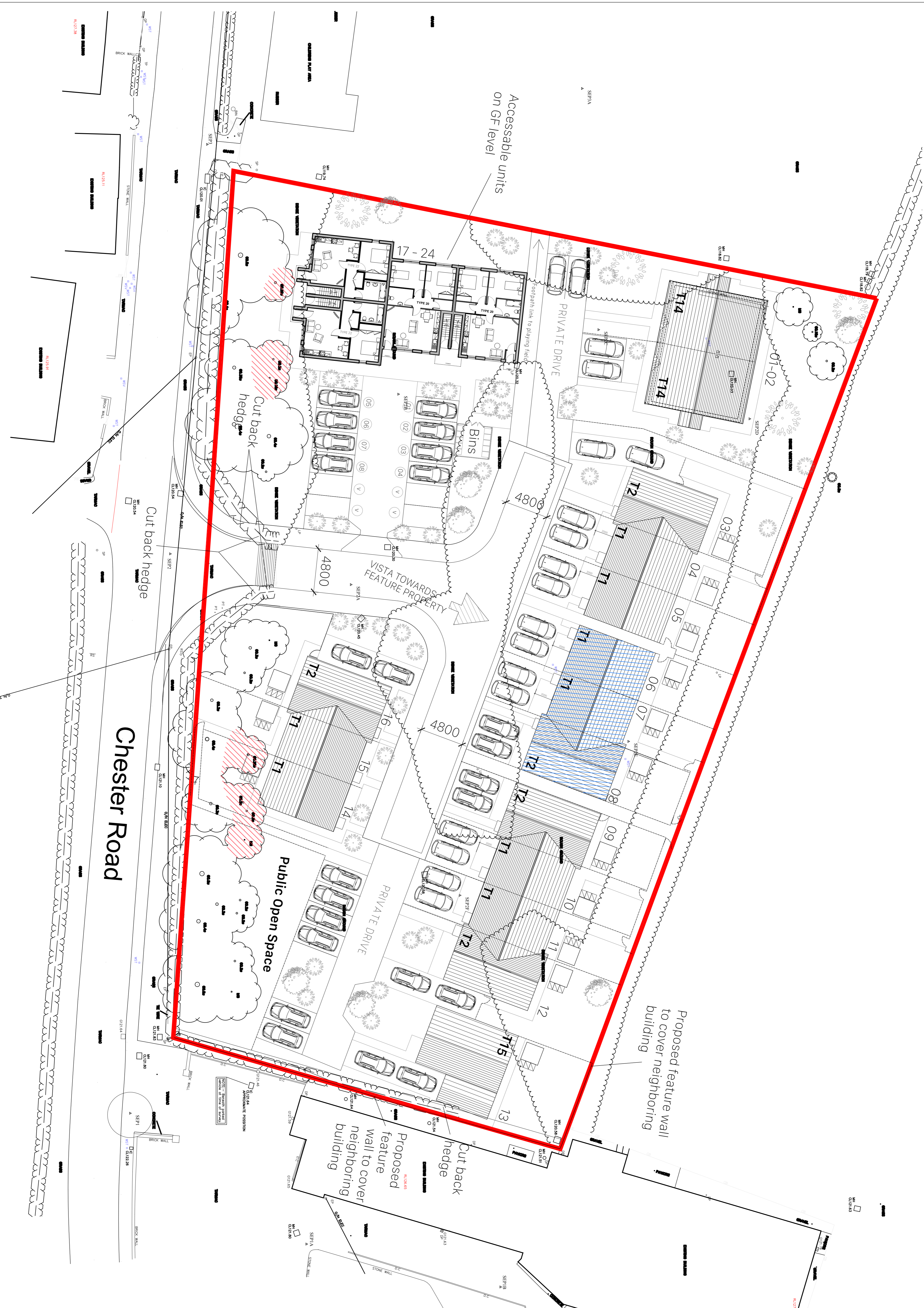Any discrepancies should be brought to the attention of Halliday Clark Limited.

Drawing based on survey information provided by third party measured surveys. Any discrepancies to be reported to the architect.

Site Areas

Area within red line 9427sqm (0.9Ha, 2.32 Acres)

Approximate existing vegetation canopy to be removed.

Schedule of Accommodation

Affordable Houses
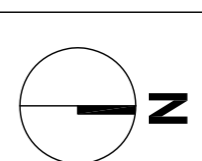
| Type 1 - 2 Bed | 79sqm (850sqft) | 16no. |
| Type 2 - 3 Bed | 95sqm (1022sqft) | 7no. |

Schedule of Accommodation

Type 6 - 1 Bed Apartment	52sqm (560sqft)	1no.
Type 12 - 1 Bed Apartment	54sqm (581sqft)	1no.
Type 5 - 2 Bed Apartment	62sqm (667sqft)	1no.
Type 11 - 2 Bed Apartment	66sqm (710sqft)	1no.

Total Dwellings 27 no.

K	13.01.2018	Block 8 revised in line with revised floor plan and type orientation	SJ	
J	05.01.2018	Revised scale to 1:250	SJ	
I	02.01.2018	Plot 21 TO 23 footpaths and parking revised. Elevation revised as a result.	SJ	
H	18.12.2017	Revised apartment car parking area. T1 parking space separated. Proposed tree belt surrounding apartment block added to screen neighbouring properties.	SJ	
G	04.12.2017	Apartment moved over due to 6m easement. several notes revised.	SJ	
F	23.11.2017	Revised Scheme	SJ	
E	22.11.2017	Accommodation schedule revised.	SJ	
D	16.11.2017	Layout revised in line with FCC and Wates comments. Unit number increased.	SJ	
C	08.11.2017	Block 9 Apartment building and associated parking added. Blocks re-numbered and Blocks 6,7&8 moved back from road. Schedule of Accommodation revised.	SJ	
B	07.07.2017	Topographical survey introduced, redline revised inline with site boundary to the north and east. Link footpath included in revised redline.	SJ	
A	06.06.2017	For sale unit omitted following Batch 3 review. Rear garden access reviewed. Gable window annotation and sheds added.	SJ	

| INITIAL ISSUE | 19.05.2017 | | | |
| REVISION | DATE | REVISION | DRWN | CHKD |

FOR APPROVAL

RESIDENTIAL DEVELOPMENT
PENYFFORD,
LLYS DEWI
CH8 9LA

FOR
Wates Residential

Proposed Site Layout

Scale As Shown

HALLIDAY CLARK
A R C H I T E C T S

Halliday Clark Limited
21 The Grove
Ilkley LS29 9LW
T 01943 604 123
E info@hallidayclark.co.uk
W hallidayclark.co.uk

Dwg. No. 671.26 (-) 002   Rev. K
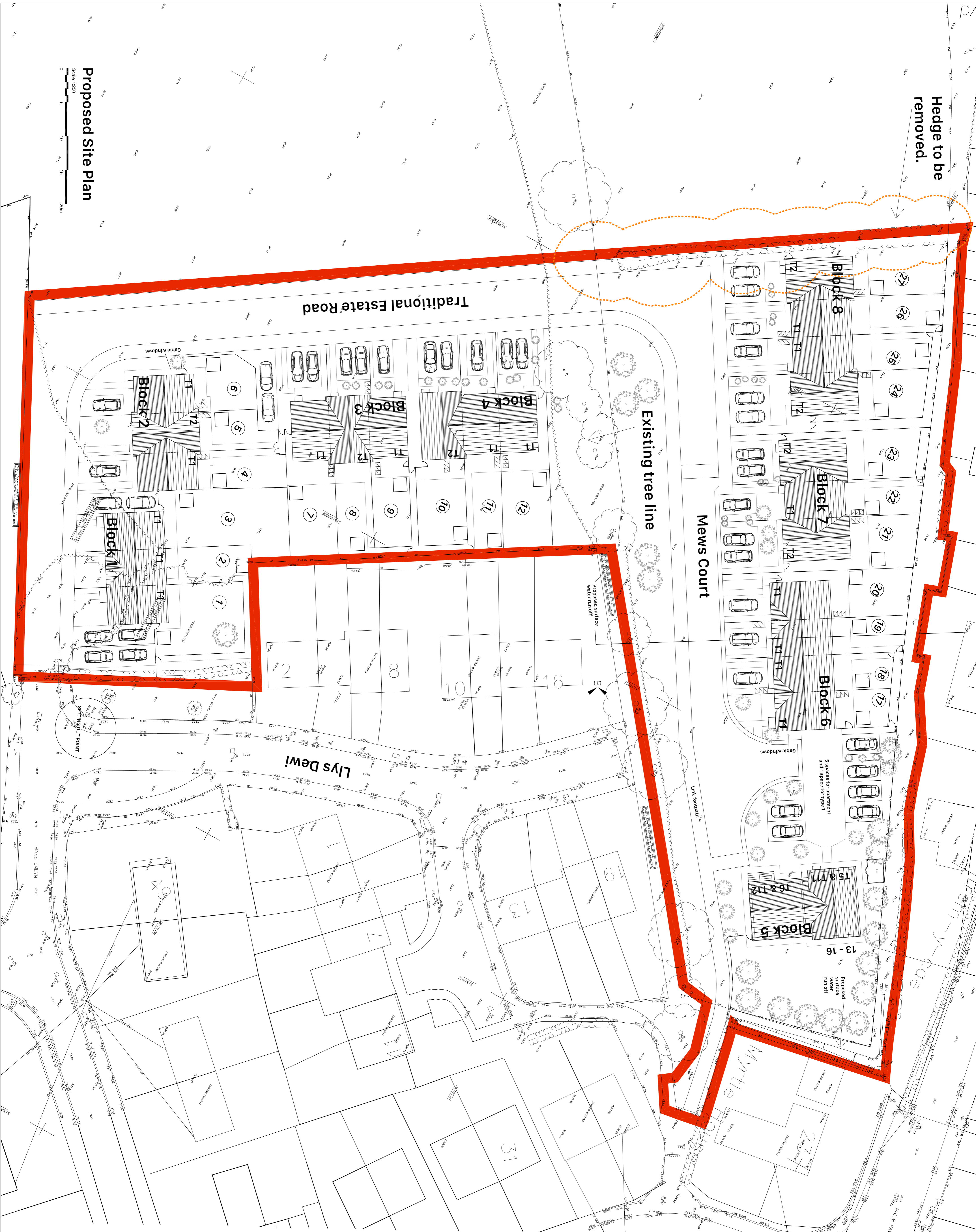
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APPENDIX 4 SHARP Batch 3 Sites - Affordable housing need

The following are the sites for Batch 3.

The need for the areas are as follows:

Flint

	1 bed flat	2 bed flat	2 bed flat / house	2 bed house	3 bed house	4 bed house
Social rent (Council)	203	35	117	11	43	28
Affordable rent	5	-	19	-	15	1

Gronant

	1 bed flat	2 bed flat	2 bed flat / house	2 bed house	3 bed house
Social rent (Council)	26	10	29	20	15
Affordable rent	1	-	1	-	1

Pen-y-ffordd (Holywell)

	2 bed house	3 bed house	Adapted 2 bed
Social rent (Council)	9	5	2
Affordable rent	4	3	-

Have identified both Mostyn or Penyffordd (Holywell)

	2 bed flat / house	3 bed house
Social rent (Council)	14	12

Dobshill (includes Penyffordd (Chester))

	1 bed flat	2 bed flat	2 bed flat / house	2 bed house	3 bed house	4 bed house	2 bed bungalow
Social rent (Council)	42	22	74	9	45	13	4 (over 55)
Adapted	1	-	-	-	-	-	2
Affordable rent	3	-	32	-	28	5	-

Figure 5 Potential Revenue Generated (PRG) for SHARP Developments

NANY Y GRO, GRONANT					
Tenure	Area	Number of Units	Band	Charge	Total Revenue
COUNCIL	2 BED HOUSE	18	C	£ 1,230.39	£ 22,147.02
COUNCIL	3 BED HOUSE	11	D	£ 1,384.19	£ 15,226.09
COUNCIL	1 BED APARTMENT	4	B	£ 1,076.60	£ 4,306.40
COUNCIL	2 BED APARTMENT	4	C	£ 1,230.39	£ 4,921.56
AFFORDABLE HOUSING	2 BED HOUSE	3	C	£ 1,230.39	£ 3,691.17
AFFORDABLE HOUSING	3 BED HOUSE	1	D	£ 1,384.19	£ 1,384.19
		41			£ 51,676.43

LLYS DEWI, PENYFFORDD (HOLYWELL)					
Description	Area	Number of Units	Band	Charge	Total Revenue
COUNCIL	2 BED HOUSE	12	C	£ 1,259.85	£ 15,118.20
COUNCIL	3 BED HOUSE	7	D	£ 1,417.34	£ 9,921.38
COUNCIL	1 BED APARTMENT	2	B	£ 1,102.38	£ 2,204.76
COUNCIL	2 BED APARTMENT	2	C	£ 1,259.85	£ 2,519.70
AFFORDABLE HOUSING	2 BED HOUSE	2	C	£ 1,259.85	£ 2,519.70
AFFORDABLE HOUSING	3 BED HOUSE	2	D	£ 1,417.34	£ 2,834.68
		27			£ 35,118.42

FORMER COUNCIL DEPOT, PENYFFORDD (CHESTER)					
Description	Area	Number of Units	Band	Charge	Total Revenue
COUNCIL	2 BED HOUSE	8	C	£ 1,233.52	£ 9,868.16
COUNCIL	3 BED HOUSE	5	D	£ 1,387.71	£ 6,938.55
COUNCIL	4 BED HOUSE	1	E	£ 1,696.09	£ 1,696.09
COUNCIL	2 BED BUNGALOW	4	C	£ 1,233.52	£ 4,934.08
COUNCIL	1 BED APARTMENT	2	B	£ 1,079.33	£ 2,158.66
COUNCIL	2 BED APARTMENT	4	C	£ 1,233.52	£ 4,934.08
		24			£ 30,529.62

LLANASA COUNCIL CHARGES 2017 - 2018									
A*	A	B	C	D	E	F	G	H	I
768.99	922.79	1076.6	1230.39	1384.19	1691.78	1999.39	2306.98	2768.38	3229.78

HOLYWELL COUNCIL CHARGES 2017 - 2018									
A*	A	B	C	D	E	F	G	H	I
787.41	944.89	1102.38	1259.85	1417.34	1732.3	2047.27	2362.23	2834.68	3307.13

PENYFFORDD COUNCIL CHARGES 2017 - 2018									
A*	A	B	C	D	E	F	G	H	I
770.95	925.14	1079.33	1233.52	1387.71	1696.09	2004.47	2312.85	2775.42	3237.99

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SHARP Batch 3 Financial Appraisal

	Nant y Gro	Llys Dewi	Dobshill	Total
Total Scheme Costs				
Works	£ 5,225,406	£ 3,950,101	£ 3,405,048	£ 12,580,555
QS Fees	£ 47,029	£ 35,551	£ 30,645	£ 113,225
Contingency	£ 104,508	£ 79,002	£ 68,101	£ 251,611
S106 (Play)	£ 30,053	£ 19,791	£ 17,592	£ 67,436
Land Acquisition	£ -	£ -	£ -	£ -
Total Scheme Cost	£ 5,406,996	£ 4,084,445	£ 3,521,386	£ 13,012,827
Costs Per Unit				
Average Cost Per Unit	£ 131,878	£ 151,276	£ 146,724	
HRA Average Cost Per Unit	£ 131,233	£ 158,440	£ 139,924	
NEW Homes Average Cost Per Unit	£ 140,933	£ -	£ 160,590	
No. of Units				
Social Units	37	23	15	75
Affordable Units	4	4	9	17
Total Units	41	27	24	92
Test of Reasonable Cost (State Aid Purposes)				
HRA Costs (allocated by SqM)	£ 4,855,632	£ 3,644,124	£ 2,098,859	
HRA Acceptable Cost Guidance (ACGs)	£ 5,575,900	£ 3,653,100	£ 2,236,600	
Difference	£ (720,268)	£ (8,976)	£ (137,741)	
ACG Town/Community	Trelawnydd & Gwaenysgor	Mostyn	Penyffordd / Buckley	
HRA Funding				
HRA use of Commuted Sum/Shared Equity	£ 205,000	£ 241,000	£ 330,000	£ 776,000
HRA Borrowing	£ 4,650,632	£ 3,403,124	£ 1,768,859	£ 9,822,615
AHG Assumption	£ 1,310,265	£ -	£ 592,735	£ 1,903,000
Grant %	27%	0%	28%	
Overall Subsidy %	31%	7%	44%	
HRA Payback Year	48	50	47	
NEW Homes Summary				
NEW Homes Costs (including VAT & development loan interest)	£ 563,733	£ 449,750	£ 1,445,310	£ 2,458,793
NEW Homes ACGs (test of reasonable cost)	£ 631,300	£ 464,800	£ 1,494,700	
Difference	£ (67,567)	£ (15,050)	£ (49,390)	
NEW Homes use of Commuted Sum/Shared Equity	£ 235,000	£ 145,000	£ 566,000	£ 946,000
NEW Homes interest rate subsidy	£ 94,612	£ 89,596	£ 257,351	£ 441,559
NEW Homes Borrowing Requirement	£ 328,733	£ 304,750	£ 879,310	£ 1,512,793
NEW Homes Subsidy %	58%	52%	57%	
NEW Homes Payback Year	1	1	1	
Total Proposed use of Commuted Sums/Shared Equity	£ 440,000	£ 386,000	£ 896,000	£ 1,722,000

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 20th March 2018
Report Subject	Budget Stage 2: Review of Car Parking Charges
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

Council at its December meeting approved the Stage 2 proposals for the Council Fund Budget 2018/19, subject to several specific proposals being referred to Overview and Scrutiny for detailed scrutiny prior to further consideration by Cabinet and ultimately Council. One of the specific budget proposals referred is the proposed uplift in car parking charges to achieve an increase in income of £450k per annum across the County.

In April 2015 Cabinet approved the County wide car parking strategy which introduced parking charges in all car parks which were designated as being within the scope of the new car park charging strategy. A full review of the strategy then took place 12 months after its introduction. The car parking charging levels have not been reviewed since their introduction and the income generated through the Pay and Display machines does not meet the full cost of managing and operating the car parks. This position is contrary to the Council's newly adopted corporate policy for fees and charges which expects chargeable non-mandatory functions to be provided on a full cost recovery basis wherever possible.

Raising charges in the car parks can be contentious. However, as one of the corporate solutions to balancing the annual budget, income levels need to be raised across services. All Councils are in a similar position and from comparative research Flintshire has scope to increase its total corporate income. The revised charges proposed are reasonable and would still be low when comparing the cost of parking in Flintshire to comparable Welsh counties and English counties.

The impact of car parking charges on the vibrancy of the town centres needs to be considered and the proposed charging levels seek to strike a balance between affordability for shoppers and visitors and raising income levels for the Council. Charging is also a way of preventing inappropriate long stay use of car parks e.g. for commuters who car share, and is one part of local traffic management planning.

Car parking charges were discussed by members of an Environment Overview and Scrutiny Committee which was open to all Council members on 16 January 2018. A number of suggestions were made by members of the Committee on the car parking charge options including:

- To introduce a free 30 minute stay within a public car park
- To introduce a 30 minute stay for a reduced charge in public car parks
- To allow pay and display tickets to be transferred between certain car parks to allow improved access to shopping facilities
- To provide a full breakdown of costs per car park or per town
- For some town car parking charges to remain at current pricing levels

After due consideration of these options a final charging proposal is made in this report. The report also finalises the arrangements and commencement date for car parking charges in Flint. These have been on hold because of the extensive redevelopment work in the town centre.

RECOMMENDATIONS	
1.	That Cabinet approves the revised car parking charges as detailed in Appendix 1.
2.	That Cabinet keeps under review the impacts of the new charging arrangement.
3	That Cabinet approves the commencement date for charges in Flint which are detailed in Appendix 1.

REPORT DETAILS

1.00	BACKGROUND TO REVIEW OF THE CAR PARKING STRATEGY
1.01	Following approval of the Council's car parking strategy in April 2015, car parking charges were introduced at the following locations within the County: Mold – Revised charging tariffs introduced in August 2015 Buckley – Introduced charging arrangements in August 2015 Talacre – Introduced charging arrangements (partial) in July 2015 Holywell – Introduced charging arrangements in September 2015 Connah's Quay – Introduced charging arrangements in November 2015 Shotton – Introduced charging arrangements in November 2015 Queensferry – Introduced charging arrangements in November 2015 Mold, County Hall – Introduced December 2016
1.02	**Uplift of Parking Charges in Flintshire** The impact of vehicle displacement has already been considered widely in every town where car parking charges have been introduced. The opportunities to offer some free on-street parking, close to town centres has been examined. The Council is consulting with two Town Councils about the potential to remove existing pedestrianisation orders which would allow vehicles back into the High Streets - where free short stay car parking could

then be made available. 'Residents Only' parking schemes are also being considered in two areas of the County, where displaced parking is occurring as a result of the unavailability of car parking in the town centre and creating issues for local residents.

The Streetscene and Transportation service will continue to monitor the impact of car parking charges on the local road network in all towns adjacent to the Council's car parks and action will be taken to provide further parking controls in any areas where displacement causes parking problems for residents.

| | 1.03 | The more challenging question is how to measure the impact car parking charges has on the vitality and viability of the town centres. Before charges were introduced utilisation levels in all of the Council's car parks were measured in order to both estimate the income levels and to provide an indication of the impact on utilisation levels of charging. |

The more challenging question is how to measure the impact car parking charges has on the vitality and viability of the town centres. Before charges were introduced utilisation levels in all of the Council's car parks were measured in order to both estimate the income levels and to provide an indication of the impact on utilisation levels of charging.

Since introducing charges, the actual income levels at each of the car parks can be now compared against those initial projections and a summary of income levels against projections for each town are shown in Table 1.

Table 1 Car Parking Income Summary

TOWN	BUSINESS MODEL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL*	BUDGET 17/18
FLINT	99,996	0	0	0	100,000
HOLYWELL	43,500	25,633	48,020	47,547	48,000
MOLD	300,000	264,150	267,977	272,547	275,653
BUCKLEY	46,536	35,256	54,304	55,399	55,000
QUEENSFERRY	16,582	3,784	11,795	16,653	16,500
CONNAHS QUAY	52,986	3,950	11,744	11,029	21,653
SHOTTON	40,901	11,683	35,866	39,834	41,000
TALACRE	15,000	1,350	11,785	16,750	15,000
TOTAL	**615,501**	**345,807**	**441,490**	**459,760**	**572,806**

*2017/18 includes projections for final quarter

It is clear from the above table that charges have not impacted on car parking usage. The exception being Connah's Quay, where the availability of extensive off-street parking arrangements, such as the car park leased to the Health Centre on Fron Road and the private car park which fronts the High Street at the shopping shop parade, as well as extensive on street parking availability on residential streets, has resulted in lower than expected income from local car parks.

Since the introduction of charges it can be seen that utilisation levels have actually increased or have bettered the original projected income in six of the towns over the past two years. This supports the original decision to

	apply low level car parking charges to increase car parking availability and therefore utilisation levels for shoppers and other visitors to the town centres.
1.04	Experience and trials in a neighbouring councils has shown that removing car parking charges altogether quickly removes any parking capacity as it is taken up by shop workers and other local office employees, with shoppers and other visitors then forced to use car parking facilities further from the town centres. The new proposals therefore continue to align with the existing car parking strategy which was intended to manage car parking within the towns of Flintshire to ensure convenient spaces are available for shoppers and visitors.

1.05	Car parking charges are now applied in the majority of towns in North Wales and the proposed charges are at or below the levels charged in the following towns:
	
	Denbigh – Factory Ward car park. 30min – 30p
	        1 Hr - £1
	        3 Hrs - £1.50
	        All day - £3.50
	
	Ruthin – Market St car park 30min – 30p
	        1 Hr - £1
	        3 Hrs - £2
	        All day - £7
	
	Llangollen – Market St car park 30min – 30p
	        1 Hr - £1
	        3 Hrs - £2.50
	        All day - £7

1.06	In addition to the above considerations a project specific Equalities Impact Assessment has been completed. This has concluded that the proposals do not prejudice any of the protected groups for the following reasons: 1. The relatively low level of the proposed new charges 2. The intention to keep free parking in designated disabled bays for motorists displaying a valid blue badge 3. There being no changes to the charging mechanism and principles from the original car parking strategy.
1.07	There are significant costs associated with operating and managing the Council's car parks, many of which sit outside the main budget for car parks. The main areas of expenditure include: • General maintenance costs • Street lighting repairs • Street lighting energy costs • Cleansing costs • Gully emptying and sweeping costs • Ground maintenance works

	- Inspection costs - NNDR - Infrastructure maintenance replacement costs e.g. Ticket machines, signage etc. - Enforcement costs. - Administration / management. - Winter Maintenance The total cost of delivering and managing the car parking service is approximately £886k per annum and this figure would now be recovered by the proposed car parking charges. This would result in the car parking service achieving full cost recovery and being cost-neutral .
1.08	Members of the Environment Overview and Scrutiny Committee considered the new charges at an open meeting on 16 January 2018. Suggestions put forward which have now been accommodated within the new charging proposals are:- 1. An option for a 30 minute reduced charge which would permit short visits to town centre shops. The rate proposed is comparable with the charge in similar towns in Denbighshire 2. Amalgamate some car parks in Holywell to allow visits to both car parks without having to purchase a separate ticket for each – this will be accommodated in the new order which will be required to introduce the revised charges.
1.09	The following proposals which were suggested by members could not be accommodated within the new charging structure for the reasons given: 1. Provide free parking for the first half an hour – this was considered in the initial review of car parking charges and was rejected because (1) of the impact on income levels and (2) that it would provide an incentive to leave the towns more quickly. There is also free short stay parking (30 minutes) already in place in most town centres to facilitate those wanting to shop quickly. 2. Reflect the cost per car park or per town in the charges for that respective car park/town. This was not possible because most of the maintenance charges are recorded on a County-wide basis and are not broken down by town e.g. winter maintenance, cleansing and grounds maintenance operations. 3. Car parking charges in town centres will not remain at current levels was rejected as the uplift in charges is needed to reach corporate budget targets.
1.10	The proposed revised charges are shown in **Appendix 1**. The new charging arrangements will be advertised in each car park during April 2018 and will come into effect from 14th May 2018. This expected timescale is subject to change following the outcome of the formal consultation process. The figure which is projected to raised by the new charges meets the £450k

	annual figure agreed by full Council for additional car parking charges in the Stage 2 Budget Settlement. The predicted income increase has been calculated by using current utilisation figures within each town centre and calculating the new tariff structure against current daily usage for each time band and feedback from neighbouring authorities that have similar tariffs. This forecast is subject to variation due to changing parking behaviours, if there is a downturn in utilisation this could create a budget pressure.
1.11	There are no plans to raise the car parking charges which are currently in place in Talacre as the rates charged there are already above those charged elsewhere in the County due to the location, limited parking availability and specialist nature of the parking need in this location (i.e. as a tourism end destination).
1.12	All income from car parking charges will be retained by the Authority, unless there is a specific agreement with the local town and community council, as a Council policy in support of the policy for fees and charges. There is a prior agreement with Mold Town Council for the retention of a percentage of the income above the base level of the charges set across the County. This will continue.
1.13	Town councils may consider subsidising car parking charges in their area. Any such proposal will be considered on merit and deliverability within the current car parking strategy. Any proposal should continue to protect the corporate car parking income targets which are set at affordable and deliverable levels. The service is provided as a county-wide service.
	Buckley Town Council has expressed an interest in subsidising local parking charges. Their proposal would have to be considered against the following criteria:
	1. That the overall net income of individual car parks and individual town centre car parks as a whole are not reduced; and 2. That any proposal meets the principles of the car parking strategy and promotes management of the car parking network to provide available spaces and thereby access to the town centres.
1.14	The car parking charging system will be kept under review.
1.15	**Flint Car parking Charges** The introduction of car parking charges in Flint has been delayed due to the general unavailability of car parking spaces in the town as a result of the town centre regeneration programme which is now close to completion. The situation has been further complicated by the proposed retail redevelopment, adjacent to Jade Jones Leisure Centre which will significantly reduce the number of car parking spaces available in the town from July 2018.
1.16	On street parking orders will be introduced on some roads in the area around the town centre at the same time as the car parking charges. This will prevent vehicles parking inconsiderately in local streets. In line with all other towns in the County, the impact on on-street parking in all areas around the town centre will be reviewed and further appropriate traffic orders

	introduced if parking problems arise.
1.17	Once approval for the charges has been confirmed, the orders for on and off street parking will advertised. Subject to objections, the target date for introducing the new charging arrangements is Monday 21st May 2018. This expected timescale is subject to change depending on the complexity and outcome of the formal consultation process.
1.18	Flint Railway Station car Park will offer a multi-day parking ticket to allow users to leave their vehicle for up to seven days.

2.00	RESOURCE IMPLICATIONS
2.01	The projected income from the new charges is shown in Appendix 1 and it meets the £450k income figure stated in the Stage 2 Budget setting process.
2.02	The approach is in line with the Council's Fees and Charges Policy in that it seeks to maximise revenue generation with full cost recovery wherever possible and compares our own sector with that of the surrounding market adopting a differential pricing approach for some specific services where they are warranted.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The new charges will be displayed at all car parks, within local newspaper and via documents for deposit in Council buildings during April before their introduction in May 2018.
3.02	Consultation has already been undertaken with an open meeting of the Environment Overview and Scrutiny Committee. The Committee will further discuss the matter at their joint meeting with Corporate Resources Overview and Scrutiny Committee on March 15th. Feedback from this meeting will be provided verbally at the Cabinet meeting.

4.00	RISK MANAGEMENT
4.01	Utilisation and subsequent income levels are monitored as part of the regular budget monitoring process and the actual income levels will obviously be directly dependant on utilisation. Reduced car park utilisation levels (from the predicted level) will result in financial pressures within the service.
4.02	The introduction of car parking charges was intended to ensure the availability of parking within the town centre whilst providing a contribution to the overall cost of maintaining the facilities.
4.03	An impact assessment has been completed for the proposal.

5.00	**APPENDICES**
5.01	Appendix 1 – New car parking charges.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	**Contact Officer:** Stephen O Jones **Telephone:** 01352 704700 **E-mail:** stephen.o.jones@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	None.

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Proposed Changes to Flintshire County Councils' Car Parking Charges – Appendix 1

Town	Current Tariff	Proposed Tariff
Buckley	20p for up to 2hrs 50p for up to 4hrs £1.00 for all day	30p for 30 minutes 50p for up to 2 hrs £1.50 for all day
Connah's Quay		
Holywell		
Queensferry		
Shotton		
Mold	50p for up to 3hrs 80p for up to 4hrs £1.00 All day	£1.00 for up to 2 hrs £1.50 for all day
Mold, Love Lane	50p All day	£1.00 for all day
Mold, County Hall	20p for up to 2hrs 50p for all day	50p for up to 2 hrs £1.50 for all day
Flint (Not yet implemented)	20p for up to 2hrs 50p for up to 4hrs £1.00 for all day	30p for 30 minutes 50p for up to 2 hrs £1.50 for all day
Flint, Railway Station	£2.00 for all day	£2 for all day
Total Benefit (Ex VAT)	£459,509.00	£919,320.00
Total Additional Benefit (Ex VAT)		£459,811.00

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 20th March 2018
Report Subject	Invitation to Prepare a Strategic Development Plan
Cabinet Member	Cabinet Member for Planning and Public Protection
Report Author	Chief Officer (Planning and Environment)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Cabinet Secretary for Energy, Planning and Rural Affairs has written to all Local Authorities in North Wales inviting them for their views on the preparation of a Strategic Development Plan (SDP) for the region. The same letter has been sent to South East, Mid and West Wales Local Authorities on the basis that each of those regions have either existing, or emerging, City Deal or Growth Deal proposals. The letter is attached at **Appendix 1.** Cabinet needs to consider its response to the invitation.

RECOMMENDATIONS	
1	That Cabinet endorses the proposed response to the Cabinet Secretary as set out in **Appendix 2**.

REPORT DETAILS

1.00	BACKGROUND TO THE PROPOSAL
1.01	The ability to produce Strategic Development Plans was introduced with Planning Wales (Act) 2015 though their content and geographical coverage were not specified. In the early stages of the Act's development it was noted that consideration should be given towards the preparation of a land use plan for the region, covering the "A55 Corridor".
1.02	Previously, when commenting on the proposal of the Planning Act, this Council has accepted there are benefits to the production of "Regional Plan".
1.03	Now the Cabinet Secretary is looking to progress SDPs and has recently written to all LAs promoting their consideration of the regions producing a Strategic Development Plan (SDP). In that letter, the Minister stresses the advantages of SDP production.
1.04	SDPs allow larger than local issues such as housing, employment and infrastructure which cut across a number of LPA boundaries to be considered in an integrated and comprehensive way.
1.05	SDPs have the potential to reduce complexity and repetition currently contained in LDPs and make more effective use of resources.
1.06	The ability to pool resources, reduce preparation costs, undertake more joint technical work, utilise existing skills and expertise and rationalise issues crossing administrative boundaries should not be lost.
1.07	SDPs are also necessary to provide a robust framework for the delivery of the land use implications of existing and emerging City Deal and Growth Deal proposals.
1.08	She goes on to state that: *"My vision for the development plan system is to achieve the most expedient way of maintaining LDP coverage through the production of Joint LDPs, while encouraging and facilitating a strategic approach through SDPs to deal with issues of regional importance. This is not about setting up parallel or competing plans, rather a streamlined suite of plans that complement and integrate as one".*
1.09	The production of an SDP for North Wales does align with the desires of the North Wales Growth Board and would ultimately provide a formal Development Plan to assist in the delivery of those desires. The governance structures are in place with the (Shadow) North Wales Growth Board which could provide direction for the SDP's production.
1.10	However, the move towards the production of an SDP raises two particular issues for Flintshire in relation to resourcing and the potential impact on the production of our Local Development Plan.

1.11	The Cabinet Secretary's letter makes no mention of how, or indeed *who*, would produce the SDP. It is a fair assumption at this stage that the Plan would be produced collaboratively by the region's Local Planning Authorities and there would be limited (if any) further resource provided at a regional or national level.
1.12	This assumption therefore raises the second issue and that is the implication of diverting existing Local Authority staffing resource into the production of the SDP. It is Flintshire's desire to get our Local Development Plan adopted as soon as we can and our priority must be in using all available and necessary staff over the next two years to move the LDP to adoption. The desire for Local Development Plan coverage for all of Wales is also a priority of Welsh Government, so diverting existing staff towards SDP production could undermine both local and national ambitions.
1.13	The Cabinet Secretary's letter then touches on how an SDP would relate to LDPs referring to the future production of joint LDPs to replace existing arrangements. We are aware that Local Planning Authorities who are reviewing their existing LDPs (including Denbighshire and Conwy) have been written to asking them to consider the production of a future joint LDP. Welsh Government have the powers to stop production of an LDP and could force Authorities into the production of a joint LDP. Though not a current issue for Flintshire, cognisance has to be taken of this when looking at the future shape of how planning services are delivered within the region. That is a discussion which needs to take place urgently within our Council and then with our neighbouring Authorities and Welsh Government.
1.14	In the meantime, it is necessary to provide a response to the Cabinet Secretary's letter of 13th December. A draft response which will be sent from Flintshire's Cabinet and is attached at **Appendix 2** for endorsement.

2.00	RESOURCE IMPLICATIONS
2.01	None at this stage. However, should an SDP be progressed without additional resource being made available it could have serious implications of the delivery of the Local Development Plan.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Discussions have been undertaken with the North Wales Heads of Planning Group and the Project Management Group of the North Wales Growth Board.
3.02	There is also potential that the North Wales Growth Board may want to respond as a single entity.
3.03	The invitation has been the subject of discussion at Planning Strategy Group on 22nd February 2017. That Group endorsed the response in Appendix 2.

4.00	RISK MANAGEMENT
4.01	None at this stage.

5.00	APPENDICES
5.01	Appendix 1 – Letter from Cabinet Secretary dated 13th December 2017 Appendix 2 – Draft response to the Cabinet Secretary

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Andrew Farrow. Chief Officer (Planning and Environment) Telephone: 01352 703201 E-mail: andrew.farrow@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Strategic Development Plan** - a statutory development plan which will allow larger than local issues such as housing, employment and infrastructure, which cut across a number of Local Planning Authority boundaries, to be considered in an integrated and comprehensive way across a region.

Lesley Griffiths AC/AM
Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig
Cabinet Secretary for Energy, Planning and Rural Affairs

Llywodraeth Cymru
Welsh Government

Ein cyf : Our ref : QA1282787

Leader and Chief Executive of the Council

13 December 2017

Dear Colleague,

Invitation to Local Planning Authorities to prepare a Strategic Development Plan (SDP)

The Planning (Wales) Act 2015 included the legislation necessary to produce Strategic Development Plans (SDPs). SDPs allow larger than local issues such as housing, employment and infrastructure which cut across a number of Local Planning Authorities (LPAs) boundaries to be considered in an integrated and comprehensive way.

The role of the planning system in delivering excellent outcomes for Wales at national, regional and local levels has never been more prominent. Our new National Strategy: Prosperity for All acknowledges the key role the planning system must play by recognising planning decisions as a critical lever to deliver the central goal of prosperity for all. It notes planning decisions affect every area of a person's life. They determine where homes are built, where services are provided, the quality of the local environment, the promotion of sustainable economic growth and access to open space. The right planning system is critical in delivering the objectives of the strategy – this includes ensuring better LDPs and SDPs are produced in the future.

SDPs have the potential to reduce complexity and repetition currently contained in LDPs and make more effective use of resources. The ability to pool resources, reduce preparation costs, undertake more joint technical work, utilise existing skills and expertise and rationalise issues crossing administrative boundaries should not be lost. SDPs are also necessary to provide a robust framework for the delivery of the land use implications of existing and emerging City Deal and Growth Deal proposals.

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CF10 3NQ

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My vision for the development plan system is to achieve the most expedient way of maintaining LDP coverage through the production of Joint LDPs, while encouraging and facilitating a strategic approach through SDPs to deal with issues of regional importance. This is not about setting up parallel or competing plans, rather a streamlined suite of plans that complement and integrate as one.

To date, no proposals have been forthcoming. I consider preparing SDPs on a consistent basis for each of the three regions of South East, Mid and West and North Wales will ensure the most efficient use of resources, maintain an effective decision making framework and deliver high quality planning outcomes. **I am therefore inviting proposals for SDPs, based on the 3 regional footprints, to come forward.**

Yours sincerely,

Lesley Griffiths AC/AM
Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig
Cabinet Secretary for Energy, Planning and Rural Affairs

Lesley Griffiths AC/AM
Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig
Cabinet Secretary for Economy and Transport

Llywodraeth Cymru
Welsh Government

Ein cyf : Our ref: QA1282787

Arweinydd a Phrif Weithredwr y Cyngor

13 Rhagfyr 2017

Annwyl Gyfaill,

Gwahoddiad i Awdurdodau Cynllunio Lleol baratoi Cynllun Datblygu Strategol

Roedd Deddf Cynllunio (Cymru) 2015 yn cynnwys y ddeddfwriaeth angenrheidiol i greu Cynlluniau Datblygu Strategol. Mae'r Cynlluniau yn caniatáu i faterion mwy na materion lleol megis tai, cyflogaeth a seilwaith sy'n cynnwys nifer o ffiniau Awdurdodau Cynllunio Lleol i gael eu hystyried mewn dull integredig a chynhwysfawr.
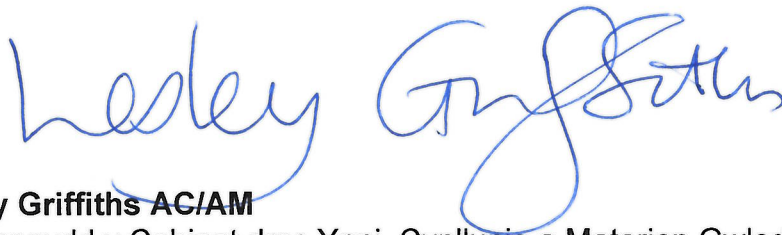
Nid yw swyddogaeth y system gynllunio wrth ddarparu canlyniadau rhagorol i Gymru ar lefelau cenedlaethol, rhanbarthol a lleol erioed wedi bod mor amlwg. Ein Strategaeth Genedlaethol newydd: Mae Ffyniant i Bawb yn cydnabod y swyddogaeth allweddol sydd gan y system gynllunio i gydnabod penderfyniadau cynllunio fel dull hollbwysig o ddarparu'r nod canolog o ffyniant i bawb. Mae'n nodi bod penderfyniadau cynllunio yn cael effaith ar bob agwedd ar fywyd person. Maent yn penderfynu ble y caiff tai ei hadeiladu, ble y darperir gwasanaethau, ansawdd yr amgylchedd lleol, hyrwyddo twf economaidd cynaliadwy a mynediad i fannau agored. Mae'r system gynllunio iawn yn hollbwysig wrth ddarparu amcanion y strategaeth - mae hyn yn cynnwys sicrhau bod Cynlluniau Datblygu Lleol a Chynlluniau Datblygu Strategol yn cael eu datblygu ar gyfer y dyfodol.

Mae gan Gynlluniau Datblygu Strategol y posibilrwydd o leihau y cymhlethdod a'r ail-adrodd sydd o fewn Cynlluniau Datblygu Lleol i wneud defnydd mwy effeithiol o adnoddau. Ni ddylid colli'r gallu i gronni adnoddau, lleihau costau paratoi, cynnal mwy o waith technegol ar y cyd, defnyddio sgiliau ac arbenigedd presennol a rhesymoli materion sy'n mynd ar draws ffiniau gweinyddol. Mae Cynlluniau Datblygu Strategol yn angenrheidiol hefyd er mwyn cynnig fframwaith cadarn ar gyfer darparu goblygiadau defnydd tir cynigion presennol a newydd Bargeinion Dinesig a'r Bargeinion Twf.

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Fy ngweledigaeth ar gyfer y system cynllunio datblygiadau yw sicrhau'r dull mwyaf hwylus o gynnal Cynlluniau Datblygu Lleol drwy gynhyrchu Cynlluniau Datblygu ar y Cyd, tra'n annog a hwyluso dulliau strategol drwy'r Cynlluniau Datblygu Strategol i ddelio gyda materion sydd o bwys rhanbarthol. Nid yw hyn yn golygu sefydlu cynlluniau ar y cyd neu gynlluniau sy'n cystadlu, yn hytrach, cyfres syml o gynlluniau sy'n ategu ac yn integreiddio fel un.

Mae pedwar prosiect wedi'u cymeradwyo hyd yma. Rwy'n teimlo y bydd paratoi Cynlluniau Datblygu Strategol yn gyson ar gyfer pob un o'r tri rhanbarth, y De-ddwyrain, y Canolbarth a' Gogledd a'r Gorllewin a Gogledd Cymru yn sicrhau y defnydd mwyaf effeithiol o adnoddau, gan gynnal fframwaith effeithiol ar gyfer gwneud penderfyniadau a sicrhau canlyniadau cynllunio o safon uchel. **Rwyf felly'n gwahodd cynigion ar gyfer Cynlluniau Datblygu Lleol, yn seiliedig ar y 3 model rhanbarthol.**

Yn gywir,

Lesley Griffiths AC/AM
Ysgrifennydd y Cabinet dros Ynni, Cynllunio a Materion Gwledig
Cabinet Secretary for Energy, Planning and Rural Affairs

Appendix 2 - proposed response:

Invitation to produce Strategic Development Plans

We refer to your letter of 13th December 2017 regarding the above matter and invitation for proposals to be brought forward to prepare Strategic Development Plans.

Your letter was discussed Flintshire County Council's Cabinet on * March 2018 and their view is recorded below

Flintshire recognises the value in the production of a Strategic Development Plan for the North Wales region and feel that it could support the delivery of the aims of the North Wales Growth Board. However, Flintshire has two reservations in relation to SDP production:

1. *The SDP should not be produced at the detriment of progress on Local Development Plans. The primary objective should be to get full LDP coverage across the region before advancing SDP preparation. The planning policy resource of FCC are fully committed to the production of our LDP in accordance with our Delivery Agreement and this progress should not compromised by the diversion of staff time on to the SDP.*

2. *The decision to advance the preparation of a SDP for North Wales should be taken as part of a wider debate on how the planning and regulatory functions of the North Wales authorities will be delivered over the next five years. It would be inappropriate to advance the SDP in isolation from a discussion around these wider issues.*

Flintshire would welcome a broader debate with your officials to discuss not only the production of a Strategic Development Plan for North Wales but also our views on how planning services should be delivered across the region in the medium term.

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 20th March 2018
Report Subject	Urban Tree and Woodland Plan
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Planning and Environment)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Urban Tree and Woodland Plan examines the opportunities for tree planting, how this will be done and provides a best practice approach to the management of existing urban trees and woodland, including community and partnership working in its delivery. The Plan will contribute towards the Welsh Government's goals in the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016 and the 2017/18 Council Plan. The draft plan has been subject to consultation including being reviewed by the Environment Overview and Scrutiny Committee on 16th January 2018.

RECOMMENDATIONS	
1	That Members agree the vision, objectives and actions set out in the Urban Tree and Woodland Plan.

REPORT DETAILS

1.00	**EXPLAINING THE URBAN TREE AND WOODLAND PLAN**
1.01	The Well-being of Future Generations (Wales) Act 2015 places a specific duty on public bodies, including local authorities, to maintain and enhance biodiversity and ecological resilience. More recently, the Environment (Wales) Act 2016 has put in place the legislation needed to manage Wales' natural resources in a more proactive, sustainable and joined-up manner. One of the five key priorities for the Flintshire Council Plan is for a Green Council that enhances the natural environment and promotes access to green spaces.
1.02	The planting and sustainable management of urban trees clearly meets with the duties under these Acts and the Welsh Government's overarching goal of taking care of the environment. The Urban Tree and Woodland Plan provides a method for managing trees and woodlands more sustainably to meet the Welsh Government's and Council's aspirations.
1.03	The strategy examines the opportunities for tree planting, how this will be done and provides a best practice approach to the management of existing trees.
1.04	The Plan sets out an integrated approach to tree planting on all types of Council land and recognises that communities who make use of public land should be engaged in the decision making process, and have the opportunity to participate in tree planting. Through planning policies and working in partnership, the Council can also promote tree planting on land it does not own and where expedient, protect trees so that they cannot be removed. This is also covered in the Plan.
1.05	The Plan will last for 15 years and is the same length of time as that used for the emerging Flintshire Local Development Plan. Whilst it is a short period in terms of a tree's lifespan, it is sufficiently long enough for planted trees to become established and for their contribution to the urban landscape to be recognised.
1.06	The Plan's vision; *'To have a diverse and resilient tree canopy cover throughout Flintshire's towns that is appreciated, managed sustainably, provides multiple benefits to people and the environment, and enhances biodiversity.'*
1.07	To support this overarching vision the strategy sets out the following target *Strategy target - To increase urban canopy cover to 18% by 2032*
1.08	To deliver the vision, the strategic objectives are; 1. Increase the amount of tree planting

	2. Manage trees sustainably
	3. Manage the risks associated with trees
	4. Promote biodiversity
	5. Work in partnership
1.09	The Plan provides a timetable for delivery.

2.00	RESOURCE IMPLICATIONS
2.01	Capital funding, through planning obligations, has been secured to carry out a programme of tree planting in the first three to five years of the strategy, in accordance with the strategy target and Objective 1. The capital funding is ring fenced and cannot be used for the ongoing management of the Council's existing trees. The resources required to plan, consult and implement planting will be met using existing staff resources.
2.02	The various options for additional capital funding have been explored in Chapter 9 and could be met through grants and/or sponsorship. At the time of the Plan being in its final draft the Wales Government has announced funding under the Green Infrastructure Capital Fund for the period 2017-2021.
2.03	Ongoing maintenance will be met under the Council's existing grounds maintenance budgets. The resource implications of managing young and early mature trees are comparable to managing mown grass, and in the case of woodland are lower.
2.04	Objectives 2 to 5 are policy orientated and do not require capital funding to be achieved although there will be resource implications for officers that will be met using existing resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The document has gone through an internal consultation with key officers, including the Chief Officer Team. Natural Resources Wales, which undertook the urban canopy cover study, on which the Plan is based, have also provided detailed comments and fully support it. The document was reviewed at Environment Overview and Scrutiny Committee on 16th January 2018, who supported the vision, aims and objectives.

4.00	RISK MANAGEMENT
4.01	The Plan will contribute towards Welsh Government's well-being goals and no anti-poverty, environment or equality risks have been identified.
4.02	The Plan will be implemented by conservation staff, however, its success will be reliant on the support of other stakeholders, particularly the portfolios

	of the Council that maintain land.

5.00	**APPENDICES**
5.01	Urban Tree and Woodland Plan

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer:** Tom Woodall, Access & Natural Environment Manager **Telephone:** 01352 703902 **E-mail:** tom.woodall@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	Natural Resources Wales is the largest Welsh Government sponsored body. NRW were formed in April 2013, largely taking over the functions of the Countryside Council for Wales, Forestry Commission Wales and Environment Agency Wales, as well as certain Welsh Government functions.

Urban Tree
and Woodland

20

Foreward

In Flintshire we are fortunate enough to have many wooded parks such as Wepre, Bailey Hill and Greenfield Valley, situated within easy walking distance of our homes and offering easy access to exercise, reconnect with nature and find oneself.

The benefits that urban trees and woodlands provide are numerous and diverse, it is my own experience that tree lined streets are immeasurably more pleasant than treeless ones.

Scientists tell us that walking through a woodland or landscape with trees has a positive effect on our mental and physical health. One of my favourite pastimes is to walk my dogs along a disused railway near my home which has been planted with trees for community benefit. Over the years I have witnessed them grow tall and flourish. When I look up at their canopies, over the path, I feel more relaxed and the stresses of everyday working life dissipate away.

I welcome this Urban Tree and Woodland Plan because it aspires to achieve greater urban tree cover through smarter working. The plan is inclusive, encompassing partnerships, community involvement and stakeholder consultation, whilst identifying sources of funding for tree planting; at a time where council resources are severely constrained. It also makes good use of detailed information on urban tree cover recently published by Cyfoeth Naturiol Cymru/Natural Resources Wales who are a main partner in the plan

Identifying sites and planting trees is only the first step. For urban tree cover to increase it is necessary to ensure that they are cared for and nurtured, so that they grow to mature specimens. To address this, the plan also focusses on how to manage trees sustainably and cost effectively.

Unfortunately, tree pests and diseases are becoming more prevalent and there is ever increasing pressure for land to be developed. However, one of the biggest risks might be taking our trees for granted and not taking action to safeguard them. I hope, more than anything else, that the Urban Tree and Woodland Plan will address this point because a greater appreciation and understanding of urban trees, by everyone, will make its target more achievable.

Councillor Carolyn Thomas
Cabinet Member for Streetscene and Countryside
March 2018

Executive summary

This Urban Tree and Woodland Plan sets a target of achieving an urban canopy cover of 18% by 2033 from the current 14.5% (2013), the seventh lowest in Wales.

At a time where the responsibility to look after the environment has been incorporated into law by the Welsh Government and ever increasing concerns about the effect humans are having on the environment, the plan has come at an opportune time.

Trees are emblematic of the natural world because of the critical role they play in mitigating climate change, habitat creation and increasing biodiversity.

From a human perspective it is widely accepted that trees have a positive effect on our mental and physical health, particularly in urban areas.

There is also a sound economic argument to plant trees because of the many and varied benefits they afford.

The plan uses the findings of recent research into urban trees carried out by Cyfoeth Naturiol Cymru/Natural Resources Wales. This research has provided the council with invaluable baseline information about the nature and distribution of urban tree cover across various land uses and critically where tree cover is low and could be increased.

The council is a major landowner and as our towns become increasingly urbanised it is necessary to ensure undeveloped land, under its control, is effectively used to provide space for people to enjoy and wider public amenity.

In its capacity as the Local Planning Authority the council is responsible for controlling development ensuring that, where it does occur, it is integrated with the surroundings and safeguards environment features, such as trees. Increasingly, Local Planning Authorities also have a role encouraging green infrastructure in recognition of the wider benefits that schemes of tree, shrub and hedge planting provide, traditionally referred to as soft landscaping.

The plan's target is accompanied by a vision and five objectives with the main objective to increase tree planting. This objective, on its own, will not deliver the 18% cover target, if existing tree cover is inadequately safeguarded and therefore the second objective explains how the council will manage existing tree cover sustainably.

Contents

1.0 | Why is an urban tree and woodland plan necessary?

The Well-being of Future Generations (Wales) Act 2015[1] contains well-being goals that public bodies, including local authorities, must work to achieve. One of the seven well-being goals is to maintain and enhance biodiversity and ecological resilience.

More recently, the Environment (Wales) Act 2016[2] has put in place the legislation needed to plan and manage Wales' natural resources in a more proactive, sustainable and joined-up manner.

The planting and sustainable management of urban trees clearly meets with these Acts and the Welsh Government's overarching goal of taking care of the environment. This Urban Tree and Woodland Plan provides a method for managing trees and woodlands more sustainably to meet the Welsh Government's and Council's aspirations.

The plan examines the opportunities for tree planting, how this will be done and provides a best practice approach to the management of existing trees.

The plan clearly fosters the Welsh Government's Well-being goal of A Resilient Wales of;

'A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support, social, economic and ecological resilience and the capacity to adapt

These Acts guide the policies, plans and strategies of the council. One of the five key priorities for the emerging Flintshire Council Plan (2017-23)[3] is for a Green Council that enhances the natural environment and promotes access to green spaces.

The presence of urban trees and the benefits they provide must not be taken for granted. Climate change, the emergence of new pest and diseases, development and an under appreciation of their value threaten to undermine trees as the principal green component of urban landscapes.

This plan sets out an integrated approach to tree planting on all types of council land and recognises that communities who make use of public land should be engaged in the decision making process, and have the opportunity to participate in tree planting.

Through planning policies and working in partnership the council can promote tree planting on land it does not own and where expedient protect trees so that they cannot be removed.

The plan will last for 15 years. This period is relatively short in the lifespan of a tree but a relatively long time in terms of how rapidly Flintshire's towns are changing and policies supporting a sustainable environment are evolving. The period for the plan is the same as that used for the emerging Flintshire Local Development Plan and is long enough for trees to become established, so that their contribution is recognised.

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[1] HMSO, 2015. Well-being of Future Generations (Wales) Act 2015[1]

[2] HMSO, 2016. Environment (Wales) Act 2016

[3] Flintshire County Council. Flintshire Council Plan. Unpublished

Detailed information regarding the distribution of urban canopy cover in Flintshire's urban areas has been published in a study by CNC/NRW[4]. The study is a valuable resource in understanding current tree canopy cover and the opportunities for increasing it. The report underpins the plan and is the initial step in managing trees strategically and sustainably in Flintshire.

Trees and woodlands are an integral part of green infrastructure. This is a phrase used to describe green and blue natural and semi-natural spaces in urban areas that includes parks, private gardens, fields, hedges, trees and woodland regardless of ownership, condition or size [5]. Green infrastructure provides a natural, appealing, landscape with multiple benefits similar to tree canopy cover. The benefits are greatest where green infrastructure is connected across urban land uses.

The plan is targeted at trees and woodlands in urban areas that provide the greatest benefits and where over 80% of people in Wales live.

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[4] Cyfoeth Naturiol Cymru/Natural Resources Wales, 2013. Tree Cover in Flintshire

[5] Cyfoeth Naturiol Cymru/Natural Resources Wales. The State of Natural Resources Report: Assessment of the Sustainable Management of Natural Resources. Acronyms and Glossary of terms. Available at: https://naturalresources.wales/media/679406/annex-acronyms-abbreviations-glossary-final-for-publication.pdf [Accessed 26 October 2017]

2.0 | A key indispensable natural asset?

The benefits trees provide to people and the environment are diverse and many fold[6]. As well as moderating air temperatures, reducing flooding, locking up carbon dioxide and improving air quality, trees have a positive effect on our mental and physical health (Figure 1).

A Manchester study[7] found the impact of climate change will be greatest in urban areas and that green infrastructure, such as trees, will be key to mitigating the worst effects of climate change. In particular the study states that mature trees will be very important because they provide shade and intercept rainfall.

A discussion paper[8] by the Woodland Trust cites various pieces of research into the effects that trees have on improving urban air quality. It is estimated that poor air quality reduces UK life expectancy by 7 to 8 months and costs an estimated £9-19 billion a year.

Trees are powerful and versatile natural assets

- Creating attractive towns
- Encouraging exercise
- Improving health and well-being
- Connecting people with nature
- Countering the extremes of climate change
- Slowing surface flood-water run-off
- Encouraging inward investment
- Improving community cohesion
- Removing pollutants and dust from air
- Providing shelter, shade and cooling
- Helping retail areas perform better
- Lowering crime levels
- Increasing property values
- Storing carbon

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[6] Trees and Design Action Group, 2010. No Trees, No Future

[7] Gill, S.E. et.al, 2007. Adapting Cities for Climate Change: The Role of the Green Infrastructure. Built Environment Volume 33. No.1

[8] Woodland Trust, 2012. Discussion Paper: Urban air quality. Woodland Trust

Figure 1. Trees are a powerful and versatile natural assets (Credit – CNC/NRW)

The worst affected areas are situated along main roads and areas lacking green infrastructure. The evidence suggests that urban trees remove large amounts of air pollution and that, where there are street trees, the incidence of asthma in children is lower.

Trees afford amenity by softening the harsh lines of the built environment, denote the changes of season, with flowers, fruit and autumn colour, and passing of time as they grow. Trees create a sense of place and are a rich biodiverse ecosystem supporting, animal, fungi, lichen and other plant species.

They promote better mental and physical health and are part of a 'Nature's health service'. A briefing document published by Forestry Commission, England[9] cites research into the provision of green spaces and the positive effects that this has on encouraging increased physical activity, reducing stress, anti-social behaviour and even levels of crime.

Recent research has quantified the varied multiple benefits trees provide. A study found that the annual benefits provided by London's 8.4 million trees is £132.7 million pounds[10] far exceeding the cost of maintenance and other liabilities. A Wrexham study estimated that the annual ecosystem benefits, that the town's urban trees provide, is £1.44m[11]. In financial terms the benefits are immense.

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[9] Forest Research. 2005. Trees and woodlands, Nature's health service. HMSO

[10] Treeconomics, 2015. Valuing London's Urban Forest

[11] Cyfoeth Naturiol Cymru/Natural Resources Wales, 2016. Wrexham's Urban Trees – an amazing resource benefiting us all

3.0 | An overview of Flintshire's urban trees and woodlands

A 2016 study[12] published by CNC/NRW looked at urban canopy cover across Wales' towns and cities. Urban canopy cover is classed as the amount and distribution of urban land under tree or woodland cover when assessed using aerial photographs. The study was the first ever country-wide survey of its type in the world and found that the average canopy cover for Wales was 16.3% in 2013 and down from 17.0% in a previous 2009 survey.

Plate 1. Mold aerial photograph from 2009

The study found that Flintshire's urban canopy cover was 14.5% in 2013 and the seventh lowest in Wales. Despite this low figure Flintshire was one of only two counties to increase canopy cover between 2009 and 2013. Connah's Quay, the largest of the 14 urban areas surveyed in Flintshire and the tenth largest in Wales, has a canopy cover of 15.7%. This is slightly greater than the urban canopy cover for the rest of the county but is still less than the Wales average.

Caergwrle has the greatest urban canopy cover (29.7%) in the county, probably as a result of the wooded slopes to the castle and the woodland areas along the River Alyn which bisect the settlement.

In comparison Broughton (5.3%) and Saltney (5.5%) have the lowest canopy covers in the county. There does not appear to be a single reason why these two settlements have the lowest canopy.

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[12] Cyfoeth Naturiol Cymru/Natural Resources Wales, 2016. Tree Cover in Wales' Town and Cities

Despite the wooded Bailey Hill, Mold has a canopy cover slightly below the average for Wales (15.3%) and similar to Flint (14.2%). Perhaps the slightly lower canopy cover in these two towns recognises their origins as compact market towns.

Nationally, Cardiff has below average (11%) canopy cover and towns with very low canopy cover include Rhyl (6%) and Holyhead (7%). Welsh towns with relatively high canopy cover include Treharris (30%) and Abertillery (27%).

The standard methodology used to assess urban canopy cover allows comparisons to be made with towns and cities across the world.

The study focussed on trees within urban areas and a narrow buffer around them. Nevertheless, it should be recognised that peri-urban trees are also important because of their proximity to towns and could be considered of greater importance where the canopy cover within an urban area is particularly low. The contribution peri-urban trees make to urban areas warrants inclusion in further studies.

National Area Size Rank	Urban Area	Landscape Character Zone	Population ONS 2011 Census	Urban Area (ha)	Total Cover 2013 (ha)	Total Cover 2013 (%)
10	Connah's Quay	Coastal	33,549	1582	249	15.7%
28	Holywell/Bagillt	Coastal	9,808	621	118	19.0%
30	Buckley	North-East	19,639	605	75	12.4%
36	Broughton	North-East	5,974	533	28	5.3%
50	Mold	North-East	10,058	398	61	15.3%
51	Flint	Coastal	14,907	394	56	14.2%
85	Caergwrle	North-East	4,284	239	71	29.7%
100	Saltney	North-East	4,769	163	9	5.5%
170	Penyffordd	North-East	3,554	84	10	11.9%
197	Leeswood	North-East	2,282	58	6	10.3%
199	Mostyn	Coastal	1,606	55	4	7.3%
208	Soughton	North-East	1,710	46	5	10.9%
212	Gwernymynydd/Cadole	North-East	1,141	41	8	19.5%
219	Gwernaffield	North-East	905	21	2	9.5%

Table 1. Flintshire town canopy cover comparisons (Credit: CNC/NRW)

3.1. | Canopy cover by Land Use Category

The study looked at the distribution of urban canopy cover across 14 Land Use Categories in Wales. By implication the Woodland Land Use Category, that will include the woodlands at Wepre Park and Greenfield Valley are the highest and have a 100% canopy cover. Unsurprisingly, the land use with the second highest canopy cover is Informal Open Space with 46.6% canopy cover. An example of Informal Open Space in the county is the riparian habitat adjacent to Swinchiard Brook.

Canopy cover on Formal Open Space is 22% and includes many of Flintshire's parks, such as the northern part of Wepre Park, Higher Common in Buckley and Fron Park, Holywell. Transport Corridors and Education have relatively low canopy cover at 10.1% and 9.7% respectively.

Urban Land Use Category	Total Land Use in Hectares	Canopy cover in Hectares	Canopy cover in each Land Use Category
Commercial Areas	739.97	77.65	10.4%
Education	189.29	18.30	9.7%
Hospitals	10.38	2.04	19.7%
Burial Sites	26.96	3.58	13.3%
Remnant Countryside	193.73	19.14	9.9%
Open Space Formal	371.26	81.43	22.0%
Open Space Informal	325.20	151.58	46.6%
Woodland	84.66	84.66	100%
High Density Residential	114.72	3.62	3.0%
Low Density Residential	1683.52	168.86	10.0%
Transport Corridors	689.79	69.74	10.1%
Unclassified Land	413.10	20.28	4.9%
Total	4824.59	700.89	

Table 2. Land use categories and canopy cover comparisons for Flintshire (Source: CNC/NRW)

From the Land Use Categories it is evident the council has a major role in managing urban canopy cover. In the Land Use Classifications shaded blue in Table 2 the council will almost entirely be the organisation responsible for the management of the land and the trees situated on them. When combined, these three Land Use Categories add up to nearly 35% of all urban land cover and 60% of the total urban canopy cover.

Within urban and peri-urban areas there is 85 hectares of woodland that is mainly broadleaved. This represents a relatively small proportion of the 2,750 hectares of broadleaved woodland (predominantly ash, sycamore, birch and oak) growing across the whole of Flintshire but is exceptionally important because of its accessibility for use by the public and the additional environmental benefits that urban woodlands provide. The 'Woodland' Land Use Category provides 12.1% of urban canopy cover.

Flintshire Countryside Service is responsible for managing much of the urban woodland canopy cover including the following sites.

- Gathering Ground
- Wepre Wood
- Broadoak Wood
- Llwyni
- Carmel
- Penymaes
- Greenfield
- Caergwrle Castle
- Etna
- Buckley Community Woodland
- Coed Talon

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The council is the main landowner in the Education Land Use Category and also manages a proportion of land under other Land Use Categories. Flintshire County Council owns over 7000 residential properties which will be classified Low Density Residential or High Density Residential in the study and several business parks that will be classed as Commercial Areas.

Where the council is not directly responsible for land it can encourage other landowners to increase canopy cover, particularly through its statutory planning powers and by working in partnership.

3.2. | Canopy cover and deprivation

The Welsh Government uses the Welsh Index of Multiple Deprivation (WIMD) to identify areas which are most disadvantaged. Each ward in Wales is ranked from 1 (most deprived) to 1896 (least deprived). The study by CNC/NRW found that 40% of the most deprived wards (1-570) have less than 10% canopy. Within the county of Flintshire the correlation is not as strong, with five of the least canopied wards in the most deprived areas.

4.0 | The vision, target and objectives

The plan's vision;

'To have a diverse and resilient tree canopy cover throughout Flintshire's towns that is appreciated, managed sustainably, provides multiple benefits to people and the environment, and enhances biodiversity.'

To support this overarching vision the plan sets out the following target and objectives.

Plan target - To increase urban canopy cover to 18% by 2033

The target of the plan is to increase urban canopy cover from 14.5% to 18%, or more, by 2033. This target is all encompassing and takes into account the many and varied factors that will determine canopy cover (Appendix 2) and simply records it as the percentage of the urban area.

Factors influencing canopy cover will include tree felling, in particular the loss of mature large canopied trees, new tree planting and natural regeneration. Alongside new planting, aftercare is an important factor to ensure good survival rates and that trees grows to achieve measurable canopy cover. The target also takes into account planning and other policies that affect tree canopy cover on land that is not directly managed by the council.

CNC/NRW has already undertaken two surveys of Flintshire's canopy cover which will act as benchmarks. The adoption of a standard methodology will also enable direct comparison between current and future canopy cover values.

Critically, canopy cover is measured by an organisation independent of the council.

The measurement of this target will be reliant upon CNC/NRW undertaking a future canopy cover assessment towards the end of the plan period based on new aerial photography surveys. Further surveys and assessments are likely to take place as it is a cost effective method of knowing the nature and extent of the urban tree resource.

The target of 18% canopy cover is ambitious but achievable. For comparison the ten year Wrexham Tree and Woodland Strategy 2016-2026 aims to increase canopy cover from 17.4% (2013) to 20%[13]. The Woodland Trust/Coed Cadw is also campaigning for 20% canopy cover in urban areas[14]. To support the canopy cover target and meet the plan's overarching vision the following five objectives support the plan.

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[13] Wrexham County Borough Council. 2016. Wrexham Tree and Woodland Strategy 2016-2026

[14] Coed Cadw/Woodland Trust. 2016. Policy Paper, Wales is better with trees. Woodland Trust

Objectives

1. Increase the amount of tree planting
2. Manage trees sustainably
3. Manage the risks associated with trees
4. Promote biodiversity
5. Work in partnership

The following chapters cover each of the five objectives and how they will be delivered. The objectives are not confined to the management of trees on the council's own land and include the Local Planning Authority's role as well as other legislation that the council is responsible for administering under other Acts of Parliament. Lastly the council cannot act on its own and the objectives recognise the need for the council to work in partnership with the public and other organisations.

5.0 | Objective 1 - Increase the amount of tree planting

5.1. | Meeting the canopy cover target

New tree planting is the most direct way of increasing canopy cover and reorganisation of services has meant that the council's arboriculturists are now directly responsible for trees within many public open spaces and can promote tree planting in consultation with stakeholders.

As an initial step tree planting sites will be identified at a strategic level that will enable the target of 18% canopy cover to be achieved. The plan also provides reassurance that long term maintenance costs and liabilities are, by far, outweighed by trees as a growing natural asset.

In the past, there has not been a policy of replacing trees felled on land managed by the council. Replacement planting would only be undertaken where individual circumstances made it necessary. This approach was clearly unsustainable and diminishes a key natural asset.

To achieve a canopy cover target of 18% it will be necessary to maintain existing canopy cover by providing replacement planting where tree removal is necessary and to carry out substantial new tree planting. Planting will need to be carried out in the first ten years of the plan so that the trees have a chance to develop their canopies and be measurable as part of the urban tree canopy cover.

For comparison a 100m x 100m woodland with a closed canopy will provide one hectare of canopy cover or slightly more if the perimeter trees spread outside the woodland boundary. A single early mature specimen tree with a crown spread radius of 3m will have a canopy cover of 28m² and a fully mature specimen with a crown spread radius of 9m a canopy cover of 254m². Table 3 provides examples of crown sizes and how they contribute to canopy cover. The table illustrates how the loss of fully mature trees can result in a significant decrease in canopy cover.

Canopy cover examples		
Nominal tree age class	Nominal tree crown spread radius (m)	No. of trees required to provide 1ha of canopy cover
Young	1.5m	1,428
Early mature	3m	357
Mature	7m	65
Fully mature	9m	39

Table 3. Canopy cover examples

Table 4 compares the existing canopy cover and the proposed target canopy cover in each Land Use Category of the study. The canopy cover targets in each Land Use Category have been calculated to achieve the overall canopy cover target of 18% and are heavily weighted towards the Land Use Categories where the council is able to carry out tree planting without having to rely on other landowners for consent. The plan is mainly focussed towards Open

Space Informal, Open Space Formal and Transport Corridors. For example the plan proposes increasing the canopy cover on Informal Open Spaces from 46% to 65% by 2032.

The plan proposes modest gains in canopy cover on Education land from 9.7% to 12% and Burial Sites from 13.3% to 14%.

The plan also sets out minor increases in canopy cover for High Density Residential, Low Density Residential and Commercial Areas. The council is not a major landowner in these three Land Use Categories but it is where planning policies and promoting the plan could increase the amount of planting.

Urban Land Use Category	Total Land Use (ha)	2013 Canopy cover		2033 Canopy cover target			Comments
		(ha)	(%)	(ha)	(%)	Change (%)	
Commercial Areas	739.97	77.65	10.4%	81.40	11%	+1.6%	Effective landscaping through planning or planting on council owned land
Education	189.29	18.30	9.7%	22.71	12%	+2.3%	Work in partnership with head teachers
Hospitals	10.38	2.04	19.7%	10.38	2.04	0%	Smallest Land Use Category. Betsi Cadwaladr University Health Board
Burial Sites	26.96	3.58	13.3%	3.77	14%	+0.7%	Promote replacement and additional planting
Remnant Countryside	193.73	19.14	9.9%	19.14	9.9%	0%	Dataset of limited use for meeting plan target
Open Space Formal	371.26	81.43	22.0%	111	30%	+8.0%	A key Land Use Category for meeting plan target
Open Space Informal	325.20	151.58	46.6%	211	65%	+18.4%	A key Land Use Category for meeting plan target
Woodland	84.66	84.66	100%	84.66	100%	0%	Already 100% canopy cover
High Density Residential	114.72	3.62	3.0%	4.6	4%	+1%	Promotion and protection by LPA
Low Density Residential	1683.52	168.86	10.0%	202	12%	+2%	Promotion and protection by LPA
Transport Corridors	689.79	69.74	10.1%	103.50	18%	+7.9%	A key Land Use Category for meeting plan target
Unclassified Land	413.10	20.28	4.9%	20.28	4.9%	0%	Dataset of limited use
Total	4824.59	700.89	14.5%	874.44	18.1%	+3.6%	

Table 4. Land use categories, canopy cover comparisons and target (Source: CNC/NRW)

5.2. | Formal Open Space

Formal Open Space covers 8% of the urban area and to achieve an overall figure of 18% urban canopy cover it will be necessary to make much greater use of existing mown grassland for tree planting. Regularly mown grass is species poor and more costly to maintain than longer

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grass planted with trees[15]. The provision of accessible open space by the council is an important investment for public well-being[16] and it is recognised that people prefer a mixture of open areas and trees to dense woodland[17]. The plan will focus tree planting in strategic locations on Formal Open Spaces to recreate the favoured open space character.

To increase biodiversity there is also the opportunity to sow wildflowers adjacent to trees where reduced grass cutting occurs as part of revised open space management.

Plate 2. Mature trees and parkland at Wepre categorised as Formal Open Space

Plate 3. Whip tree planting undertaken at The Willows, Hope categorised as Formal Open Space

To assist with creating a diverse and resilient tree cover less common tree species will be used. These less common species will also provide added interest and will not look out of place in a more formal landscape. Within Formal Open Space there is an over reliance on mature and late mature trees to provide canopy cover and new planting will result in a more varied age structure.

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[15] Land Use Consultants. 2011. Trees or Turf? Woodland Trust

[16] World Health Organization. 2017. Urban green spaces: a brief for action

[17] Land Use Consultants. 2011. Trees or Turf? Woodland Trust

5.3. | Informal Open Space

Informal Open Spaces offer the greatest opportunities to increase canopy cover and meet the target of 18% canopy cover by 2033. Informal Open Space covers 7% of the urban area and is less kempt than Formal Open Space providing greater tree planting opportunities. Where public recreation is limited, areas could be left to regenerate with trees or planted with small nursery tree stock to create new woodlands. Existing desire lines across Informal Open Space can be formed into regular paths maintaining access within a landscape of woodland, glades and specimen trees. Planting in these areas will be more suited to native or other common tree species.

Land Use Category	Strengths	Weaknesses	Opportunities	Threats
Open Space Formal	Highly visible Widely accessed for recreation. Well-being benefits.	Grass cutting contracts will need to be changed. Space required for informal ball games.	Where appropriate Integrate with wildflower meadows to provide greater biodiversity gains. The most formal areas are suitable for planting large nursery stock that offer the greatest benefits. Less common species to add interest.	Maintenance will require the adoption of new skills.
Open Space Informal	Urban canopy cover usually visible and accessible. Informal areas are likely to have more biodiversity due to less disturbance.	Grass cutting contracts will need to be changed.	Less formal areas may be suitable for developing into woodland using natural succession, reducing establishment costs.	Maintenance will require the adoption of new skills.

Table 5. Analysis of canopy cover potential for Formal and Informal Open Space Land Use Categories

5.4. | Transport Corridors

With the exception of the trunk roads managed by the North and Mid Wales Trunk Road Agency for the Welsh Government, railways and private roads most transport corridors will be managed by Flintshire County Council in its capacity as the Highways Authority. Transport corridors comprise 14.2% of urban land by area, approximately equivalent to Formal Open Space and Informal Open Space combined but with only 10% canopy cover. This is

significantly below the average for other Land Use Categories even though a major proportion of the Land Use Category comprises of soft verges suitable for tree planting.

Transport Corridors			
Strengths	Weaknesses	Opportunities	Threats
Highly visible Reduce noise and pollution from traffic. Provide shelter from wind and rain. Street tree planting will moderate high summer temperatures and intercept rainfall.	Safeguarding highway infrastructure Underground and overhead utilities will need to be safeguarded. Planting in hard surfaces is expensive.	Lower than average canopy cover. Soft verges suitable for planting. Verge planting can be integrated with wildflower verges.	Planting vulnerable to damage.

Table 7. Analysis of canopy cover potential for Transport Corridors

Tree planting on highway land requires careful planning to avoid obstructing visibility for motorists and working adjacent to underground utilities. Nevertheless, as a result of their positions', trees on highway land will be highly visible and also provide the greatest environmental benefits.

The widest verges will be suitable for planting at a higher density with small nursery stock whilst narrowest verges could be strategically planted with large specimens.

Plate 5. Planting in the soft highway verge

Plate 6. Mature highway trees in Flint

Planting within the pavement on streets is technically challenging and requires consultation with a wide range of stakeholders (e.g. highways engineers, utility providers, landscape and tree professionals). Planting must meet highways standards whilst creating suitable conditions for tree growth. Nevertheless, street tree planting can be extremely effective at improving the quality of the public realm. Due to the relatively high cost, planting in paved areas will usually be undertaken as part of externally funded regeneration schemes.

When planning and implementing tree planting in hard surfacing best practice guidance within Trees in Hard Landscapes will be followed and the guiding principles of Manual for Streets 2. For successful tree planting to be undertaken in streets it will be necessary to overcome technical issues and objections that have traditionally occurred.

Plate 7 and 8. Flint street tree planting undertaken in 2013 (Before, left and after, right)

5.5. | Education

Education land comprises of a relatively low (3.9%) proportion of urban land and therefore the scope to make significant urban canopy cover gains in schools and on other education land is limited. Some education land (e.g. Coleg Cambria) is wholly independent of Flintshire County Council and several Flintshire County Council Schools independently maintain their school grounds. Nevertheless, canopy cover on Education land is relatively low (10%) and there will be opportunities to work in partnership with head teachers to achieve 12% canopy cover to benefit students and the wider community.

Many Flintshire schools participate in Forest School, a project which promotes hands on learning in an outdoor woodland or natural environment with trees. There is an opportunity to target schools enrolled in the Forest School project as they are more likely to appreciate the outcomes.

Some schools may be risk adverse and not wish to participate in tree planting projects even though the health benefits of trees far outweigh the risks they pose. This will need to be addressed through advice and information.

Education			
Strengths	Weaknesses	Opportunities	Threats
Education resource for Forest School outdoor learning. Provide shade for students.	Some schools have opted out of council grounds maintenance contracts and act independently. Sports pitches need to be safeguarded which will limit scope.	Students can participate in planting schemes. Relatively low cover that could be significantly increased.	Schools can be risk averse.

Table 8. Analysis of canopy cover potential for education

5.6. | Burial Sites

At 0.6% of urban land, Burial Sites are the least significant land use in which the council is the manager of the land. This Land Use Category will include the cemeteries at Connah's Quay, Flint and Hawarden. Canopy cover on burial sites is 13.3% and therefore slightly below the average for Flintshire and a modest canopy target cover of 14% is proposed to be achieved with the new planting. It is evident that extensions to existing cemeteries lack specimen tree planting and this is something that could be addressed on a sensitive basis, working in partnership with the relevant officers.

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5.7. | Woodland

The study categorised canopy cover greater than 0.5ha in the Woodland Land Use. Woodland covers 5% of the urban area, with amenity trees as 9%.

As canopy cover within the Woodland Land Use category is already 100% it cannot be increased. Instead, any new woodland planting will be measured by another land use category being reclassified into woodland. Most woodlands are situated in the countryside however they can also be found in urban and peri-urban areas where Ancient Semi-Natural Woodland has been protected from development (e.g. Broadoak Woods in Connah's Quay) or woodland has grown up on post-industrial land (e.g. Greenfield Valley). Most urban woodlands have a network of paths allowing the public to access the quietest and most tranquil parts offering the greatest opportunities for reducing stress and connecting with nature.

5.8. | Commercial Areas

Commercial Areas such as Greenfield Business Park and County Hall are managed by the council however the majority of this Land Use Category will be businesses. The category will not be specifically targeted for tree planting however it is expected that a small gain in canopy cover (+1.6%) can be achieved through planning policies and more sustainable management on council maintained land.

5.9. | Other land

The council is not a major stakeholder in the other Land Use Categories but can work in partnership with other organisations to plant trees and increase canopy cover. Partnership working is more likely to occur later in the plan period and could include organisations, such as, Betsi Cadwaladr University Health Board, Clwyd Alyn Housing Association and Pennaf.

5.10. | Planning, tree planting and aftercare

Well planned and implemented schemes of tree planting are easier to maintain and less likely to fail. Tree species will be suitable for the soil type, drainage and position. In particular varieties of tree with tightly formed crowns will be used where there is limited space (e.g. pavements) and large spreading species (e.g. common beech) used in parks where they can grow unconstrained and afford the greatest benefits. Tree planting schemes will also take into account the likelihood of casual vandalism, specifying larger and more robust trees and/or tree guards where necessary.

Tree planting will comply with the relevant latest British Standard[18] which covers the quality of nursery stock, site evaluation, species choice, handling, planting and post planting maintenance. To minimise the risk of a pest or disease being imported from abroad the council will favour UK grown stock, or where trees are imported the stock that has grown for at least one year in a UK nursery. In most cases nursery stock will need to be accompanied by an EU Plant Passport.

To reduce susceptibility to host specific diseases (e.g. ash dieback), which may become more prevalent as a result of climate change, a range of species will be chosen from different

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[18] British Standards Institute. 2014. Trees: from nursery to independence in the landscape –Recommendations. BSI

botanical genera and families. For resilience Santamour[19] recommends that trees, as a component of the whole urban forest, should not comprise of more than 10% of a single species, 20% of a single genus and 30% from a single family.

Tree planting will not be undertaken unless there is provision to undertake adequate maintenance until establishment. The majority of planting schemes will require monitoring and maintenance for three years. This will include weed control, watering of large trees, checking tree ties and stakes, formative pruning and where, necessary, replacement planting. The prompt replacement of any dead or vandalised trees is important to show that the planting scheme is being managed and will not be left to become neglected. Unmaintained schemes are likely to suffer greater vandalism.

As well as requiring maintenance tree planting schemes will require long term grounds maintenance regimes to be revised. Areas of mown grass can be cut with tractor driven machinery to within 5m of trees with a longer grass sward left underneath trees cut once or twice a year if desired. Where it is necessary to maintain regular mowing adjacent to a tree small ride-on cutting machinery can be used. Under no circumstances should grass strimmers be used at the base of trunks because this inevitably causes damage.

Plate 9. Park Avenue playing field, Saltney   Plate 10. Park Avenue, Saltney

5.11. | Connah's Quay pilot area

With a population of over 33,000 and the tenth largest urban area in Wales, Connah's Quay's canopy cover of 15.7% is lower than the national average (16.3%) but higher than the mean canopy cover for Flintshire.

As the largest urban area in Flintshire the town merits more detailed focus and the study by CNC/NRW[20] includes a desk top survey for potential planting sites in Connah's Quay. The survey found that there is significant potential for planting and increasing canopy cover on available 'green areas'. Theoretically, the study found that a canopy cover of 62% could be achieved (14% in 2009) if all existing 'green areas' were targeted. As the main urban area and with a significant potential to increase canopy cover the first five years of the plan will target new planting in Connah's Quay. The council's Countryside Service already has good working

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[19] Santamour, Frank S. 1990. Trees for Urban Planting: diversity, uniformity, and common sense. Proceedings of the 7th Conference of the Metropolitan Tree Improvement Alliance.

[20] Cyfoeth Naturiol Cymru/Natural Resources Wales, 2013. Tree Cover in Flintshire

partnerships with the community, through its work on the coast and at Wepre Park, and it is proposed to strengthen these working partnerships to deliver tree planting.

5.12. | Broughton and Saltney target areas

Broughton and Saltney are the two settlements in the county with the lowest canopy cover and the early stages of the plan will focus on increasing the amount of tree planting on sites that the council maintains in those settlements.

As a first step tree planting on land maintained by the council at Park Avenue Playing Field (Plate 9) will be explored with stakeholders. Later in the plan period the feasibility of street tree planting on Park Avenue (Plate 10) can be examined.

Hawarden Airport is an aerodrome operated by Airbus under the European Aviation Safety Agency safety rules. The aerodrome is situated to the north of Broughton and the adjacent Airbus factory is a major employer in the county. The proposed first step in increasing Broughton's canopy cover will be to consult Airbus to identify the constraints imposed by the aerodrome.

6.0 | Objective 2 - Manage trees sustainably

Sustainability is at the core of the Welsh Government's policies and the sustainable management of urban trees and woodlands must be an overarching objective of the council.

Tree management	
Traditional approach – less sustainable	**Modern approach – more sustainable**
Focus on individual trees	Focus on whole urban forest resource
Mainly valued for their visual amenity	Trees recognised as an important part of urban infrastructure with major ecosystem benefits
Monetary value of trees not recognised	Monetary value of urban forest recognised
Managed in isolation	Integrated management
A resource that belongs to the owner	A shared resource

Table 9. Tree management comparisons (After: North Sydney Council. 2011)

The traditional approach tree management looked at a tree in isolation and what was required to solve that particular problem or issue. The traditional method was not strategic and tree canopy cover was not measured, so it was unclear whether or not it was sustainable. The advent of the urban forestry movement recognised that the whole urban forest resource is much greater than the sum of its individual parts and is a shared resource with a monetary value. To sustainably manage urban canopy cover the council will need to adopt the modern approach (Table 9).

Plate 11. Mold urban canopy cover

The council's arboriculturists are responsible for managing trees that are growing in highway verges, streets, town parks, civic areas and country parks. Trees on other council land (e.g. Tenanted properties, Flintshire business parks, cemeteries) are managed by the relevant department with advice from the council's arboriculturists being provided in accordance with agreed service levels. As changes to the organisational structure occur it is expected that the

council's arboriculturists will become more directly involved with the management of other department's trees resulting in more strategic and sustainable management.

The council has a role in ensuring that trees on other land are managed sustainably by using planning powers and promoting best practice.

6.1. | Woodland management

The council will protect and enhance its own urban woodlands guided by long term woodland management plans. Management plans will be based upon a policy of continuous cover so that long term canopy cover remains stable or is increased. Felling will only be carried out for overriding safety reasons, to facilitate natural regeneration or carry out new planting. Where felling is considered acceptable it will only be carried out in small woodland compartments or as a thinning operation. In exceptional cases young scrub woodland may be cleared to enhance particularly rare plant communities (e.g. limestone grassland), geological features (e.g. limestone pavement) or ancient monuments.

Plate 12. Urban woodland at Wepre Park

Woodland management will be undertaken in consultation with CNC/NRW and where required subject to a felling licence and/or other consents to safeguard protected species and habitats. Where grants are available to undertake woodland management the council will seek funding to contribute towards the cost of the work. Whilst the production of marketable timber is not an objective in the management of the council's urban woodlands any harvested timber will be marketed and sold where opportunities exist. As an example timber from felled larches was planked by the Countryside Service and sold to clad school buildings and outdoor structures at Ysgol Ty Ffynnon and Hawarden Village School.

exceptional overriding reasons, trees managed by the council's arboriculturists will not be cut back or felled, at the expense of the council, as a result of the following:-

- Allegedly too tall

- Shade (unless oppressive)

- Loss of a view

- Dropping aphid honeydew/sap

- Dropping leaves or other seasonal debris

- Interfering with TV reception

- Affecting the efficient working of solar panels

- Touching overhead telecommunication wires

- Overhanging branches

This policy is in accordance with the common law rights that exist between a tree owner and a person making a complaint. Prioritising inspections and handling enquiries in accordance with the policy will enable the council's arboriculturists to work more efficiently and allow time be spent on meeting the plan's other objectives and its target.

During inclement weather tree works may be delayed until conditions improve sufficiently to enable council operatives or its contractors to work safely.

It is proposed to expand the council's computerised tree database to include all major sites belonging to the council (e.g. Parks, Schools and cemeteries). This will provide a more comprehensive picture of urban canopy cover which can then be used to carry out an i-Tree Eco Project[21] and provide a valuation of the urban tree resource, similar to that undertaken in Wrexham, Swansea and Cardiff.

6.3. | Overhanging branches

Under Common Law a neighbour, or contractor acting on the owner's behalf, can prune off branches overhanging their property provided they do not trespass onto the neighbouring land to carry out the work (e.g. climb the tree). It is also a requirement to offer the arisings (e.g. branches) back to the owner of the tree.

A neighbour wishing to exercise a Common Law right to cut off overhanging branches growing from trees on council land is advised to contact a council arboriculturist or other officer managing the land. This will enable the extent of the work to be discussed, how the arisings will be disposed and access to be arranged. Where a programme of tree maintenance is scheduled for the site the council may prune the overhanging branches.

Complaints and enquires which allege that branches are causing an actionable nuisance (e.g. dislodging roof tiles) will be investigated. Where necessary remedial action will be undertaken by the council to address the nuisance caused.

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[21] Treeconomics i-Tree Eco. Available at: http://www.treeconomics.co.uk [Accessed 21 September 2017]

6.4. | Tree roots

Flintshire is a county where the overlying geology comprises of glacial clay, sands and gravels with occasional alluvial sand and gravel deposits in valleys. Due to this geology the consequent overlying soil type is not prone to shrinking when drying out and the potential for tree root related subsidence to occur is low. Notwithstanding, if subsidence is suspected to have been caused by the roots of a council tree any claim made to the council should be supported by technical information (An arboricultural report, structural engineer's report and a period of crack monitoring). Where a tree is proven to have been the main factor causing subsidence remedial action will be undertaken appropriate to all the relevant factors, including amenity and arboricultural best practice.

Direct damage is caused by tree roots where they push against structures (e.g. wall, fence) as they grow. Where a tree owned by the council is allegedly causing damage to a neighbouring property it will be investigated and action taken that is commensurate to the damage caused, the value of the tree and what is required to remediate the damage.

Plate 13. Structural roots severed just below the surface during excavations

Normal tree root growth will not actively penetrate an intact pipe or drain. Already leaking foul water and surface water drains can suffer tree root ingress which can worsen existing damage and cause blockages. If a root from a tree owned by the council has grown into a drain the replacement of the faulty section with plastic pipe, less prone to leaking and with greater flexibility, will be the most appropriate solution. Where appropriate, householders should make enquiries to find out whether a sewer on their land is maintained by Dwr Cymru/Welsh Water[22]. Tree removal will not normally be considered.

Most tree roots are within one metre of the surface where soil conditions are most suited to supporting growth and therefore even relatively shallow excavations can cause major root damage. In addition a tree's structural roots will be growing from buttresses just below the surface. To compensate for having a shallow root system tree roots will grow laterally extending beyond the tree's crown spread.

Utility providers installing and maintaining services in the public highway must safeguard trees when undertaking their works. Underground services frequently share a narrow highway verge or footway and pass through the rooting zone of trees growing on or adjacent to the public highway. The council will require streetworks to be carried out in accordance with Volume 4 of the NJUG Guidelines for the planning, installation and maintenance of utility

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[22] Dwr Cymru/Welsh Water. [c2011] Changes to the ownership of your drains and sewers. Dwr Cymru/Welsh Water

apparatus in proximity to trees[23] or in accordance with other current best practice guidance. When the Highways Authority is notified of proposed streetworks adjacent to trees the highways engineer will seek advice from the council's arboriculturists. Where utility providers sever tree roots as a result of poor professional standards the council will seek compensation commensurate to the damage caused.

The council will not consider felling a healthy tree in a highway verge to allow for installation of a dropped kerb and crossover. Pruning the roots of a council tree or removing lower branches to facilitate the installation of a crossover will be considered on an individual basis but will be only be permitted when it can be undertaken in accordance with arboricultural best practice.

Tree root trip hazards will be remediated by building up the levels and repairing the surface. Less flexible paving slabs and block paving can be replaced with tarmac or loose aggregate at the tree's base. Where this is not feasible advice should be sought from a council arboriculturist.

6.5. | Overhead utility lines

Both telecommunication and electricity providers carry out work to safeguard their overhead apparatus. Due to the danger of death electricity providers have a proactive approach to the management of trees and hedges on public and private land near to overhead lines. Tree works are carried out by contractors on behalf of utility providers and will specify what works are required and obtain the landowner's consent before carrying out the work at the utility provider's expense. As a result the council does not normally carry out tree works adjacent overhead lines unless specified as part of other major works to a tree.

When granting consent for council trees to be cut in the vicinity of overhead lines the council's arboriculturists will ensure that the work, as far as possible, safeguards amenity and is in accordance with good arboricultural practice (e.g. BS3998:2010 Tree work - Recommendations and adequate biosecurity). If consent is granted to fell trees there will be a presumption for the utility provider to plant replacement trees in an agreed position.

6.6. | Unauthorised works to trees on council land

Tree work that has not been specifically sanctioned by a council officer may be regarded as criminal damage. Where unauthorised works takes place that disfigures or destroys a tree the council's arboriculturists may require remedial work to be undertaken or request replacement planting. If the amenity afforded by a mature tree is judged, by a council arboriculturist, to have been destroyed the council will request the police to carry out a criminal investigation. Alternatively, the council may bring a civil case against the perpetrator for the tree damage caused.

6.7. | Planning policy

The Local Planning Authority (LPA) is the part of the council which determines applications for development and administers the policies and legislation relating to the protection of trees. The LPA's role is important because it enables the council to broaden the reach of its objectives and influence canopy cover on land other than its own. Planning policy is one of

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[23] National Joint Utilities Group, 2007. Volume 4. Guidelines for the planning and NJUG Guidelines for the planning, installation and maintenance of utility apparatus in proximity to trees. NJUG

the main mechanisms that the Welsh Government uses to drive its sustainability and biodiversity agendas. Planning policy is led nationally and detailed guidance and local policies produced by the LPA should be in accordance the Welsh Government's policies.

Chapter 5.2.10 of Planning Policy Wales[24] states;

'Local planning authorities should, as appropriate, make full use of their powers to protect and plant trees to maintain and improve the appearance of the countryside and built up areas.'

During the period of the plan the council will publish a Local Development Plan which will provide detailed policies relating to trees and woodlands that reflect the latest national planning guidance. At the time of drafting the plan (September 2017) policy TWH1 of the Unitary Development Plan is the relevant policy relating to the protection of urban trees and woodlands.

TWH1 Development Affecting Trees and Woodlands

The Council will protect from development those woodlands and trees which are considered to be important local landscape, townscape and wildlife features. Where the principle of development affecting trees or woodland is acceptable, the County Council will require that:

a	*any tree, groups of trees or woodlands of value on or adjacent to the site are retained and that development is sympathetically incorporated around them;*	
b	*the pre-planning assessment of the trees and the development complies with the British standard, Guide for Trees in Relation to Construction (BS 5837); and,*	
c	*where the removal of trees is considered acceptable, suitable replacements that are appropriate to the character of the area shall be established elsewhere within the site.*	

Policy TWH1 is supported by Supplementary Planning Guidance Note No. 4 Trees and Development which will also be subject to review during the plan period following the adoption of the Local Development Plan.

It is likely that national planning guidance will be strengthened during the plan period to reflect the sustainable requirements of the Well-being of Future Generations (Wales) Act 2015[25] and the Environment (Wales) Act 2016[26]. In accordance with sustainability requirements new guidance may make provision for greater replacement tree planting where the removal of trees on development sites is permitted. There is scope for developers to contribute towards replacement off site planting via planning obligations, subject to the adoption of a suitable policy by the council.

In the later stages of the plan and with assistance from CNC/NRW it may be feasible to monitor the effect development has on urban canopy cover.

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[24] Welsh Government. 2016. Planning Policy Wales. Chapter 5 Conserving and Improving Natural Heritage and the Coast

[25] HMSO, 2015. Well-being of Future Generations (Wales) Act 2015

[26] HMSO, 2016. Environment (Wales) Act 2016

6.8. | Tree Preservation Orders and Conservation Areas

Using national legislation the LPA makes Tree Preservation Orders (TPOs) under Section 198 of the Town and Country Planning Act 1990, where it is considered that a tree or trees afford significant amenity and it is expedient to do so.

A TPO may protect individual trees, groups of trees and areas of trees or woodlands under the four different designations specified in Schedule 1 of the TPO. Unless exempt a TPO prohibits the cutting down, uprooting, topping, lopping, wilful damage or destruction of a tree, covered by the TPO, without the LPA's consent. It is usually the case that trees within the built environment are under the greatest risk of being felled and therefore the majority of TPOs are made in urban areas.

The council administers TPOs in accordance with the Wales guidance contained in TAN10[27] and where applicable in accordance the more detailed guidance contained in Tree Preservation Orders: A Guide to the Law and Good Practice[28] (strictly applicable to England only). The council administers 376 TPOs (2017 figure). Depending on how Schedule 1 is drafted a single TPO can provide protection for a single tree to many trees, groups and woodlands. During the period 2007 to 2011 Flintshire County Council undertook a review of its TPOs using Welsh Government grant funding and this led to many of the older TPOs being revoked, after they had been replaced by newer and more concise Orders. The review has enabled the TPOs to more accurately reflect the important trees in the county. The CNC/NRW study suggests that effective tree protection by LPAs has contributed to maintaining urban canopy cover.

Conservation Areas are designated to protect areas of architectural and/or historical interest. In Flintshire there are 32 Conservation Areas which mainly cover historic town centres or villages. As well as providing additional controls that restrict development Conservation Areas also afford protection to trees and subject to certain exemptions it is a criminal offence to cut down, lop or top, uproot, wilfully damage or destroy a tree without notifying the Local Planning Authority in writing. The six week notification period gives the LPA the opportunity to make a TPO where it is considered necessary to safeguard the amenity afforded to an area by a tree. Where a TPO is made it has the effect of stopping the work described in the notification from proceeding. Subject to certain exemptions and a minimum size[29] all trees within designated Conservation Areas are protected.

There is no fee to make an application for consent to carry out tree works to a tree subject of a TPO or to make a notification to carry out works to a tree inside a Conservation Area.

As Tree Preservation Orders and Conservation Areas afford protection to trees in the interests of mainly public amenity the council will, in accordance with best practice, normally publicise trees works that include felling. The consultation process enables local members, community councils, adjoining occupiers and the public to comment on proposals.

The council will not normally consult interested parties where pruning is proposed because, in most cases, the potential effect of the works to amenity will be far less than felling. This approach enables applications and notifications for pruning to be determined within a shorter

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[27] Welsh Office. 1997. Technical Advice Note (Wales) 10 Tree Preservation Orders. Welsh Office

[28] ODPM. [c2006]. Tree Preservation Orders: A Guide to the Law and Good Practice. HMSO

[29] Section 10, Town and Country Planning Trees Regulations 1999

period. In exceptional cases the council may consult interested parties if it is anticipated that the proposed pruning will be particularly disfiguring to a tree and adversely affect amenity.

When determining TPO applications and Conservation Area notifications the LPA will take into account the relevant national guidance and the council's own planning policies.

Subject to certain exemptions, it is a criminal offence to cut down, lop, top, uproot or wilfully damage or destroy a tree subject to a TPO or Conservation Area controls. On conviction in a Magistrates' Court breaches of TPO or Conservation Area legislation can lead to a level 4 fine (equivalent to £2,500 for 2011). Where a tree is felled or otherwise destroyed a fine of up to £20,000 can be imposed in a Magistrates' Court. If a TPO offence is committed to a Crown Court for trial an unlimited fine can be imposed[30] and where it is believed that a breach of TPO or Conservation Area legislation applying to trees is imminent or an offence is ongoing the council can seek a court injunction[31].

The effective enforcement of planning legislation relating to the protection of trees is vital to act as a deterrent and meet the plan objectives. In addition because TPO and Conservation Area (Trees under Section 211) are criminal offences it is necessary for them to be investigated in accordance with legal evidential requirements. To meet this requirement an enforcement protocol for trees covered by a Tree Preservation Order or subject to Conservation Area restrictions (Appendix 4) forms part of the plan.

6.9. | Planning conditions

In accordance with Government guidance the LPA will not normally rely on planning conditions to secure the long term protection of trees that merit protection by TPOs[32].

However, when granting planning permission for development the LPA will make planning conditions to ensure that retained trees on a site undergoing development are safeguarded. This type of planning condition may require adherence to an approved scheme of measures that provide physical protection to trees during development or for works in the vicinity of trees to be carried out in accordance with an Arboricultural Method Statement. A planning condition may also require the supervision of works adjacent to trees by an arboricultural consultant. These prescriptive types of planning condition will be used alongside TPOs to provide comprehensive protection for the most significant trees in terms of amenity.

6.10. | Landscaping

The planting of shrubs, trees and hedges as part of landscaping on development sites is important because it has a softening effect and helps new buildings integrate with their surroundings. In particular tree planting can replace trees lost due to development and therefore maintain long term canopy cover. Sites with little or no landscaping when they are developed will usually remain lacking in green infrastructure for the life period of the development. It is therefore critical that provision for shrub, tree and hedge planting, where appropriate, is integral to the planning process.

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[30] HMSO. 1982. Section 32(2) Justice Act 1982

[31] HMSO. 1990. Section 214A Town and Country Planning Act 1990

[32] ODPM. [c2006]. Tree Preservation Orders: A Guide to the Law and Good Practice. HMSO

Plate 11. Landscaping in a new retail development, Flint

Policy L1 of the Flintshire Unitary Development Plan is the policy that supports landscaping and states that;

New development must be designed to maintain or enhance the character and appearance of the landscape.

The policy is supported by Supplementary Planning Guidance Note No. 4 Landscaping (Adopted January 2017) which will be subject to review during the plan period following the adoption of the Local Development Plan.

Due to the promotion of green infrastructure by the Welsh Government the council will produce a policy on green infrastructure and provide subsequent guidance for developers. The focus of the guidance will be looking at planning and developing green infrastructure at a strategic level, and where feasible to carry out advance tree planting on major developments. Well planned green infrastructure schemes can provide drainage solutions for new built development and complement active travel routes.

6.11. | Felling Licences

Under the Forestry Act 1967 (As amended) the volume of growing timber which can be felled in each calendar quarter without a Felling Licence is restricted[33]. The controls are administered by CNC/NRW and, subject to certain exemptions, prevent the felling of trees not covered by a TPO, Conservation Area or other restrictions. Occasionally the Felling Licence controls overlap with the TPO and Conservation Area legislation and it is necessary for officers from each organisation to liaise with each other. When carrying out work to trees on its own land the council must have regard to the Felling Licence controls and seek consent from CNC/NRW.

Where a council arboriculturist becomes aware of tree felling which, it is suspected, contravenes the Forestry Act details will be forwarded to CNC/NRW officers for investigation.

6.12. | High hedges

The council administers legislation under Part 8 of the Anti-social Behaviour Act 2003 which allow an owner or occupier of a residential property to make a formal complaint about a high hedge. The hedge must be evergreen (or at least semi-evergreen), more than two metres tall

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[33] Cyfoeth Naturiol Cymru/Natural Resources Wales. 2017. Tree Felling : Getting Permission

and comprise of two or more trees or shrubs[34]. By implication the legislation may cover a line of trees.

Before a complaint can be made the neighbour must try and resolve the dispute with the hedge owner. In order to remain impartial council officers cannot visit a complainant's property to view the hedge until a formal complaint is made.

Where a hedge is considered to be adversely affecting the complainant's reasonable enjoyment of their property the council can issue a Remedial Notice requiring the hedge to be cut and maintained below a specified height.

The number of high hedge complaints submitted to the council for investigation is less than 10 per year and only several of these will require remedial action. In addition the council cannot require trees that form a 'hedge', to be removed. It is therefore considered that the enforcement of the high hedge legislation will not affect canopy cover.

6.13. | Hedgerow Regulations

These Regulations[35] protect hedgerows and in particular those which are growing in the open countryside. Subject to certain exemptions the destruction of hedgerows is controlled through a system of prior notification to the Local Planning Authority and contravention of the legislation can result in prosecution. The various exemptions contained in the legislation mean that the majority of hedges within urban areas will not be covered by the legislation. As a result the Regulations will not have a positive or negative effect on urban canopy cover.

6.14. | Monitoring tree health

Pests and diseases are considered to be an increasing risk to the health of trees and woodlands. Greater movement of goods, materials and people across the world and climate change are factors which increase the risks to tree health. The council's arboriculturists will keep appraised of the most acute pests and diseases and liaise with plant health officers over the best methods for dealing with them.

Appendix 3 is a list of the newly researched main pest and disease threats affecting or having the potential to affect urban canopy cover.

6.15. | Biosecurity

The increase in the number of pests and diseases affecting urban trees and woodlands makes biosecurity very important. Human activity is a key factor in the spread of tree pests and diseases present in the soil (i.e. mud) or on plant material. Arboricultural Officers, Woodland Officers, and Countryside Rangers follow Forestry Commission guidance on biosecurity to reduce the risk of spread. This guidance recommends ensuring clothing and equipment is cleaned regularly to avoid spreading material from site to site, sourcing trees from trustworthy nurseries that supply healthy stock and ensuring vehicles are kept free of mud and debris. Members of the public visiting woodland will be encouraged to follow biosecurity measures that are relevant to the risk and in accordance with best practice advice.

As well as being irresponsible and illegal the tipping of garden waste in the countryside increases the risk of tree pests and diseases. There is also a risk of spreading invasive plants.

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[34] HMSO. 2003.Paragraph 66, Anti-social Behaviour Act 2003

[35] HMSO. 1997. The Hedgerow Regulations 1997

7.0 | Objective 3 - Manage the risks associated with trees

Just like other landowners, the council has a duty of care under the occupiers' liability Acts[36] to ensure it is not negligent, as a result of its actions or inactions. Even though they are dynamic living organisms, naturally growing and then declining, the duty of care in UK law extends to trees.

The risk of being killed or injured by a falling tree is frequently exaggerated. This is believed to be due to over reporting of incidents by the media, probably because they are considered to be a freak occurrence and newsworthy[37]. Statistically, the risk of being killed by a falling tree or branch situated in an area of high public use is extremely low[38].

Plate 12. A mature oak in decline subject to frequent inspections

Through its Risk Management Policy and Strategy[39] the council is committed to the effective identification, evaluation and management of all risks including health and safety which is the category of risk associated with trees failing. The council acknowledges that the sudden failure of a tree can result in tragic consequences but at the same time not all risk can be eliminated, therefore incidents should be dealt with proportionately.

To aid the council's arboriculturists in managing risk Tree Risk Assessment methods are used to ensure that trees are inspected and managed to reflect the level of risk that they pose. Tree Risk Assessment takes into account the proximity of targets (e.g. people, property) to a standing tree, the hazard (e.g. branch, whole tree, dead twigs), the impact of failure (harm or damage), as well as the likelihood of failure, to determine what remedial action, if any, is necessary.

This approach ensures that the council uses its resources effectively, with large trees adjacent to major trunk roads being inspected on an annual basis, whilst other trees are not subject to tree risk inspections because they would not cause damage or harm even if they suffered major failure.

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[36] HMSO. 1957 & 1984. Occupiers' Liability Act 1957 and 1984. HMSO

[37] National tree Safety Group. 2011. Common sense risk management of trees. Forestry Commission Publications

[38] HSE. 2013. Management of the risk of falling trees or branches. Available at:
http://www.hse.gov.uk/foi/internalops/sims/ag_food/010705.htm#Summary [Accessed 6 September 2017]

[39] FCC. 2016. Risk Management Policy and Strategy- Version 4

To assist with this risk based approach the council uses a GIS based computerised tree management system. The computerised system allows the scheduling of re-inspections at set intervals based upon tree risk.

The council, acting in its capacity as the Local Planning Authority also applies Tree Risk Assessment methods to assess proposals to carry out works to protected trees that are claimed to be unsafe.

7.1. | Highways

Acting in its capacity as the Highways Authority the council can, by formal notice, require the owner of a tree (or vegetation of any description) to lop or cut it back where it endangers or obstructs the passage of vehicles[40].

The Council's Streetscene and Highways Supervising Officer's will assess the extent of the interference or obstruction before determining what remedial action, if any, is necessary. During the periods Mid-March to August inclusive, officers will take into account the legal protection afforded to nesting birds when determining the cutting required to remove the danger. The owner or occupier of the land will usually be visited by an officer and advised of the council's concern before formal action is taken.

Standard clearances above the highway are 2.4m over a footpath and 5.2m over the carriageway. When cutting back vegetation over the highway owners and tree surgeons will be advised to allow for a period of new growth and for the branches to hang lower over the highway during wet weather. Tree works on the public highway should comply with the Safety at Street Works and Road Works – A Code of Practice[41].

Where a hedge, tree or shrub is dead, diseased, damaged or insecurely rooted and is likely to cause a danger by falling onto the highway the council can, by formal notice to the owner, require the danger to be removed by cutting or felling[42].

Reports of allegedly dangerous trees adjacent to the highway can be made to Streetscene and will be assessed using a Tree Risk Assessment method to determine what, if any, remedial action is necessary. Where a tree is assessed as an unacceptable risk to highway users the council will require the danger to be removed by formal notice if necessary.

In default of a formal notice the council, or contractors acting on the council's behalf may enter the land and carry out the works specified in the notice. It is unlikely that a hedge or shrub will prove to be a danger by falling onto the highway. When invoking its powers the council will have regard to protected species and in particular bats before determining the best course of action.

Where a tree falls onto the highway from adjoining land and causes a highway obstruction the council may take steps to recover the costs of clearing the highway from the owner of the land on which the tree was situated.

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[40] HMSO. 1980.Section 154 (1) Highways Act 1980 (HMSO)

[41] Welsh Ministers. 2003. Safety at Street Works and Road Works – A Code of Practice.

[42] Highways Act 1980. Section 154 (2). HMSO

7.2. | Local Government (Miscellaneous Provisions) Act 1976

The Act gives the council power to deal with trees on land which are a danger[43] to an owner or occupier of adjoining land. The council receives many enquiries from members of the public alleging that a neighbour's tree is dangerous however very few of these claims are founded.

Therefore any person claiming that a tree on neighbouring land is dangerous should seek independent arboricultural advice about the tree's condition and/or inform the owner of the tree about their concern before reporting the matter to the council for investigation.

A tree that may be regarded as dangerous, within the meaning of the Act, will have a major weakness sufficient to make it highly likely that failure will happen soon and that failure would cause harm or injury to the adjoining owner/occupier or their property. (Examples might include a root plate uplifting, a tree resting on an adjacent tree, large hanging branches or opening up of a fissure in a critical part of the trunk, fork or main branch).

Reports of dangerous trees should be made in writing to the council and where appropriate include photographs of the tree and an arboricultural report. The council's arboriculturists will use a Tree Risk Assessment method to determine the degree of danger and whether the council's powers should be used. When invoking its powers the council will have regard to protected species. The power is also discretionary and the council is not required to take action even when the requirements stated in the Act have been met[44].

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[43] Section 23 (1) (b) Local Government (Miscellaneous Provisions Act) 1976. HMSO

[44] HMSO. Section 23 (1) Local Government (Miscellaneous Provisions Act) 1976. HMSO

8.0 | Objective 4 - Promote biodiversity

Section 6 of the Environment Act (Wales) 2016[45] places a specific duty on public bodies, including local authorities to maintain and enhance biodiversity, and to promote ecosystem resilience. Under the Act, Cyfoeth Naturiol Cymru/Natural Resources Wales is required to publish 'area statements' covering natural resources, the benefits they provide and the priorities, risks and opportunities that need to be addressed for their sustainable management. In addition CNC/NRW must specify the public bodies which may assist with addressing the priorities.

The Flintshire Section 6 Biodiversity Duty Delivery Plan[46] focuses on the six objectives for nature recovery in Wales[47] which include safeguarding species and habitats of principle importance, as well as the restoration and creation of habitats, such as woodland, to increase the resilience of our natural environment.

Trees are an essential part of biodiversity with over 284 different species of insect and 324 species of lichen dependent upon native oaks[48]. In particular older trees have the greatest value for wildlife.

Many species of principal importance for the conservation of biological diversity are dependent on, or are associated with trees and woodland. These species include dormice, great crested newts, bats and badgers as well as many species of bird, invertebrate, lichen, moss and liverwort.

Plate 13 A decaying tree with bat roost potential

Traditional orchards, wood pasture and parkland, upland sessile oak woodland, wet woodland, lowland mixed deciduous woodland and hedgerows are habitats that are of principal importance for conserving biological diversity in Wales. Where these woodlands are managed by the council the primary objective will be to safeguard or increase their biodiversity. Woodland forms an important habitat component in many protected sites across the county including peri-urban areas. A significant amount of the Deeside and Buckley newt sites Special Area of Conservation is woodland that is an important terrestrial habitat for great crested newts. Woodland at Wepre Park is designated a

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[45] HMSO, 2016. Environment (Wales) Act 2016

[46] FCC (in press) Flintshire Section 6 Biodiversity Duty Delivery Plan

[47] Wales Government, 2015. The Nature Recovery Plan for Wales 'Setting the course for 2020 and beyond'

[48] Offwell Woodland & Wildlife Trust.[No date] Available at: http://www.countrysideinfo.co.uk/woodland_manage/tree_value.htm [Accessed 6th September 2017]

Site of Special Scientific Interest for its sessile oak woodland.

To assist with this aim the woodlands designated as Special Areas of Conservation will be managed in accordance with the Core Management Plan for Deeside and Buckley Newt Sites SAC[49]. The council will work in partnership with the statutory body, CNC/NRW, to achieve this aim. Woodlands which are less biodiverse and not designated as protected habitats will be managed to increase species diversity through appropriate management.

In the UK all species of bat and their roosts are protected under European legislation and in particular the lesser horseshoe bat has a stronghold in the county's woodlands. Proposed pruning or felling affecting trees with holes, cracks, crevices and/or dense ivy will be assessed for their suitability to support bats in accordance with the relevant guidance[50] [51].

8.1. | Ancient and veteran trees

Ancient trees are those that have reached a great age when taking into account the typical lifespan of the species. Great Britain is thought to have more ancient trees than any other country in northern Europe[52].

Veteran trees will usually be some of the oldest (ancient) trees of that species but will exhibit characteristic features such as large boles, cavities, significant dead wood, collapsed branches and retrenched crowns associated with decline. Due to the features that they exhibit veteran trees support a great diversity of fungi and insect species.

Ysgol Bryn Gwalia in Mold has an ancient pedunculate oak growing in the grounds with a trunk girth of 8.30m, the largest known in Flintshire. The oak is the school's emblem and the most accurate estimate of the tree's age using White[53] is 774 years. Despite the oak's great antiquity the tree is remarkably uniform and vigorous and because of this lacks veteran features.

Plate 13. Ancient oak at Ysgol Bryn Gwalia, Mold

Plate 14. Base of ancient oak at Ysgol Bryn Gwalia

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[49] Countryside Council Wales. 2008. Core Management Plan for Deeside and Buckley Newt Sites SAC. Available at: https://www.naturalresources.wales/media/671740/Deeside_and_Buckley_WES32_Plan_English.pdf [Accessed 6 September 2017]

[50]BCT. 2015. Bats and Trees. Bat Conservation Trust. Available at: http://www.bats.org.uk [Accessed 6th September 2017]

[51]BSI. [No date]. Micro guide to surveying for bats in trees and woodlands, An introduction to BS8596 for non-specialists. Available at: http://shop.bsigroup.com/upload/273444/BSI-Bat-Microguide-UK-EN.pdf. [Accessed 6th September 2017

[52] Ancient Tree Forum, (No Date) Working for the future of our ancient trees. Ancient Tree Forum

[53] White, J. 1998. Estimating the Age of Large and Veteran Trees in Britain. Forestry Commission

The statutory protection that is able to be afforded to veteran trees is limited and the plan would support Welsh Government with introducing legislation that better protects trees that have veteran characteristics. (A Task and Finish Group set up by the Welsh Government has examined weaknesses in the existing legislation).

Within an urban setting, it is important that ancient trees are not cut back or felled as part of over-zealous tree risk management. Trees that exhibit weakness due to veteran characteristics will be carefully risk assessed. The option of moving targets away from a hazardous trees will be assessed before remedial tree works are considered.

9.0 | Objective 5 - Work in partnership

It is recognised that the council is unlikely to achieve its canopy cover target without working in partnership with other organisations. The preparation of the plan could not have happened without the studies undertaken by CNC/NRW which has provided benchmark information on urban canopy cover.

Partners for the delivery of the plan will include town and community councils, with other partners potentially including Coed Cadw/Woodland Trust. The Countryside Service has already established good working partnerships and manages woodland at Caergwrle Castle on behalf of the community council.

Plate 14. Volunteers planting orchard trees at Llwyni on the edge of Connah's Quay

Effective community engagement is usually a requirement for grant funding and can make the difference between a grant bid being successful or unsuccessful.

Community engagement is vital and should be a meaningful process with the community's aspirations and concerns being fed back into the plan. Even if the target canopy cover of 18% is met the plan's vision of an appreciated canopy cover is much less likely to be achieved if it has been at the expense of little or no community engagement.

When scoping schemes of tree planting, council officers will carry out mapping exercises before draft proposals are put forward for community engagement. Following feedback from the community and other stakeholders tree planting schemes will be finalised before implementation.

There are various ways in which community engagement can occur, including surveys, leaflet drops, community events, meetings and workshops. Face to face discussions are often considered to be the most effective way of ensuring meaningful community engagement and therefore officers will arrange to meet groups (e.g. town and community councils, environment groups, access groups) as well as consult elected ward members. There is also scope to have a stall at community events (e.g. Big Dee Day) organised by the Countryside Service. Community engagement will be proportionate to the scale of the proposals.

The Countryside Service has extensive experience of working with volunteers of all ages and backgrounds who carry out a range of activities including tree planting. Public participation empowers the community and fosters pride, resulting in improved maintenance and reduced vandalism.

Several large local and national companies (e.g. Airbus, Kimberly-Clark, Kingspan, McDonalds, Tate & Lyle and Tesco) organise corporate volunteer days to undertake projects of environmental improvement organised by the council. There is an opportunity to further develop the volunteer network and broaden their work to undertake tree planting on land not managed by the Countryside Service.

The plan seeks to be a key document in securing funding from the Welsh Government under the Sustainable Development Fund and other Welsh Government grants that are expected to become available in the future. Occasionally grant funding for tree planting becomes available at short notice and the plan will be able to identify suitable sites that can be planted 'off the shelf' at short notice.

Plate 15. Treegeneration funded tree planting in Flint

In the past the council has obtained funding from the Forestry Commission to plant community woodlands and was involved in a partnership project in north east Wales called Treegeneration that provided Forestry Commission funding to undertake urban tree and woodland planting.

In 2013 the Wales Government provided £35,000 of funding under its Cleaner, Greener and Tranquil Spaces Grant to undertake two tree planting schemes in Flint (front cover) and at Wepre Park. The capital funding for Wepre Park was matched 'in kind' by officers and volunteers planning and implementing the tree planting.

At the time of drafting the plan there is uncertainty over the future of all Wales Government grants. Nevertheless it is apparent that sustainability is one of the main policies the Wales Government is committed and it is anticipated that future capital funding will be made available to meet the plan target, either directly or through the allocation of grants by CNC/NRW.

The Countryside Service has been successful in obtaining sponsorship from Airbus, Kimberley-Clarke and Bourne Leisure to carry out management of its sites. Following publication of the plan the council will seek sponsorship funding. (Capital funding has already been secured for the first three to five years of the plan). Funding from sponsorship will be 'ring fenced' to cover tree planting and establishment costs, making it a more attractive proposition for businesses who may be reluctant to fund general tree works.

10.0 | Resources and delivery

Capital funding, through planning obligations, has been secured to carry out a programme of tree planting, to meet the plan target and Objective 1, in the first three to five years of the plan. This funding is ring fenced and cannot be used for the ongoing management of the council's existing trees. The resources required to plan, consult and implement planting will be met using existing staff resources.

The various options for additional capital funding have been explored in Chapter 9 and could be met through grants and/or sponsorship. At the time of the plan being in its final draft the Welsh Government has announced funding under the Green Infrastructure Capital Fund for the period 2017-2021.

Ongoing maintenance will be met under the council's existing grounds maintenance budgets. The resource implications of managing young and early mature trees are comparable to managing mown grass, and in the case of woodland are lower. Realignment of the council services has provided efficiencies in the management of the council's trees and the adoption of more efficient grass cutting regimes around planted trees will reduce costs.

Objectives 2 to 5 are policy orientated and do not require capital funding to be achieved although there will be resource implications for officers that will be met using existing staff resources.

A timetable for the delivery of plan tasks and their evaluation is attached as Appendix 1. The timetable includes a mid-plan report in years 7 to 9.

Appendix 1 – Delivery Timetable

No.	Objective	Years					
		1-3	4-6	7-9	10-12	13-14	15
1 to 5	All			Mid-term report. To include a review of plan objectives and progress on meeting target canopy cover			
1	Increase the amount of tree planting	Mapping exercise, ground truthing and consultation for Connah's Quay pilot area	Implement planting in pilot area. Revise land management practices to take into account planting	Evaluate and maintain	Maintain	Monitor	Assess success against target canopy cover in partnership with CNC/NRW

Count number, species, nursery stock sizes of trees and area of woodland planting

Calculate survival rates

Identify key successes and failures with reasons |
			Mapping exercise, ground truthing and consultation exercise to target Broughton and Saltney with lowest canopy covers	Implement planting. Revise land management practices to take into account planting	Evaluate and maintain	Maintain	
			Mapping exercise, ground truthing and consultation for OSF, OSI and TC	Implement planting. Revise land management practices to take into account planting	Evaluate and maintain	Maintain	
				Evaluate tree potential on other council land	Implement planting. Revise land management practices to take into account planting	Evaluate and maintain	
		Draft green infrastructure policy for Local Development Plan and guidance					Assess success of policy using target canopy cover and other measures
2	Manage trees sustainably	Promulgate plan information on the council's web pages					Assess success against target canopy cover in partnership with CNC/NRW
		Prepare site specific woodland management plans for woodlands in country parks and partner woodlands	Undertake woodland management				

Delivery timetable

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No.	Objective	Years					
		1-3	4-6	7-9	10-12	13-14	15
			Draft Local Development Plan policies for trees and landscaping. Carry out an appraisal of a policy that would require the funding of off-site replacement planting where trees are removed for development				
		Expand database of trees on computerised tree management system			Undertake an i-Tree Eco Project based on improved tree database		
		Monitor effectiveness of TPO and Conservation Area decisions in meeting objective					
					Monitor net canopy loss or gain as a result of development and age class diversity		
		Follow planning enforcement protocol for the investigation of alleged TPO and Conservation Area (Trees) offences					
		Monitor spread of ash dieback in the county and consequent risk of meeting plan target					
		Undertake tree plant health Continuous Professional Development					
3	Manage the risks associated with trees	Promulgate plan information on the council's web pages					Evaluate using records of inspections
		Maintain cyclical inspections for identified trees and carry out identified tree works					
		Monitor interventions taken in response to dangerous trees legislation					
		Evaluate alternative GIS based tree management systems and consider updating					
		Populate tree management database with new trees in response to new responsibilities and level of tree risk					
4	Promote biodiversity	Identify areas of synergy with Biodiversity Duty Delivery Plan	Undertake joint tasks identified in the plan and Biodiversity Duty Delivery Plan				Evaluate contribution plan has had in reaching Biodiversity Duty Delivery Plan
		Where led by the Welsh Government progress legislation for the better protection of veteran trees					
5	Work in partnership	Encourage and develop community engagement in tandem with other plan objectives					Evaluate community engagement, partnerships, sponsorship and grant funding
		Explore and develop sponsorship opportunities with businesses					
		Monitor grant funding streams for eligible grants					

Key

OSF –Open Space Formal
OSF –Formal Open Space
TC –Transport corridors
CNC/NRW - Cyfoeth Naturiol Cymru/Natural Resources Wales

Appendix 2 – Factors affecting urban canopy cover

Factors affecting canopy cover	
Increasing	**Decreasing**
Tree planting and aftercare	Tree felling especially large canopied trees
Natural regeneration	Lack of replacement planting
Green infrastructure in new developments	Loss of trees due to development
Availability of grant funding to support planting	Undervaluing trees as a capital asset
Availability of a plan to direct resources	Weak policies and protection for trees
Strong and effective legislative framework for trees	Pests and Diseases (e.g. Ash Dieback, Dutch Elm Disease)
Protected species and habitats legislation	Overzealous tree risk management
Effective partnership working	Fragmented working

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Appendix 3 – Pests and disease threats

<u>Ash dieback</u>

Ash dieback (*Hymenoscyphus fraxineus*) has spread from the west of England to Flintshire and is a serious threat to the county's native common ashes (*Fraxinus excelsior*) which predominate on the calcareous limestone soils and makes up nearly 15% of all the UK broadleaved woodland. Within Flintshire's urban areas common ash is one of the most frequent tree species.

Young trees are particularly susceptible to the disease and soon die whilst mature trees are affected to varying degrees and may decline over a period of years.

At the time of drafting the plan it is unclear what long term effect ash dieback will have on canopy cover, in the worst case scenario the disease could prevent the target canopy cover from being reached. Restrictions have also been placed prohibiting the supply of ashes for planting. This means that a valuable and very common native species of tree cannot be planted in urban areas.

<u>Acute Oak Decline</u>

This is an emergent threat to oak affecting both of Britain's native oak species, pedunculate oak (*Quercus robur*) and sessile oak (*Q. petraea*), as well as other species of oak.

<u>Dutch Elm Disease</u>

The 1970s outbreak was caused by a new and far more aggressive fungus (*Ophiostoma Novo-ulmi*) that was imported into Britain on infected elm logs and spread by the elm bark beetle. Within a decade about 20 million elms out of an estimated UK elm population of 30 million were dead. A once robust and very common mature tree has been almost wiped out. Only several fully mature elms are known to be surviving in the county. Dutch elm disease remains endemic in Flintshire preventing recovery of the species.

<u>Horse Chestnut Leaf Miner</u>

This exotic insect pest has become established in the county gradually spreading across England from Wimbledon where it was first reported in 2002. The larvae of the moth feed inside the leaves of horse chestnuts turning them brown as though the tree is dying and disfiguring the tree's appearance. The horse chestnut (*Aesculus hippocastanum*) or conker tree is a frequent large tree of parks and gardens that is valued for its flowering and fruit. Fortunately, the pest is not fatal to the tree and can be controlled by collecting fallen leaves in the autumn and composting them. This kills overwintering pupae, which would normally re-infect the tree the following year.

<u>Horse Chestnut Bleeding Canker</u>

This is a disease that results in dead lesions on the bark of horse chestnuts is caused by a bacterium. It is disfiguring, affects young trees and can be fatal. The prevalence of horse chestnut leaf miner and bleeding canker in Flintshire means that horse chestnuts are unsuitable for planting until resistant varieties become available.

<u>Phytophthora alni</u>

The disease was discovered in Britain in 1993 and affects the native common alder (*Alnus glutinosa*) that is a very common tree along the Alyn and Wheeler rivers as well as narrower watercourses such as the Swinchiard Brook in Flint and Wepre Brook in Connah's Quay. The disease initially causes dieback in the crown following infection of the trunk. The effect of the disease can be variable, even amongst trees growing adjacent to each other. In many cases the disease is fatal.

<p style="text-align:center">Page 114</p>

<u>Phytophthora lateralis</u>

The disease *P. lateralis* was first detected in the UK in 2010 and is known to have spread to Wales. The aggressive fungus-like pathogen mainly affects Lawson cypresses which along with Leyland cypresses are the commonest types of conifers found growing in urban areas in hedges or individual trees. Infected trees are usually killed.

<u>Emerald Ash Borer</u>

This beetle is not currently present in the UK but is spreading across western Russia and has caused millions of ashes to die in North America. The emerald ash borer could have a devastating effect on Flintshire's ashes, comparable to the loss of mature elms by Dutch elm disease. The threat is so severe that the Forestry Commission has published contingency plan to deal with any outbreak, with the hope of eradicating the pest before it becomes established.

<u>Asian Longhorn Beetle</u>

An exotic beetle *(Anoplophora glabripennis)* native to China and the Korean peninsula that poses a very serious threat to a wide range of broadleaved trees if inadvertently introduced to the UK. Control measures have been put in place at UK ports to prevent the beetle from becoming established and so far outbreaks that have occurred have been successfully controlled by plant health officers.

<u>Dothistroma Needle Blight</u>

This disease caused by the fungus *Dothistroma septosporum* causes defoliation of the native Scot's pine and other pines. The disease can be fatal but more often reduces incremental growth affecting yields in commercial pine plantations. Plant health experts are monitoring the disease's spread and impact. It is not known to be present in Flintshire but has been confirmed on Forestry Commission land in Cheshire.

<u>Massaria Disease</u>

A disease affecting plane trees caused by the fungus *Splanchnonema platani* that causes dead lesions on the upper surfaces of branches making then prone to breaking off and falling. Present in London since at least 2009 but not known to be in Flintshire.

<u>Phytophthora ramorum</u>

Present in North Wales and the reason for large scale tree felling in larch woodlands but not known to be in Flintshire. The fungus-like pathogen causes shoots on larches to wilt and die, progressing to eventually kill the whole tree. The disease has the capacity to kill many other tree and shrub species.

Further information about the above pests and diseases and their current statuses can be found on the Forestry Commission's website. These emergent pests and disease need to be considered alongside other established pests and diseases affecting tree health. These include mammal damage (e.g. grey squirrel) and the root decay fungi (e.g. Armillaria spp. and Meripilus giganteus).

Appendix 4 - Planning enforcement protocol for trees covered by a Tree Preservation Order or subject to Conservation Area restrictions

This enforcement protocol has been drafted to ensure that the investigation of alleged offences under Sections 210 and 211 of the Town and Country Planning Act 1990 are carried out in accordance with the evidential requirements necessary for a criminal court.

1. Officers will conduct the investigation of alleged offences under Section 210 and 211 of the Town and Country Planning Act 1990 in a fair, consistent and accountable manner. The investigation of alleged offences will be prioritised according the seriousness of the reported offence, particularly the effect on amenity resulting from the unauthorised tree work and whether prompt intervention by officers will assist with limiting the offence and harm caused.

2. A person reporting an alleged offence will be asked to give their name, address and telephone number. Anonymous complaints will only be investigated where sufficient details have been provided to enable effective investigation. In the event that an alleged offence is deemed to have been committed and has resulted in significant harm to amenity, the person reporting the offence may be requested to provide a written witness statement. To meet evidential requirements all written witness statements will comply with the current legal requirements and subject to the witness' consent may be used as evidence in legal proceedings.

3. A person reporting an alleged offence will be kept informed of the council's investigation without prejudicing the investigation and/or any future legal proceedings, should they arise.

4. Council officers duly authorised by the LPA have the power to enter land for the purpose of ascertaining whether an offence has been committed on the land[1] and will exercise this power where it is considered expedient to the investigation. If entry onto land is obstructed council officers may seek assistance from the police.

5. Site visits will be undertaken at a reasonable hour and involve recording details of the alleged offence and typically require making contemporaneous notes, drawing a sketch plan and taking photographs. Where appropriate to an investigation officers may take samples such as severed roots for examination[2]. The owner/occupier or other person duly authorised by them may accompany council officers during their site visit however they must not interfere with the investigation.

6. When investigating alleged offences council officers will be required to pursue all reasonable lines of enquiry. This may including questioning, in accordance with legal requirements, any person on the land who appears to be responsible or associated with the alleged offence in any way. If the owner or occupier of the land, where the alleged offence has occurred, is not present they will be contacted at the first opportunity during the investigation and questioned in accordance with legal requirements. A director, manager or secretary of a company will be implicated where it is suspected that an offence has occurred due to their actions, omissions or neglect.

7. Council officers will engage with persons suspected of committing an offence in a constructive and reasonable manner without prejudicing the investigation. As there is the potential for a criminal prosecution arising from an investigation, although this is never pre-determined, officers will have regard to applicable legal requirements which at the time of writing is the code of practice contained in the Police and Criminal Evidence Act 1984 (PACE) as amended. Therefore, if

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[1] Section 214B Town and Country Planning Act 1990

[2] Section 214, Town and Country Planning Act 1990

there are reasonable grounds to suspect that a person has caused or permitted an offence to occur and which has resulted in significant harm to amenity, they will be cautioned in accordance with applicable legal requirements (such as PACE) before being questioned.

8. Under PACE a person suspected of having committed an offence is required to give their name, address and date of birth. Before being cautioned by a council officer or any other person duly authorised, the person will be given the reason(s) why they are suspected of having committed an offence and be advised that they have a right to legal representation, are not under arrest and are free to go at any time.

9. Interviews under PACE will be recorded using contemporaneous handwritten notes and once completed the person interviewed will be asked to date and sign the officer's interview notes. A photocopy of the written PACE interview notes will provided if requested. Longer PACE interviews will not normally be recorded using handwritten notes and instead will be tape recorded in the council's offices in accordance with PACE[3]. There is no free entitlement to legal representation under the 'duty solicitor' scheme for persons interviewed under caution by council officers.

10. The purpose of the PACE interview is to ensure that an accurate record of the questions asked and the replies given is obtained. Where a person is interviewed in accordance with PACE requirements the alleged offence will be sufficiently serious to require formal investigation however there will be no presumption that a prosecution will be ultimately brought. Similarly, there will be no presumption in favour of prosecution where a witness statement has been obtained.

11. Gathering contemporaneous evidence, statements and interviews under caution will enable council officers to assess the circumstances of the alleged offence and make an informed judgement about whether or not to prosecute. In deciding, the council will carefully assess the evidence to determine whether or not there is a realistic prospect of conviction in court. Where it is concluded that there is a realistic prospect of conviction the council will then consider whether it is in the public interest to prosecute.

12. In determining whether or not it is in the public interest to prosecute, the council will give considerable but not exclusive weight to the harm caused to amenity as a result of the alleged offence. The harm to the amenity of the area will, where relevant, take into account whether good arboricultural (or silvicultural) practice has been followed and whether the harm can be remedied in the short term by new growth, or corrective pruning that the owner may be willing to undertake.

13. Where appropriate council officers will use tree valuation or landscape assessment methods to objectively assess the harm to amenity. In addition records of inspections, site photographs, aerial photographs and where available Google Streetview™ images will be used.

14. The council may consider an alternative sanction to prosecution including but not exclusively a council caution or written warning. Where an alternative sanction is deemed appropriate and used, the council reserves the right to refer to them as evidence in the event of any future legal proceedings.

15. To prosecute for an alleged offence under Section 210 or 211 of the Town and Country Planning Act 1990 takes a significant amount of officer time. Therefore officers investigating alleged offences will keep records of the time spent on each case so that a claim for costs can be made to a court following conviction for an offence.

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[3] Police and Criminal Evidence Act 1984 67(7B) CODE E Revised Code of Practice on Audio Recording Interviews with Suspects (HMSO 2016)

16. Irrespective of any criminal prosecution for every tree felled or otherwise destroyed in contravention of the legislation there is a duty on the landowner to replant[4]. The requirement to plant a replacement tree will be considered alongside any criminal prosecution. Where the landowner has not complied with the duty to replant and it is considered expedient to require replacement planting the council will serve a Tree Replacement Notice. Where a landowner does not comply with a Tree Replacement Notice and it remains necessary to provide replacement amenity the council will carry out the planting as permitted under the legislation.

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[4] Section 206, 207 & 213, Town and Country Planning Act 1990

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET

Date of Meeting	Tuesday, 20th March 2018
Report Subject	Revenue Budget Monitoring 2017/18 (Month 10)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the current revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The report presents the position, based on actual income and expenditure, as at Month 10 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position is:-

Council Fund

- Net in-year expenditure forecasts an operating deficit of £0.375m
- The overall projected in-year position now includes £1.422m due to the change in accounting policy for Minimum Revenue Provision (MRP) charges as agreed by County Council on 1 March. This has the effect of eliminating the operating deficit with net spend projected to be £1.047m less than budget
- Projected Contingency Reserve balance as at 31 March is £8.119m although this reduces to £5.714m when taking account of agreed contributions for the 2018/19 budget

Housing Revenue Account

- Net in-year expenditure forecast to be £0.035m higher than budget
- Projected closing balance as at 31 March 2018 of £1.081m

	RECOMMENDATIONS
1	To note the overall report and the projected Council Fund contingency sum as at 31st March 2018.
2	To approve the transfer of £0.250m from the contingency reserve to an earmarked reserve to use as a contingency against any financial issues arising as a result of implementing different service delivery methods (paragraph 1.23).
3	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 10 POSITION
1.01	**Council Fund Overall Position** The operating deficit is projected to be £0.375m which is a decrease of £0.533m from the deficit reported last month and is mainly due to additional grant funding received to support winter pressures within Social Services as detailed in 1.07. On 1st March 2018 County Council agreed a change to the Council's policy for accounting for the Minimum Revenue Provision (MRP) charge. This has resulted in a positive impact of £1.422m on the projected outturn which now shows spend as being £1.047m less than the budget.
1.02	**Council Fund Latest In-Year Forecast** The table below shows the projected position by portfolio.

TOTAL EXPENDITURE AND INCOME	Original Budget £m	Revised Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m
Social Services	61.471	62.454	62.937	0.483
Community & Enterprise	12.518	12.540	11.664	(0.876)
Streetscene & Transportation	27.467	27.578	29.778	2.200
Planning & Environment	5.043	4.931	5.212	0.281
Education & Youth	10.966	10.981	11.169	0.188
Schools	88.862	88.928	88.928	0.000

	People & Resources	4.283	4.118	4.537	0.419
	Governance	7.675	7.655	7.785	0.130
	Organisational Change 1	5.801	5.587	5.666	0.079
	Organisational Change 2	2.422	2.288	2.027	(0.261)
	Chief Executive	3.008	2.926	2.795	(0.130)
	Central & Corporate Finance	25.642	25.172	21.611	(3.561)
	Total	**255.156**	**255.156**	**254.109**	**(1.047)**

1.03	The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.12 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting variance is managed corporately with the relevant portfolio not expected to meet any shortfall.
1.04	Streetscene & Transportation There is a projected overspend of £2.200m within this portfolio. The overspend partly comprises of the materialisation of some of the known significant risks identified when the 2017/18 budget was set by Council and other conscious changes to policy or practice which were detailed in the Month 4 report. The net position on the projected overspend excluding the conscious changes to policy and practice is a now an operating deficit of £0.864m which is an increase of £0.069m from last month.
1.05	Social Services The projected outturn for Out of County placements in Children's Services is £1.433m over budget due to the number of high cost placements, this is a decrease of £0.029m from the figure reported in month 9 and is the net impact of new and ended placements.
1.06	To help mitigate the overspend a new project between Social Services and Education & Youth is being undertaken to more proactively respond to identified needs, better manage the demand for placements and to develop the market to be more to be more responsive and affordable. An additional allocation of £0.500m has been included as part of setting the 2018/19 budget to further assist in mitigating the position.
1.07	This month additional grant funding of £0.428m is reported in the Older People service. This grant funding is to contribute to additional expenditure incurred in Social Services due to winter pressures.

1.08	Education & Youth The projected outturn for the education element of Out of County placements is reporting an overspend of £0.348m however the Inclusion and Progression service overall has decreased by £0.024m to £0.298m due to reduced agency costs and increased income.
1.09	There is a continuing risk in the volatility of demand for Out of County Placements and the impact on service costs which cannot be predicted with any certainty. There is always a risk of significant variances occurring such as those reported in paragraphs 1.05 and 1.08 above. This area continues to be closely monitored.
1.10	Planning & Environment There is a projected in-year Planning Fee Income shortfall of £0.260m due to the impact of the Welsh Government requirements for major developers to enter into pre consultation as detailed in the previous report.
1.11	Community & Enterprise There is a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.598m based on current demand which will be kept under review throughout the year together. There is also a favourable variance on the Council Tax Collection fund of £0.415 due to Single Person Discount review work.
1.12	Central & Corporate Finance There is a positive variance of £3.561m projected within this area which is an increase of £1.656m over month 9 which is due to a one off, in-year, underspend of £0.234m on centrally held inflation and £1.422m due to the change in accounting policy for MRP charges. Major variances within this area include a positive variance on the pension fund contributions, due to a lower than anticipated pressure to fund the in-year increase due to the actuarial review of £0.325m, offset by a shortfall in the corporate income target of £0.407m and lower than anticipated levels of car parking income at County Hall of £0.080m. There is also a positive variance due to the auto enrolment of employees to the pension scheme which became effective in October 2017 (now deferred until January 2018). As employers are legally compelled to enrol eligible staff into a qualifying pension scheme budget provision was set aside to meet potential pension contribution costs. Early analysis indicates that the actual numbers are less than originally estimated, and when combined with the postponement of the auto enrolment date, gives a favourable in year variance of £0.443m.
1.13	Significant Movements between Month 9 and Month 10 Budget The have been no significant budget movements between portfolios for Month 10.

1.14	Achievement of Planned In-Year Efficiencies

The Council set a challenging target for the level of efficiencies to be achieved in year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. The 2017/18 budget contains £8.433m of specific efficiencies which are tracked and monitored. In recent years the level of efficiency achievement has averaged at around 85% though the council aspires to raise this to 95% in 2017/18 as reflected in the recent MTFS KPI's.

The current assessment of the efficiencies to be achieved in 2017/18 shows that £7.959m (94%) of the efficiencies would be achieved which is 1% less than the agreed target. There is a further risk that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2018/19 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with the overall impact in relation to any impact for 2018/19 being reviewed as part of the ongoing work on the MTFS. |
| 1.15 | **Tracking of In Year Risks and Emerging Issues**

At the time of setting the Budget for 2017/18 a number of significant risks were identified including the costs of procuring local public and school bus services and the potential reduction of the Single Environment Grant. |
| 1.16 | In addition to the known risks referred to above there are also a number of new risks which have emerged in-year and are incorporated into the projected outturn. |
| 1.17 | A comprehensive and robust piece of work has been undertaken to assess the risks and mitigations of these variances and any potential impacts on the 2018/19 budget. The outcome of this work is detailed in the 'Stages One and Two of the Council Fund Budget 2018/19 and Planning for the Closing Stage Three' report which was reported to Council on 30 January 2018 and those with an impact into 2018/19 have been included in the 2018/19 budget which was approved by Council on 20 February 2018. |
| 1.18 | **Winter Maintenance**

The recent adverse weather continues to put pressure on the winter maintenance budget which only provides for 'average' winter conditions comprising of 70 turnouts and 5 snow affected days. The service has already exceeded this number of turnouts and it is projected that spend will be £1.059m which exceeds the budget of £0.844m by £0.215m. However, this will be offset by the drawdown of part of the winter maintenance reserve (£0.095m) and part drawdown of a grant which is ring-fenced for rock salt (£0.120m). Future options to replenish the Winter Maintenance budget will need to be considered as part of the closedown of the accounts. |
| 1.19 | **Inflation**

Included within the 2017/18 budget are provision for pay (£0.915m), targeted price inflation (£0.313m), food (£0.051m), fuel (£0.033m) and Energy (£0.061m). |

1.20	A limited amount of funding was set aside in the 2017/18 budget for non-standard inflation (NSI) which has now been allocated to relevant portfolios and any unallocated budget is reported as an in-year underspend included within Central and Corporate Finance.
1.21	**Reserves and Balances** Un-earmarked Reserves The 2016/17 outturn reported to Cabinet on 18 July 2017 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £5.133m.
1.22	Taking into account the current projected underspend at Month 10 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £8.119m as detailed in appendix 4. However, as agreed as part of the 2018/19 budget an amount of £1.945m will be utilised to balance the budget on a temporary basis. In addition County Council on 1 March approved an additional amount of £0.460m for schools, again on a temporary basis. The available Contingency Reserve after taking account of these contributions will therefore be £5.714m. As presented to Council on 1 March it is essential that a sizeable contingency reserve is maintained to safeguard against some of the significant risks that the Council will face in 2018/19 and include the outcome of national pay negotiations, social care demands such as out of county placements and any shortfall in budgeted efficiencies and other unforeseen variances.
1.23	The 2017/18 Budget Report included in its main body a recommendation that, as the Council continues to progress the implementation of different delivery methods for some of its services, it would be considered prudent to set aside some funding as a contingency against any financial issues arising in the early stages and it is recommended that a sum of £0.250m is now ring-fenced for this purpose.
1.24	**Housing Revenue Account** The 2016/17 Outturn Report to Cabinet on 18 July 2017 showed an un-earmarked closing balance at the end of 2016/17 of £1.116m and a closing balance of earmarked reserves of £0.526m.
1.25	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.
1.26	The Month 10 monitoring for the HRA is projecting in year expenditure to be £0.035m lower than budget and a closing un earmarked balance as at 31 March 2018 of £1.081m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

2.00	RESOURCE IMPLICATIONS
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	There are in-year risks and emerging issues which are covered in the main section of the report from paragraph 1.15 to 1.17. Details of these risks were reported in full within the Month 4 report and any with an impact on 2018/19 have been included within the 2018/19 budget which was approved at Council on 20 February 2018.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 9 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required. **Contact Officer:** Sara Dulson (Finance Manager) **Telephone:** 01352 702287 **E-mail:** sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Budget:** a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them. **Council Fund:** the fund to which all the Council's revenue expenditure is charged. **Financial Year:** the period of twelve months commencing on 1 April.

Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.

Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	(0.445)	Additional one off Welsh Government grant income of £0.428m to assist with Winter pressures, plus other minor favourable movements of £0.017m
Resources & Regulated Services	0.030	Additional demand due to winter pressures - mainly within Home care
Other Minor Variances	(0.004)	Minor variances
Disability Services		
Resources & Regulated Services	0.065	Changes to service user placement costs in the Physical Disability and Sensory Impairment service and externally provided supported living, plus some reductions of joint funding contributions from BCUHB
Other Minor Variances	(0.007)	Minor variances
Mental Health Services		
Other Minor Variances	(0.016)	Minor variances
Children's Services		
Out of County Placements	(0.029)	Net impact of new and ended placements
Other Minor Variances	0.007	Minor variances
Development & Resources		
Other Minor Variances	0.046	Net minor variances with the largest being £0.024m on Charging Policy income and £0.024m on the Training budget
Total Social Services	**(0.353)**	
Community & Enterprise		
Customer And Housing Services	(0.009)	Minor movements.
Council Fund Housing	0.076	Movement of £0.080m resulting from an unexpected increase in Alarm Monitoring costs for 17/18; Other minor movements £0.004m.
Regeneration	0.003	Minor movements.
Revenues & Benefits	(0.061)	Increased underspend on the provision for the Council Tax Reduction Scheme by £0.042m. Decease in the surplus for Council Tax Collection Fund £0.025m. Enforcement Fee increased income £0.078m. Additional expenditure projected on Housing Benefit subsidy of £0.048m. Other minor movements within the service show a decrease of £0.014m.
Housing Programmes	0.000	Minor movements.
Total Community & Enterprise	**0.010**	
Streetscene & Transportation		
Ancillary Services & Performance		
Waste Collection	0.032	Delay in the development of the new Rockcliffe Household Recycling Centre site.
Highways Network		
Other Minor Variances	0.024	Minor variances
Transportation & Logistics		
Other Minor Variances	0.012	Minor variances
Total Streetscene & Transportation	**0.068**	

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Planning & Environment		
Business		
Minor Variances	(0.020)	Minor variances
Community		
Minor Variances	0.001	Minor variances
Development		
Minor Variances	(0.002)	Minor variances
Access		
Minor Variances	0.002	Minor variances
Shared Services		
Minor Variances	0.000	Minor variances
Strategy		
Minor Variances	0.001	Minor variances
Management Strategy	0.002	Minor variances
Total Planning & Environment	**(0.014)**	
Education & Youth		
Inclusion & Progression	(0.024)	Adverse movement £0.011m relates to Out of County Placements. Balanced with favourable movements £0.035m from reduced agency costs and increased levels of income from within the service area.
Integrated Youth Provision	(0.013)	Minor variances from across service area.
School Improvement Systems	(0.015)	Minor variances from across service area.
Business Change & Support	0.045	Increase in Capita One regional costs due to enhanced software
School Planning & Provision	0.008	Minor variance from across service area.
Total Education & Youth	**0.001**	
Schools	**(0.000)**	
People & Resources		
HR & OD	(0.000)	Minor variances
Corporate Finance	(0.066)	Increased contributions from HRA and ADMs for finance support have been reported this month
Total People & Resources	**(0.066)**	
Governance		
Legal Services	0.006	Minor variances
Democratic Services	(0.006)	Minor variances
Internal Audit	(0.000)	Minor variances
Procurement	0.000	Minor variances
ICT	0.023	Minor variances
Total Governance	**0.022**	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	(0.016)	Minor changes offset between Leisure Services and Libraries.
Museums	0.000	Minor movements.
County Archives	(0.002)	Minor movements.
Leisure	0.020	Minor changes offset between Leisure Services and Libraries.
Community Assets	0.000	Minor movements.
Total Organisational Change 1	**0.002**	
Organisational Change 2		
CPM & Design Services	0.048	£0.050m anticipated reduction in design fees.
Minor Variances	(0.017)	Minor variances
Total Organisational Change 2	**0.031**	
Chief Executive	**0.001**	Minor variances
Central and Corporate Finance	**(1.656)**	Centrally held inflation one off in-year underspend £0.240m. Change to MRP policy £1.422m. Minor variances £0.006m.
Grand Total	**(1.955)**	

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	15.990	15.171	(0.819)	(0.375)	Residential and Nursing Care shows a projected overspend of £0.113m due to the increase in the Residential Care capital limit from £24k to £30kwhich wasn't fully funded by Welsh Government. Domiciliary Care reflects a projected underspend of £0.515m based on existing service users, this position has improved significantly as a consequence of additional one-off grant funding by Welsh Government for managing Winter Pressures in the final quarter of this financial year. Other underspends include £0.108m on Intake/First Contact of which £0.075m is due to part year vacancy savings from within the Single Point of Access team. Locality Teams show an underspend of £0.267m due to short term vacancy savings for a number of posts. Overall net minor variances amount to £0.033m.	Continue to lobby Welsh Government seeking regional support on the basis that the additional funding allocated by Welsh Government was inadequate to meet the full cost of additional service users.
Reablement Services	0.469	0.401	(0.068)	(0.071)	Reablement reflects a projected underspend of £0.068m which is due to additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review.
Community Equipment Contribution	0.478	0.365	(0.113)	(0.105)	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	These savings have been earmarked for future realignment to meet some of the revenue costs funding requirement for the new Flint Extra Care facility - Llys Raddington.
Resources & Regulated Services	5.983	5.595	(0.388)	(0.418)	The main influences on the projected underspend of £0.418m are short term vacancy savings within extra care schemes £0.205m due to recruitment and retention difficulties in the care sector. Additional residential client contributions amount to £0.220m, and other minor variances amount to a net £0.037m.	Continue to monitor and review.
Minor Variances	0.234	0.232	(0.002)	(0.003)		
Disability Services						
Resources & Regulated Services	19.744	19.870	0.126	0.061	The increased projected overspend of £0.126m is mainly due to demand influences within in-house and externally provided Supported Living, there are some offsetting under and overspends within Work Opportunities/Day Centre and PDSI services are being reviewed with a view to corrective action being taken by way of budget realignment.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Disability Services	0.716	0.551	(0.165)	(0.185)	Increased CHC Funding for two service users under Transition to Adulthood from BCUHB. In addition, the contribution the Council is required to make for four high cost Transition service users to Welsh Government for residential college placements has reduced.	Continue to monitor and review.
Administrative Support	0.168	0.006	(0.162)	(0.142)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.692	0.727	0.035	0.041		
Mental Health Services						
Residential Placements	1.140	1.412	0.272	0.263	Ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Minor Variances	2.525	2.438	(0.087)	(0.062)		

Budget Monitoring Report
Council Fund Variances

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Children's Services						
Family Placement	2.464	2.671	0.207	0.203	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Family Support	0.296	0.371	0.075	0.074	There are pay pressures due to a combination of new contractual arrangements having been implemented for sessional workers and a number of the staff working significant additional hours.	Continue to monitor and review.
Prevention & Support	0.142	0.210	0.067	0.049	The projected overspend relates to additional costs of legal fees including costs of barristers, court costs and professional fees relating to medical examinations.	Continue to monitor and review
Professional Support	4.797	5.036	0.239	0.250	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Out of County Placements	3.641	5.074	1.433	1.462	This pressure is a continuation in the increase in the number of high cost placements which was partly influenced by interpretations of additional responsibilities under the Social Services and Well-being (Wales) Act 2014.	Pressure included in 2018/19 budget as partial mitigation. A project group has been set up to more practively respond to identified needs, better manage demand for placements and develop the market to be more responsive and affordable.
Minor Variances	1.149	1.110	(0.038)	(0.033)		
Development & Resources						
Charging Policy income	(2.641)	(2.759)	(0.118)	(0.142)	The projected underspend is due to surplus income which is mainly caused by the full year impact of changes to disregard rules on financial assessments which came into effect from August 2016	Continue to monitor and review.
Safeguarding Unit	0.810	0.913	0.103	0.097	There are continued significant demand influenced pressures on this service particularly within Adults safeguarding due to a significant increase in the numbers of referrals and the ongoing impact of the Deprivation of Liberty Safeguarding (DoLS) assessments.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action. A pressure for DoLs has been approved as part of the 2018/19 budget.
Good Health	0.941	0.819	(0.122)	(0.121)	The projected underspend is due to a number of short term vacancy savings and from recouping an overpayment from a Voluntary Organisation.	Continue to monitor and review.
Minor Variances	2.715	2.725	0.009	(0.008)		
Total Social Services	**62.454**	**62.937**	**0.483**	**0.836**		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Community & Enterprise						
Customer And Housing Services	1.568	1.606	0.038	0.046	Additional expenditure projected on Temporary Homeless Accommodation of £0.035m resulting from a reduction in Housing Benefit income due to Universal Credit roll out. Other variances across the service £0.003m.	Continue to monitor increased expenditure in the Homelessness Service and report on any significant variances.
Council Fund Housing	(0.372)	(0.339)	0.033	(0.043)	There has been an unexpected increase in Telecare costs due to a delay in implementing a new Alarm Monitoring contract, however, this is being offset by Vacancy savings within the Accommodation Support service. Purchase of carelink equipment of £0.042m. Other minor variances across the service £0.010m.	Continue to monitor expenditure in 17/18 and into 18/19.
Regeneration	0.412	0.515	0.103	0.100	Variance relates to Markets income review £0.054m and unachieved framework income for Energy Efficiency projects within 2017/18 £0.050m. Other minor variances within the service £0.001m.	Continue to closely monitor income levels. A budget pressure for Markets has been approved for 2018/19.
Revenues & Benefits	10.792	9.737	(1.054)	(0.994)	Projected underspend on the budgeted provision for Council Tax Reduction Scheme £0.598m. Anticipated surplus on the Council Tax Collection Fund following the conclusion of the Single Person Discount review work £0.415m. Overachievement of Enforcement Fee income in In House Bailiff team £0.079m. Other minor variances within the service £0.038m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year. Additional efficiency from SPD review and CTRS reflected in 2018/19 budget.
Housing Programmes	0.140	0.145	0.005	0.005	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	**12.540**	**11.664**	**(0.876)**	**(0.886)**		
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.118	7.620	0.502	0.470	Adverse variance of £0.200m relating to lower then anticipated energy production at the Landfill sites and reduced electricity sales from reducing levels of gas extraction. Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%. Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.100m. Increase in CPI apply to the waste treatment contract of 2.8% above the 1% built into the monitoring, 0.030m. £0.020m pressure from additional NNDR costs due to the reassessment of two HRC sites. Potential risk around plastic recycling prices. Its expected in 6 months time prices will drop due to external market factors.	Energy production income levels being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Board Efficiency Tracker Pressure from reduction in grant and renewable energy income reflected within the 2018/19 budget.
Parking & Enforcement	(0.084)	0.018	0.102	0.102	Shortfall of income from Flint Car Parking £0.100m. Pressure due to the town centre re-development being ongoing and impacting on the rollout of changes across the town.	Keep under review as part of MTFS Reported in Programme Board Efficiency Tracker
Other Minor Variances	0.796	0.795	(0.001)	(0.001)		
Highways Network						
Highways Network	7.466	7.836	0.370	0.345	Due to ongoing discussions on Community Asset Transfers (CATs), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m is not yet implemented. Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m. Public conveniences at Holywell and Mold (New Street) were due to close in April this year, however they will not close until March 2018 resulting in a pressure of £0.063m. Balance a cumulative amount of minor variances.	Continue to monitor street lighting energy prices. Pressure for street lighting included as part of 2018/19 budget. Reported in Programme Board Efficiency Tracker.
Transportation & Logistics						
Logistics & Resource Services	4.518	4.716	0.198	0.189	Shared specialist plant with neighbouring Authorities has not materialised from 16/17 business planning proposal £0.050m. Increase in Fleet insurance premium for 17/18 £0.100m	Pressure to reflect unachieved efficiency included in 2018/19 budget.
School Transport	4.734	4.919	0.185	0.185	Ongoing additional subsidy costs following re-procurement for covering various school transport routes £0.185m	Reported in Programme Board Efficiency Tracker
Transportation	1.598	2.440	0.842	0.842	Ongoing additional subsidy costs following re-procurement for covering various public transport routes following the previous operator going into liquidation and the delay in introducing the Bus Subsidy efficiency in 17/18 £0.840m	Pressure to address transport issues include within 2018/19 budget. Reported in Programme Board Efficiency Tracker
Other Minor Variances	6.166	6.352	0.187	0.184		
Total Streetscene & Transportation	**27.578**	**29.778**	**2.200**	**2.132**		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Pollution Control	0.476	0.509	0.033	0.049	Fixed term contract EHO posts secured in 2016 and met though the portfolio budget in 2016/17 were recruited to undertake the issues of unlicensed and unsafe residential properties following the sucessful prosecution of the unlicensed property house of Multiple Occupation at Hyperion House , Sealand in 2015. Increased demand and expectations are being met currently with these additional posts. For the fnancial year 2017/18 funding for one EHO Post has been secured from the Transition Grant Homelessness.	Secured funding for 2018/19 from Invest to Save for the 2 EHO posts for one financial year.
Minor Variances	1.086	1.073	(0.013)	(0.010)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Community						
Pest Control	0.004	0.066	0.061	0.054	Despite the the fact that the service has seen an increase in referrals during 2016/17 and onwards into 2017/18, the income target is unlikely to be achieved, based on current projections.	
Minor Variances	0.896	0.839	(0.058)	(0.052)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Development						
Development Management	(0.384)	(0.143)	0.241	0.236	The projected Planning Fee Income shortfall has increased and is now currently projected at £0.260m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast but the number of applications has increased. The annual income target for non-statutory Pre-Application Fees was met in Q1 and income has continued to remain at consistent levels.	Continue to monitor Planning Fee levels and adjust outturn accordingly. Pressure to reflect reduction in income included within 2018/19 budget.
Minor Variances	0.158	0.110	(0.048)	(0.041)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Access						
Greenfield Valley	0.326	0.293	(0.034)	(0.034)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.008	(0.007)	(0.008)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Shared Services						
Minor Variances	0.177	0.177	0.000	(0.000)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Strategy						
Minor Variances	0.833	0.820	(0.013)	(0.015)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Management Strategy	0.343	0.462	0.119	0.117	Balance of Business Planning Efficiencies for Staffing	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Total Planning & Environment	4.931	5.212	0.281	0.296		
Education & Youth						
Inclusion & Progression	6.843	7.141	0.298	0.322	Variance largely relates to Out of County placements £0.348m. Includes other minor variances from across the service area (£0.050m).	Continue close monitoring arrangements and updates following moderation meetings.
Integrated Youth Provision	1.343	1.284	(0.059)	(0.046)	Minor variances from across service area.	
School Improvement Systems	1.807	1.744	(0.063)	(0.049)	Minor variances from across service area.	
Business Change & Support	0.377	0.381	0.005	(0.040)	Minor variances. Includes savings following the review of software purchase.	
Minor Variances	0.611	0.619	0.008	0.000		
Total Education & Youth	10.981	11.169	0.188	0.187		
Schools	88.928	88.928	(0.000)	(0.000)		
People & Resources						
HR & OD	2.029	2.227	0.198	0.198	Due to partial achievement of business planning efficiency and loss of income contribution from Wrexham Occupational Health Services	Service delivery options are being considered for the Occupational Health Service and a pressure to reflect this has been included in 2018/19 budget.
Corporate Finance	2.089	2.310	0.221	0.288	This is due to the roll out of manager self service and the operating model review taking longer than planned	Continue to look for income maximisation and progress the structural review
Total People & Resources	4.118	4.537	0.419	0.486		

Budget Monitoring Report
Council Fund Variances

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.688	0.710	0.023	0.017	Minor variances	Continue to monitor and review
Democratic Services	1.924	1.936	0.012	0.018	Minor variances	Continue to monitor and review
Internal Audit	0.443	0.375	(0.069)	(0.068)	Ther underspend is due to in-year vacancies	Continue to monitor and review
Procurement	0.168	0.274	0.106	0.106	Due to a concious decision to no longer pursue supplier income for registration onto the Councils payment portal	Pressure included in 2018/19 budget.
ICT	4.432	4.490	0.058	0.035	There is a projected overspend of £0.023m within records management mostly due to higher volumes of box destruction. This will however reduce storage costs in future years. There is also an unachieved business planning efficiency of £0.035m.	Continue to monitor and review.
Total Governance	**7.655**	**7.785**	**0.130**	**0.108**		
Organisational Change 1						
Public Libraries & Arts, Culture & Events	0.763	0.753	(0.010)	0.007	Minor variances.	Continue to monitor and report on any significant variances.
Museums	0.028	0.028	(0.000)	(0.000)	Minor variances.	Continue to monitor and report on any significant variances.
County Archives	0.286	0.288	0.002	0.004	Minor variances.	Continue to monitor and report on any significant variances.
Leisure	4.485	4.572	0.087	0.067	Aura Leisure and Libraries Ltd was established on 1st September. This was delayed by 2 months due to a range of queries in 3 separate responses from the Financial Conduct Authority (FCA) in registering the company. These issues are now resolved.	Continue to monitor and report on any significant variances.
Community Assets	0.024	0.024	0.000	0.000	Minor variances.	Continue to monitor and report on any significant variances.
Total Organisational Change 1	**5.587**	**5.666**	**0.079**	**0.077**		
Organisational Change 2						
Administrative Buildings	1.241	1.129	(0.112)	(0.115)	£(0.107)m estimated efficiencies from the closure of phases 3 and 4 in County Hall. Other minor variances	Continue to monitor and report on any significant variances.
Property Asset And Development	0.446	0.366	(0.080)	(0.084)	£(0.066)m in year salary savings. Other minor variances	Continue to monitor and report on any significant variances.
Caretaking & Security	0.302	0.249	(0.053)	(0.050)	£(0.018)m contractor savings. Other minor variances	Continue to monitor and report on any significant variances.
CPM & Design Services	0.691	0.565	(0.125)	(0.174)	£(0.045)m projected additional income above target. £(0.070)m in year salary savings. Other minor variances.	Continue to monitor and report on any significant variances.
Industrial Units	(1.153)	(1.080)	0.073	0.089	£0.073m as a result of unachieved rental income, to be offset against office efficiencies.	Continue to monitor and report on any significant variances.
Minor Variances	0.763	0.798	0.035	0.042		
Total Organisational Change 2	**2.288**	**2.027**	**(0.261)**	**(0.292)**		
Chief Executive	2.926	2.795	(0.130)	(0.132)	In-year vacancy savings and underspends on specialist budgets such as sustainable development, Your Community/Your Council and public relations	Continue to monitor and review

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Council Fund Variances

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	25.172	21.611	(3.561)	(1.905)	An underachievement on the income target of £0.407m, though work is continuing to identify areas of opportunity. Support Services recharge, has resulted in a shortfall of £0.131m due to a reduction in overall operating costs. County Hall Car parking income shortfall of £0.072m. Reduced audit fees, underspend of £0.127m. Social Services, one off in year underspend of £1.608m held centrally to mitigate any in year overspends; £0.513m resulting from remaining pressure budgeted in 17/18 no longer required, £0.500m due to funding being secured from the Regional Integrated Care Fund, a revenue grant allocation on a one off basis. An additional £0.595m of Welsh Government funding for Social Care has recently been confirmed. Projected Pension fund variance £0.312m due to surplus of budget required for increase in contributions in 2017/18. Apprentice Tax Levy underspend of £0.079m, increased data has enabled a more accurate projection. Auto Enrolment of employees to the pension scheme became effective in October 2017. Early analysis indicates that the actual numbers are less than estimated which gives a favourable in year variance of £0.443m. Windfall income an underachievement of £0.060m. Centrally held inflation £0.254m, one off in year underspend. A change of Minimum Revenue Provision policy reduces outturn by £1.422m. Minor variances £0.014m	Work is continuing to identify areas of opportunity to generate income. A pressure has been included in the 2018/19 budget which will partially mitigate this. Budget pressures and efficiencies have been included to address these within the 2018/19 budget. Social Services issues which have been included within 2018/19 budget. Pension Fund / Apprentice Tax Levy - Keep under review in year to consider potential for mitigation of 18/19 pressure. Auto enrolment - further analysis is required to assess the impact on 2018/19. Efficiency for pension fund contribution has been included as part of 2018/19 budget. Continue to monitor and review.
Grand Total	255.156	254.109	(1.047)	0.908		

2017/18 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency 2017/18 £(m)	Revised Efficiency 2017/18 £(m)	(Under)/Over Achievement 2017/18 £(m)
People & Resources			
Finance - Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies. Phased roll out of new finance model.	0.270	0.160	(0.110)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.148	0.052	(0.096)
DBS recharges	0.058	0.025	(0.033)
Total People & Resources	**0.476**	**0.237**	**(0.239)**
Governance			
ICT - Reduction in management, staff and non pay costs.	0.350	0.310	(0.040)
Total Governance	**0.350**	**0.310**	**(0.040)**
Social Services			
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.130	(0.120)
Total Social Services	**0.250**	**0.130**	**(0.120)**
Organisational Change 1			
Alternative Delivery Models	0.415	0.335	(0.080)
Total Organisational Change 1	**0.435**	**0.355**	**(0.080)**
Community & Enterprise			
Council Tax Reduction Scheme.	0.200	0.798	0.598
Total Community & Enterprise	**0.200**	**0.798**	**0.598**
Streetscene & Transportation			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.000	(0.350)
Total Streetscene & Transportation	**0.450**	**0.000**	**(0.450)**
Planning & Environment			
Staffing - management restructure.	0.125	0.062	(0.063)
Self financing for Public Protection Services. - Animal & Pest Control. - Licencing Charging.	0.030	0.000	(0.030)
Increase in planning fees (15% WG increase) and applications	0.015	0.000	(0.015)
Increase in number of planning applications	0.035	0.000	(0.035)
Total Planning & Environment	**0.205**	**0.062**	**(0.143)**

	%	£
Total 2017/18 Budget Efficiencies	100	8.433
Total Projected 2017/18 Budget Efficiencies Underachieved	6	0.474
Total Projected 2017/18 Budget Efficiencies Achieved	94	7.959

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2017	10.953	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.184
Less – allocation from the Contingency Reserve to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM) agreed in 2016/17		(0.050)
Less – allocation from the Contingency Reserve to provide financial support to meet in-year budget pressures in 2017/18 for regional economic structures and support for events		(0.052)
Add – projected outturn underspend		1.047
Add – Amount released from earmarked reserves as agreed by Council as part of 2018/19 budget		1.990
Total Contingency Reserve as at 31st March 2018		**8.119**
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Total Contingency Reserve available for 2018/19		**5.714**

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(32.269)	(32.377)	(0.108)	(0.080)	£0.080m reflects the decision to delay implementation of Service Charges to 1st April 2018 (from January 2018) to allow more time for full consultation. £0.034m relates to the loss of income on garages following refurbishments and demolition. £0.227m relates to a reduction in the contribution towards the provision for bad debts. £0.064m relates to Council Tax credits. £0.064m relates to delays in the handover of new properties compared to the estimated dates in the original business plan. The remaining £0.005m relates to minor variances.	
Capital Financing - Loan Charges	7.545	7.486	(0.059)	(0.059)	£0.118m relates to a reduction in the expected interest charge for HRA borrowing. This is because interest rates have remained low since the Brexit referendum. Borrowing costs have also been minimised through efficient treasury management. £0.016m relates to a reduction in the minimum revenue payment (MRP). This is calculated based on the total HRA borrowing at 31st March 2017 which was slightly lower than assumed in the budget. £0.075m relates to the anticipated support services charge relating to Corporate Management and Democratic Representation.	
Estate Management	1.633	1.588	(0.045)	(0.049)	Minor Variance	
Landlord Service Costs	1.386	1.405	0.019	(0.006)	Minor variance	
Repairs & Maintenance	8.559	8.017	(0.542)	(0.518)	A saving of £0.542m is anticipated on Repairs and Maintainance. £0.201m relates to staffing costs. £0.382m relates to subcontractor spend. This expenditure is reflected in the capital budget. £0.035m relates to increased costs for Fleet damage to vehicles. The remaining £0.006m relates to minor variances.	
Management & Support Services	2.273	2.205	(0.068)	(0.046)	Minor variance	
Capital Expenditure From Revenue (CERA)	10.863	11.293	0.430	0.608	The variance of £0.430m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.046	0.384	0.338	0.151	£0.333m relates to SHARP pre-development costs which were approved by Cabinet in March 2017. If these schemes are approved before 31st March 2018, then costs will be capitalised. The remaining £0.005m relates to minor variances.	In March 2017 Cabinet approved progression of site investigation works on several possible sites for SHARP. If, for any reason, schemes are not approved by 31st March 2018, these costs will be charged to the HRA.
Contribution To / (From) Reserves	(0.035)	0.000	0.035	0.000	HRA reserves will be kept at existing levels to meet Business Planning requirements in future years.	
Total Housing Revenue Account	(0.000)	(0.000)	(0.000)	0.000		

CABINET

Date of Meeting	Tuesday, 20th March, 2018
Report Subject	A Place to Call Home
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

The Older People's Commissioner for Wales's initiated a Care Home Review in November 2014. The review, entitled 'A Place to Call Home?' looked into the quality of life and care of older people living in care homes in Wales, whilst the review confirmed that residential care is a positive choice for many people and one that enhances their quality of life, there were also improvements which could be made to improve the 'lived experience' of many residents.

The report included 43 required action points. Local Authorities were responsible for some of these along with the Welsh Government, the local health boards, CIW (Care inspectorate Wales), Social Care Wales and providers of care homes themselves.

Since the publication of the report, Flintshire has been developing strategies to improve the experience and quality of life for people living in our care homes and this work was reviewed by the Older People's Commissioner for Wales who completed a full impact and analysis of each partner agency in 2017.

Flintshire's 'A Place to Call Home? – Impact Analysis' report was published in January 2018 and this report is to advise of the findings. The Older People's commission found that Flintshire was "Suffiencent" in the 15 areas of the review. This is the highest category and so is a positive evaluation.

RECOMMENDATIONS	
1	To advise of the content of the Flintshire's 'A Place to Call home? – Impact Analysis' report.
2	To provide details of ongoing actions and initiatives underway within Social

	Services to continue to enhance the quality of life of residents in Flintshire care homes.
3	To approve the letter of response to the Older People's Commissioner and undertake to write to the Commissioner following this meeting to provider her with an update on any further actions agreed.

REPORT DETAILS

1.00	**EXPLAINING THE OLDER PEOPLE'S COMMISSIONER'S 'A PLACE TO CALL HOME? – IMPACT & ANALYSIS' REPORT**
1.01	In 2014, the Older People's Commissioner, Sarah Rochira commissioned a review into the quality of life and care of older people in care homes across Wales.
1.02	The Review (A Place to Call Home?) was the biggest inquiry ever undertaken into the quality of life and care of older people in care homes in Wales and combined data from questionnaires, written and oral evidence and direct evidence from care home owners and managers, together with site visits to over 100 care homes to meet with residents and their families.
1.03	The findings from the Review were challenging and made clear that the provision of care in a care home setting should not just be about being safe and having basic physical needs met, but should also be about the quality of live.
1.04	An Action Plan was published with the Review in early 2015 which was linked to the Social Services National Outcomes Framework and concentrated on four key areas: • Day to Day Life • Health and Wellbeing • People and Leadership • Commissioning, Regulation and Inspection
1.05	Social Services within Flintshire took particular note of the report and a number of ground breaking initiatives were established to improve the lived experience for residents in our in-house care homes and the independent provider homes. These included: • Creating a Place Called Homes, Delivering What Matters • Intermediate Care Team • Rehabilitation 'Step Up Step Down' Beds • Six Steps to Success Programme • Creative Conversations Research Project – in conjunction with Bangor University • Intergenerational activity – Dementia Friends training in schools • Working Together for Change
1.06	In 2017 the Older People's Commissioner undertook a follow-up review, analysing and assessing the results. The Commissioner's office looked for

	evidence of how the required changes outlined in the 2014 Review – A Place to Call Home? were being delivered and what were the resulting improved outcomes and better quality of life for older people.
1.07	All 22 Local Authorities, 7 Local Health Boards, Welsh Government and CIW (Care Inspectorate Wales) were reviewed and analysed against their 'Requirements for Action' in 15 specific areas as set out in the 2014 Care Home Review.
1.08	The Commissioner commented that "It is clear from the responses provided that, with very few exceptions, progress in these areas is insufficient and that significant action is still required." Flintshire all our Requirements for Action were analysed as 'Sufficient' (ratings were Sufficient, Partially Sufficient or Insufficient).
1.09	Flintshire's evaluation report identified that we were 'Sufficient' in all our Requirements for Action, and whilst the terminology may give the impression of adequacy, the rating system used was: • Sufficient • Partially Sufficient • Insufficient Of the 22 Local Authorities in Wales, only four Local Authority responses were judged as sufficient across all the Requirements for Action, Flintshire being the only North Wales local authority to achieve this result.
1.10	The final report highlights Flintshire as an example of innovative or best practice on five occasions.
1.11	The Commissioner identified that Flintshire could undertake further work to improve the evidence of outcomes and more meaningful and measurable data be made available to further illustrate our improvements. This has been taken forward as an action.
1.12	It is the intention of Social Services to continue to improve the lived experience for those living in Flintshire care homes and to this aim the roll out of 'Creating a Place Called Homes, Delivering What Matters' remains a priority with the Council Plan at Q3 2017/18. Six homes had achieved the Bronze Standard, a further 10 were working towards the award and 4 more are due to embark on the programme before the end of March '18, ensuring 20 of our 23 homes are engaged in the programme.
1.13	Continuation of the Creative Conversations Research project with Bangor University which was highlighted as innovative practice several times in the Commissioner's Impact and Analysis Report.

2.00	RESOURCE IMPLICATIONS
2.01	An initial investment of £0.050m was made from the Integrated Care Fund in 2015 to design and develop the Creating a Place Called Home, Delivering What Matters programme.
2.02	All managers and direct care staff within each of the residential homes engaged in the programme have received training and the Contract

	Monitoring Team are working with homes to develop practice and achieve Bronze accreditation

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	An extensive period of consultation and co-productive work with providers and residents was undertaken during the design and development of the Creating a Place Called Home, Delivering What Matters.
3.02	Providers and residents have been engaged in the Creative Conversations Research Programme in particular around the skills and competencies all staff including domestic and auxiliary staff require when supporting people living with dementia.

4.00	RISK MANAGEMENT
4.01	There is a potential risk of complacency following a positive review. To mitigate this, performance measures linked to the work have been identified in the Council Plan for 2017/18 and 2018/19. New workstreams have already been identified to expand the Creating a Place Called Home, Delivering What Matters programme to domiciliary care and nursing home providers.
4.02	The continued work with Bangor University to develop Creative Conversations with people living with dementia will have benefits across services and continue the development of innovative programmes of work.

5.00	APPENDICES
5.01	Appendix 1 - Initial Care Home Review 2015 – A Place to Call Home? Appendix 2 - Flintshire's Covering Letter – from the Older People's Commissioner. Appendix 3 - A Place to Call Home – Impact & Analysis Report. Appendix 4 - Response letter – to the Older People's Commissioner. Appendix 5 - Action Plan – A Place to Call Home?

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Officer:** Jane Davies, Senior Manager Safeguarding and Commissioning **Telephone:** 01352 702503 **E-mail:** jane.m.davies@flintshire.gov.uk

7.00	GLOSSARY OF TERMS

7.01	**Creating a Place Called Homes, Delivering What Matters:** Our Contracts and Commissioning Team in Flintshire has been undertaking innovative work in partnership with our care homes and Helen Sanderson Associates by embarking on a programme of cultural change called "Creating a Place Called Home, Delivering What Matters" which is striving to improve the day to day lives of individuals living in care homes by embedding person centred practices and delivering what matters to people. The outcome in Flintshire is that care homes are work towards a bronze rating for person-centered practices. To be bronze, everyone in the care home (including all staff) needs to have an up to date one-page profile that is being used, and more importantly is making a difference.

Intermediate Care Team: Flintshire's Intermediate Care Team is part of the Reablement Team and shares the same approach and ethos, providing a short term assessment and multidisciplinary rehabilitation support to individuals in a step up step down bed located in care homes; this team aims to maximise independence, choice and quality of life.

Rehabilitation 'Step Up Step Down' Beds: Social Services is commitment to promoting and securing sufficient 'rehabilitation / assessment / step up step down' beds in care homes to avoid hospital admissions, facilitate timely discharges and provide intensive rehabilitation support in a care homes setting and closer to their community.

We have 4 rehabilitation beds and these are used to support recovery and re-able residents with the aim of returning them home if possible; the 4 rehabilitation beds have level access en-suites and a kitchen area so independence is encourage from the outset. The care staff within the home and staff from our Reablement Team support the individuals to achieve their personal outcomes.

Six Steps to Success Programme: The programme was launched in Flintshire to improve the end of life care for older people living in care homes. This programme to date has been successful in increasing staff confidence and understanding of end of life care all of which has enabled older people to have a choice and more control over their end of life care plans which means they can remain at home should they choose.

Creative Conversations: An exploratory study of an arts in health approach to embedding person-centred care and improving communication between care staff and people living with dementia.

Care Inspectorate Wales: The inspectorate for Care and Social Services formally known as Care and Social Services Inspectorate Wales (CSSIW).

Working Togther for Change: This is an approach that Flintshire County Council has piloted within one of their care homes, Llys Gwenffrwd, Holywell. It is a structured approach to engaging with residents, to review their experiences and help to determine the priorities for change.

Residents at Llys Gwenffrwd, as well as care staff, recorded 'what's working', 'what's not working' and 'what needs to change in the future' on individual paper records. This was collated and shared. People were then asked to vote on their three highest priorities of things that are 'not Working', |

	which could have the greatest impact on residents.

Older People's Commissioner for Wales
Comisiynydd Pobl Hŷn Cymru

A Place to Call Home?

A Review into the Quality of Life and Care
of Older People living in Care Homes
in Wales

Summary Document

Foreword

When older people move into a care home, all they are doing in effect is moving from one home to another. The word 'home' should mean something special, a place that we hope will be filled with friendship, love and laughter.

Regardless of where we live when we are older, or how frail we are, we will all want to feel respected and valued and be able to do the things that matter to us. We all want, regardless of our age or frailty, or where we call home, to have the very best quality of life. This is why I chose to focus my Review on the quality of life and care of older people in the place they should be able to call home.

At our best, and I have personally seen much of our best, we are ambitious, bold, challenging of ourselves, creative and innovative. At our best, our care homes in Wales, our care staff and our services, give people the best quality of life they could have. However, many of the older people and families that I have supported and those who have contacted me as part of my Review have shared with me examples of care that not only fall below the standard of care that people have a right to expect, but are also unacceptable.

My Review has been the biggest inquiry ever undertaken in Wales into the quality of life and care of older people in care homes and the lives they live. Led by me, with the support of an advisory board of experts in the field of residential and nursing care, as well as older people and carers, it combined a national questionnaire, to which over 2,000 people responded, and extensive written and oral evidence from 93 organisations. I also met and heard directly from care home owners and managers. At its heart, however, were visits to 100 care homes across Wales to meet with residents, their families and staff to ensure I was able to deliver what I promised my Review would do: give a voice back to older people, their families and those who care for and care about them.

The findings of my Review make for hard reading, but in failing to acknowledge the changes required we undermine the good care there is and prevent ourselves from achieving what we are capable of in Wales. My Review makes very clear the impact of failing to get it right upon the people living in care homes and the price that is paid when failures occur, which, for too many, is simply too high.

A simple concept needs to be reclaimed across residential care: that it is not just about being safe or having basic physical needs met, essential as these are, it is also about having the best quality of life, in whatever way that is defined by an individual older person. Within the current social care system, there is no formal way to recognise or reinforce crucial values such as compassion, friendship and kindness,

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self-determination, choice and control. Yet these values are key to quality of life and must now be placed at the heart of the residential and nursing care sector.

I recognise that there are many changes to our health and social care services underway, both at a strategic and local level in Wales, through legislation, modernisation programmes and collaborative approaches. Whilst I strongly welcome this progress, a key question I have asked throughout my Review is a simple one: are the changes underway sufficient to deliver the change that older people want and have a right to see? In determining the areas where further action is required, I have been conscious of current constraints without losing the ambition that we should have in Wales. I have linked my action back to the current and developing policy agenda in Wales, in particular to the Social Services National Outcomes Framework.

My Review is about people and the lives they lead, the value we place on those lives and the value we place, as a nation, on older people. We should be ambitious as a nation on behalf of older people, not just because we are in public service, or because the people I am representing through this Review are some of the most vulnerable people in our society, but because of who older people are. They are not a group apart, they are our family and friends, the people who raised us and taught us, the people we care about and who care about us. They still have much to contribute and should be seen as important members of our communities.

My Review follows shortly after the adoption and launch, by the Welsh Government, of the Declaration of the Rights of Older People in Wales, which reminds us all of our duties towards older people. Through my Review I want to set a new benchmark in respect of the duty of care owed to older people. In doing this, a strong and clear signal is sent: that older people living in care homes in Wales are valued.

I would like to thank all of the older people who have responded to my calls for evidence and helped to shape the outcome of this Review. I would also like to thank my amazing team of Social Care Rapporteurs. Together they have helped me to keep my promise to give a voice back to older people living in care homes in Wales.

All of us who work within public service in Wales have both a responsibility and a real opportunity, through our collective effort, to make good practice standard practice. Based on the good practice that I have seen through my Review, the passion and dedication of so many public service staff and care home providers and the opportunities afforded to us by new legislation, I have no doubt that this is achievable.

Sarah Rochira

Sarah Rochira
Older People's Commissioner for Wales

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Key Findings

This section presents the key findings of my Review in respect of four key areas related to the quality of life of older people living in care homes in Wales.

- Day-to-Day Life
- Health and Wellbeing
- People and Leadership
- Commissioning, Regulation and Inspection

These key findings draw together the evidence from my questionnaire, Social Care Rapporteurs' visits to 100 care homes and written and oral evidence submitted to me through the Review.

Day-to-Day Life

Social Participation

- There is a lack of social stimulation within care homes that can lead to older people withdrawing, both physically and emotionally, which has a significant impact on their health, wellbeing and quality of life.

- Residents often do not have choice and control over the activities that they are able to participate in and are not supported to do the things that they want to do when they want to do them.

- There is a lack of awareness amongst care staff about the specific communication needs of people living with dementia and/or sensory loss, as well as the needs of Welsh language speakers, which can significantly reduce opportunities for social participation.

Meaningful Occupation

- Only a small number of care homes enable residents to participate in meaningful occupation, activities that are essential to reinforce an individual's identity, such as making tea, baking, gardening, setting the table, keeping pets, taking part in religious services and helping others.

- In many cases, risk-aversion and a misunderstanding of health and safety regulations act as barriers and prevent opportunities for meaningful occupation.

Personal Hygiene, Cleanliness and Comfort

- While residents' basic hygiene needs are generally being met, the approach to personal care is often task-based and not delivered in a person-centred way that enables an individual to have choice and control.

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- The personal hygiene needs of residents with high acuity needs, such as those living with dementia or a physical disability, are sometimes not met, with care staff reporting that they found it difficult or lacked the training to provide personal care in these circumstances.

- There are significant variations in the ways in which residents are assisted in using the toilet. Some care homes take a tasked-based approach, which can have a detrimental impact both on an individual's independence and their dignity, while others respond to residents' needs in a respectful and dignified way, assisting them to use the toilet as and when they require.

- Incontinence pads are often used inappropriately, with residents being told to use them, despite the fact they are continent and able to use the toilet. Pads are also not changed regularly. This causes significant discomfort and has a disabling impact on mobility and independence, stripping people of their dignity entirely in some cases.

Personal Appearance

- Residents are generally supported to choose which clothes and accessories they wear in order to maintain their personal appearance. This is essential to reinforce an individual's identity and ensure that they feel comfortable, relaxed and at home.

The Dining Experience

- Mealtimes are often a 'clinical operation', seen only as a feeding activity, a task to be completed, which means there is very limited positive interaction between staff and residents and a lack of a positive dining experience.

- Residents often have little choice about what to eat, and when and where to eat, which can lead to residents having no control over a fundamental aspect of their daily lives.

- There is a lack of positive communication and interaction between residents and care staff, which is essential to ensure that residents' choices and preferences are taken on board and they are encouraged to eat.

- In many cases the dining experience does not reflect the needs of the individual or enhance quality of life, instead it is structured to be functional and convenient for the care home.

Care Home Environment

- Many care homes have a functional, institutional and clinical feel, with a design and layout that is often unsuitable, rather than being homely, comfortable and welcoming.

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- Care homes are often not dementia friendly, lacking in helpful features such as pictorial signage or destination points, which can result in increased confusion, anxiety and agitation among residents living with dementia.

- There is a lack of consideration of the needs of residents with sensory loss, with a lack of assistive equipment, such as visual alarms, hearing loops, stairwell lighting, handrails and clearly marked ramps, essential to allow residents to move around the care home as safely and as independently as possible.

Factors Influencing Day-to-Day Life

- Care homes are often characterised by institutional regimes, where a task-based approach to delivering care concentrates on schedules, processes and checklists, rather than the needs of an individual.

- There are clear variations in the quality of care provided, even within individual care homes, which means that older people are often not receiving the level of care they have a right to expect.

- Older people and their families can have low expectations about quality of life in a care home.

- Older people did not expect anything more than an adequate quality of life in a care home.

- The role of independent advocacy and its importance is neither fully understood nor recognised and there are significant variations in the availability of and access to advocacy services. There is little evidence that independent advocacy services are being actively promoted within care homes.

- The ability of third sector organisations to deliver independent advocacy services is often affected by unstable and unreliable funding.

Health and Wellbeing

Prevention and Reablement

- Inadequate staff resources and training can lead to risk averse cultures developing that can result in inactivity and immobility amongst residents. Similarly, restrictive applications of health and safety regulations can prevent an individual moving freely around the care home. Immobility can actually contribute to a fall, which is inevitably more damaging to an older person's physical and emotional wellbeing.

- Access to preventative healthcare and reablement services, such as Physiotherapy, Occupational Therapy, Speech and Language Therapy and Podiatry, is severely limited within care homes. Where such services are

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available, often people are waiting too long to access them, a delay that means it is often not possible to reverse the physical damage or decline that has already occurred.

- The culture of care homes is often built upon a dependency model, where it is assumed that people need to be 'looked after'. This approach often fails to

  prevent physical decline and does not allow people to sustain or regain their independence.

GPs

- There are significant variations in how older people living in care homes are able to access GP services, with particular issues around appointment processes and out of hours services.

- There is often a reliance on telephone diagnoses from GPs, which can lead to medications being prescribed incorrectly and potentially dangerous polypharmacy.

- There are often delays in the transfer of medical records, which impact upon the ability of GPs to assess an older person's health needs when they move into a care home. This is a particular issue when an older person is discharged from a hospital in one Health Board area to a care home in another.

Sensory Loss

- Older people are not routinely assessed for sensory loss upon entry into a care home and there is also a lack of on-going assessment for sensory loss for older people living in care homes. This can result in many older people living with an undiagnosed sensory loss, leading to difficulties in communication that can often be misinterpreted as dementia and lead to a failure to meet an individual's care needs.

- There is limited awareness in care homes about sensory loss and its impact, which means that a large number of older people could be missing out on essential assistance and support.

- There are issues around the basic maintenance of sensory aids and care staff are often unaware of how to support individuals to use them. This can mean long delays and avoidable visits to hospital to carry out basic maintenance.

Diet

- There are significant variations in the quality of food provided to residents in care homes, from meals that included fresh produce and lots of fruit and vegetables to meals with a 'ready meal' appearance.

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- There is a limited understanding within care homes about the dietary needs of older people, in particular the importance of meeting an individual's specific dietary needs, and a 'one size fits all' approach to residents' diets is often adopted.

- There is a lack of support to assist and encourage older people to eat, something particularly important for people living with dementia and/or sensory loss. This is often due to care staff being unaware that an individual requires assistance and can result in older people struggling to feed themselves, which has a detrimental impact on their health and wellbeing and can lead to malnutrition in some cases.

Oral Hygiene

- Many care home residents rarely or never have access to a dentist, which results in a significant deterioration of people's oral health.

- Care staff rarely receive training on oral hygiene and are therefore unable to maintain the oral health needs of older people effectively or are unaware of how to identify a problem that needs to be referred to a dentist.

People and Leadership

Care Staff

- Working with emotionally vulnerable, cognitively impaired and frail older people is emotionally, mentally and physically challenging and demanding. Many care staff are generally kind and committed and are trying their best to deliver high standards of care in a pressured environment with limited resources and support.

- Care work currently has a particularly low social status, reflected by low pay, long working hours, poor working conditions and a lack of opportunities for professional development and career progression.

- Registration and regulation of care staff would be an effective way of driving up the status, identity and value placed on delivering residential and nursing care for older people.

- Many care homes are understaffed, sometimes chronically, which can significantly increase the pressure placed on care staff and can result in them having less time to interact with residents as they become more task-orientated to ensure that their essential core duties are undertaken.

- The recruitment and retention of high quality care staff is vital to older people's quality of life. Many of the best care homes are those with high morale among care staff and low staff turnover.

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- Current basic mandatory training for care staff, which consists only of manual handling, fire safety and health and safety training, does not sufficiently prepare individuals to understand the needs of older people and provide the appropriate support. Furthermore, a significant number of care staff (estimated to be 40% of the workforce) are delivering care without even this most basic of training.

- Values based training, which includes themes such as dignity and respect, attitudes and empathy and equality and human rights, is essential to ensure that care staff not only fully understand the needs of older people living in residential care, but can also understand what it feels like to be an older person receiving such care. This is essential to be able to provide truly person-centred care and not simply follow a task-based approach.

Nursing Staff

- There is often disparity between the standards of nursing in the NHS and the standards found in nursing care homes. This can be due to a number of factors, including limited clinical supervision, a lack of peer support in nursing homes and a lack of opportunities for professional development.

- It is more difficult to recruit nurses to work in nursing care homes due to a lower standard of pay and conditions, more isolated working environments and a general negative perception of nursing care homes.

- There can be confusion about roles and responsibilities for clinical treatment and care between the NHS and nursing care homes due to assumptions that nurses working in nursing care homes can 'do everything'. This means that the NHS often does not provide support in a proactive way.

Care Home Managers

- Effective leadership is a common factor amongst good care homes and strengthening management and leadership skills delivers better outcomes. A Care Home Manager plays a key role in modelling person centred care on a daily basis and is essential to improve the quality of interactions between residents and care staff to ensure that a task-based approach is not used in the delivery of care.

- The breadth of a Care Home Manager's role, as well as competing priorities and demanding workloads, can result in a lack of time to drive the cultural change often required within care homes.

- There is a clear need for effective and on-going support for Care Home Managers, both in the form of additional training and specialist and peer support, due to the increasing demands and expectations that are now placed on this role.

- The role of a Care Home Manager can be too much for one individual to balance and a more equitable balance between the Care Home Manager and the responsible individual (e.g. care home owner) can deliver better outcomes for older people.

Workforce Planning

- Workforce planning is challenging due to a lack of demographic projections about future demand for, and acuity levels within, care homes. It is therefore not possible to quantify the 'right' number of care staff needed in the future.

- The unregulated nature of the care home workforce in Wales, which means that data is not held on the number of care home staff in Wales, can also lead to difficulties around effective workforce planning.

- In relation to nursing staff, workforce planning is not effective as it is based only on the needs of Health Boards and does not consider the needs of residential care. This can cause particular issues around the recruitment of qualified and competent nurses to work in EMI (Elderly Mentally Infirm) settings.

- There are issues around the recruitment of qualified and competent Care Home Managers and there is a lack of effective planning for current and future needs.

Commissioning, Inspection and Regulation

Commissioning

- The statutory focus of commissioning processes has been on contractual frameworks and service specifications rather than the quality of life of older people living in care homes.

- There is a lack of shared intelligence and joint working in contract monitoring to ensure that older people are safe, well cared for and enjoy a good quality of life.

- Commissioners are often experts in procurement but are often not experts in social care and do not fully understand the increasingly complex needs of older people.

National Minimum Standards

- The National Minimum Standards[1] (The Standards) are reinforcing a culture of tick box compliance, rather than creating an enabling culture where older people are supported to have the best quality of life.

- The Standards are insufficient to meet the needs of the emotionally vulnerable and frail older people now living in care homes.

- The Standards do not explicitly outline how to provide enabling care and

support to older people with sensory loss and/or cognitive impairment and dementia.

Availability of Care Homes

- The residential and nursing care market in Wales is volatile and fragile. There are a number of barriers that can discourage providers from entering the market in Wales.

- A lack of registered Care Home Managers and a shortage of appropriately skilled nursing staff are risk factors to both the quality of care being provided and the ability for a provider to continue provision.

- The choices available to older people are often restricted by a lack of capacity in some areas, which can result in older people having to move away from their family and communities or live in a care setting that is not entirely appropriate for their needs or life.

- There is no overview at a strategic level to ensure sufficient and appropriate care home places for older people in Wales, both now and in the future.

Self-funders

- The current lack of knowledge about the number of self-funders in Wales living in care homes has an impact on the quality of life of older people as it is not clear what support and advice individuals are receiving and the extent to which or how the quality of care that self-funders receive is monitored.

- Residents who are self-funders and their families are fearful about raising concerns and complaints with a provider because of the perceived risk that they may be asked to leave the residential home and would not know how to manage such a situation without support.

- The health and care needs of self-funders are not sufficiently monitored and are therefore often not recognised and acted upon by visiting Local Authority and Health Board staff because they only monitor the individuals who are funded by their bodies.

- Local Authorities and Health Boards are unable to fully plan for the future needs of the older population and required provision of residential and nursing care if they are unaware of the total number of self-funders living in care homes, or how many self-funders are likely to live in care homes in the future.

Regulation and Inspection

- Quality of life is not formally recognised by the system in the way that it implements regulation and inspection at present and there is too great a reliance simply on formal inspection.

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- The current inspection approach adopted in respect of nursing homes means that there is currently not a system-wide approach to ensuring effective scrutiny of the delivery of healthcare within residential and nursing care settings.

- The potential for the regulation and inspection system to be strengthened through the use of Community Health Councils and Lay Assessors to monitor healthcare and wider quality of life within care homes has not yet been fully explored.

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Key Conclusions and Required Change

My key conclusions, which are drawn from the key findings of my Review, as well as my own casework and on-going engagement with national and local government across Wales, provide a high level assessment of those areas where change is required. This change is underpinned by clear outcomes to ensure that Wales, in taking forward the action contained within this report, stays focused on the overall aim of my Review: that quality of life sits at the heart of residential and nursing care in Wales.

The overall conclusion of my Review is clear: Too many older people living in care homes have an unacceptable quality of life and the view of what constitutes 'acceptable' needs to shift significantly.

Our best care homes are empowering, enabling, flexible, welcoming and friendly, communities in their own right but also still part of the wider communities in which they are located. The older people who live in these homes have the very best quality of life that they could. In our best care homes, older people are safe, can regain their independence, have a sense of identity and belonging, and are supported to live better lives. This care is a tribute to the many dedicated care home staff across Wales, as well as others who work within our social care system.

However, this is not the case for all care homes. Too many simply focus on the functional aspects of care, with a reliance on a task-based approach, rather than delivering care that is person-centred. Too many care homes are focused on an unchallenged dependency model that prevents older people from maintaining their health, wellbeing and independence for as long as possible. For too many older people their lives in care homes can be without love or friendship and people can be lonely and sad.

Too often, there is an acceptance by organisations and the 'system' of an overall level of care that is simply not good enough. Much of what is now considered to be acceptable should be considered unacceptable in 21st century Wales and falls below the standard that older people have a right to expect. Care delivered without abuse or neglect is not the same as good care.

Through undertaking my Review I have drawn the seven conclusions below. Underneath each conclusion I make clear the change that needs to take place and the outcomes that must be delivered. The actions required, including lead responsibilities and time scales, are contained in the Requirements for Action section.

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1. Too many older people living in care homes quickly become institutionalised. Their personal identity and individuality rapidly diminishes and they have a lack of choice and control over their lives.

When older people move into a care home, too often they quickly lose access to the things that matter to them that give their lives value and meaning and are an integral part of their identity and wellbeing, such as people, places and everyday activities. Older people are often not supported to do the things that matter to them but instead have to fit into the institutional regime often found in care homes, losing choice and control over their lives.

This is due, in part, to a risk-averse culture, but is also indicative of a system in which the dignity and respect of older people is not sufficiently protected and older people are not seen as individuals with rights. This is exacerbated by de-humanising language too frequently used, such as 'toileting', 'feeding', 'bed number' or 'unit' that further strips older people of their individuality, their dignity and the concept of the care home as their home. For too many, a daily culture of inactivity and a task-based approach to delivering care, centred around the functional aspects of day-to-day life such as getting up, eating, formalised activity hours and going to bed, leads to institutionalisation and a loss of value, meaning and purpose to life.

The change I expect to see:

Older people are supported to make the transition into their new home, are seen and treated as individuals, have choice and control over their lives, enabling them to do the things that matter to them, and are treated at all times with dignity and respect.

Evidence of this will include:

Older people receive information, advice and practical and emotional support in order for them to settle into their new home, beginning as soon as a decision to move into a care home is made (Action 1.1 & 1.2).

Older people's physical, emotional and communication needs are fully understood, as are the issues that matter most to them, and these are reflected in the services, support and care that they receive (Action 1.1).

Older people have real control over and choice in their day-to-day lives and are able to do the things that matter to them, including staying in touch with friends and family and their local community (Action 1.1).

Older people are aware of their rights and entitlements and what to expect from the home (Action 1.2).

Older people are clear about how they can raise concerns and receive support to do so (Action 1.2).

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Older people are supported to maintain their continence and independent use of the toilet and have their privacy, dignity and respect accorded to them at all times (Action 1.1, 1.3, 1.5).

Mealtimes are a social and dignified experience with older people offered real choice and variety, both in respect of what they eat and when they eat (Action 1.1, 1.4).

Older people are treated with dignity and respect and language that dehumanises them is not used and is recognised as a form of abuse (Action 1.1. 1.3, 1.4, 1.5, 4.6).

Older people living in care homes that are closing, as well as older people that are at risk of or are experiencing physical, emotional, sexual or financial abuse, have access to independent or non-instructed advocacy (Action 1.6).

2. Too often, care homes are seen as places of irreversible decline and too many older people are unable to access specialist services and support that would help them to have the best quality of life.

Older people want to maintain their physical and mental health for as long as possible. However, formal health promotion is absent from many care homes. Too many older people are not being offered preventative screening or interventions, such as falls prevention, mental health support, speech and language therapy, occupational therapy, physiotherapy and wider re-ablement, which would enable them to sustain or regain their independence, mobility and overall quality of life. This is a particular issue when older people move into care homes after periods of ill health or following hospital admissions.

The lack of this specialist support, which would be more readily available if they were still living in their own home, can hasten frailty and decline, both physical and mental.

The change I expect to see:

Older people living in care homes, through access to health promotion, preventative care and reablement services, are supported to sustain their health, mobility and independence for as long as possible.

Evidence of this will include:

Older people benefit from a national and systematic approach to health promotion that enables them to sustain and improve their physical health and mental wellbeing (Action 2.1).

Older people receive full support, following a period of significant ill health, for example, following a fall, or stroke, to enable them to maximise their independence and quality of life (Action 2.2).

Older people's risk of falling is minimised, without their rights to choice and control

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over their own lives and their ability to do the things that matter to them being undermined (Action 2.3).

The environment of all care homes, internally and externally, is accessible and dementia and sensory loss supportive (Action 2.4).

3. The emotional frailty and emotional needs of older people living in care homes are not fully understood or recognised by the system and emotional neglect is not recognised as a form of abuse.

Older people living in care homes need to feel safe, reassured and that they are cared for and cared about. The current focus on task-based care, together with the absence of a values-based approach, can lead to care and compassion, simple kindness and friendship, too often being missing from older people's lives in care homes. Their emotional and communication needs are often misunderstood and neglected, with the needs of older people with dementia frequently poorly understood. As a consequence, they are too frequently labelled as 'challenging' or 'difficult', which places them at risk of unacceptable treatment and the inappropriate use of antipsychotics. The absence of emotional care is not recognised as emotional neglect, which, in turn, is not recognised as a form of abuse.

The change I expect to see:

Older people in care homes receive the care and support they need to sustain their emotional and mental wellbeing and anti-psychotic drugs are not inappropriately used. Residents feel safe, valued, respected, cared for and cared about, and care is compassionate and kind, responding to the whole person.

Evidence of this will include:

All staff working in care homes understand the physical and emotional needs of older people living with dementia and assumptions about capacity are no longer made (Actions 3.1 & 3.2).

Older people are supported to retain their existing friendships and have meaningful social contact, both within and outside the care home. Care homes are more open to interactions with the wider community (Action 3.3).

Older people are able to continue to practice their faith and maintain important cultural links and practices (Action 3.3).

The mental health and wellbeing needs of older people are understood, identified and reflected in the care provided within care homes. Older people benefit from specialist support that enables them to maximise their quality of life (Action 3.4, 3.5).

Older people are not prescribed antipsychotic drugs inappropriately or as an alternative to non-pharmaceutical methods of support and NICE best practice guidance is complied with (Actions 3.4 & 3.5).

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Emotional neglect of older people is recognised as a form of abuse and appropriate action is taken to address this should it occur (Action 3.6).

4. Some of the most basic health care needs of older people living in care homes are not properly recognised or responded to.

Too many older people living in care homes do not have access to the basic functional screening and primary healthcare that would have been available to them while living in their own home, such as regular access to GP services, eye health, sight and hearing tests, podiatry services, oral health advice, medication reviews and specialist nursing care.

Older people are unable to access services to which they are entitled, undermining their health and wellbeing. As a result of this, their ability to do the things that matter to them and communicate effectively can be significantly compromised.

The change I expect to see:

Older people living in care homes clearly understand their entitlements to primary and specialist healthcare and their healthcare needs are fully met.

Evidence of this will include:

There is a consistent approach across Wales to the provision of accessible primary and specialist health care services for older people living in care homes and older people's healthcare needs are met (Actions 4.1, 4.2 & 4.5).

Older people in nursing care homes have access to specialist nursing services, such as diabetic care, tissue viability, pain management and palliative care (Action 4.1, 4.2).

Older people are supported to maintain their sight and hearing, through regular eye health, sight and hearing checks (Actions 4.1, 4.2 & 4.3).

Older people are able to, or supported to, maintain their oral health and retain their teeth (Actions 4.1, 4.2 & 4.3).

Older people have full access to dietetic support to prevent or eliminate malnourishment and to support the management of health conditions (Actions 4.1, 4.2 & 4.3).

Care staff understand the health needs of older people and when and how to access primary care and specialist services (Action 4.3, 5.4).

Older people receive appropriate medication and the risks associated with polypharmacy are understood and managed (Action 4.4).

Older people are able to challenge, or have challenged on their behalf, failures in meeting their entitlements (Action 4.5).

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5. The vital importance of the role and contribution of the care home workforce is not sufficiently recognised. There is insufficient investment in the sector and a lack of support for the care home workforce.

Care staff and Care Home Managers play a fundamental role in ensuring that older people living in care homes have the best quality of life and should be seen as a national asset to be invested in.

However, despite working in highly challenging and difficult circumstances, they currently receive low pay, often have poor terms and conditions, work long hours, lack training and work in a sector that is rarely seen as having a valuable status.

There is insufficient support available to care staff to ensure that they have the skills, knowledge and competencies required to deliver both basic and high quality care and there are limited opportunities for continued professional development and career progression.

Despite the high acuity levels of many older people living in care homes, there is no standard approach to staffing levels and required competencies and, for many care home providers, support is only available to them once the quality of their services has declined to an unacceptable level.

The change I expect to see:

There are sufficient numbers of care staff with the right skills and competencies to meet the physical and emotional needs of older people living in care homes.

Evidence of this will include:

Care homes have permanent managers who are able to create an enabling and respectful care culture and support care staff to enable older people to experience the best possible quality of life (Action 5.1).

Older people are cared for by care staff and managers who are trained to understand and meet their physical and emotional needs, including the needs of people with dementia and sensory loss, and who have the competencies needed to provide dignified and compassionate care (Action 5.2).

Older people receive compassionate and dignified care that responds to them as an individual (Action 5.3, 5.4, 5.5).

Care homes that want and need to improve the quality of life and care of older people have access to specialist advice, resources and support that leads to improved care and reduced risk (Action 5.6).

Older people are safeguarded from those who should not work within the sector (Action 5.7).

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The true value of delivering care is recognised and understood (Action 5.8).

6. Commissioning, inspection and regulation systems are inconsistent, lack integration, openness and transparency, and do not formally recognise the importance of quality of life.

At present, there is an inconsistent and geographically variable focus on quality of life within commissioning, which is too often seen as a functional task-based process. Although there is action being taken at a local level in Wales to better recognise quality of life and the Welsh Government has published a new Social Services National Outcomes Framework, this has yet to translate into a consistent and systematic approach to the commissioning, regulation and inspection of care that has quality of life at its heart and is reflected in the way that commissioning, regulation and inspection are implemented.

There are competing and inconsistent demands upon providers, both in relation to standards and reporting, as well as an inconsistent approach to joined-up working, information sharing and the use of information to better evaluate quality of life and care.

Within nursing care homes there is also a lack of independent inspection from a healthcare perspective and there is currently not sufficient scrutiny of access to healthcare within residential care settings.

There is a lack of information that can be meaningfully used by older people, their families and those who care for and support them, to judge the quality of life, care and safety in individual care homes. There is also a lack of information in the public domain from commissioners and providers about the quality of care they provide or are accountable for.

Too many older people struggle to raise concerns and feel that their concerns are acted upon in an unsatisfactory way. There is also, too often, a lack of any evaluation of the quality of care outside of formal inspections.

The change I expect to see:

Quality of life sits in a consistent way at the heart of regulation, provision and commissioning, inspection and reporting. Providers, commissioners and the inspectorate have a thorough and accurate understanding of the day-to-day lives of older people living in care homes and this information is shared effectively to promote on-going improvements and reduce the risk of poor care. There is greater public reporting on the quality of care homes within Wales and older people have access to meaningful information in respect of the quality of care provided within individual care homes. There are effective ways in which the views of residents and their families are sought and used to support continuous improvement.

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Evidence of this change:

Quality of life sits consistently at the heart of the delivery, regulation, commissioning and inspection of residential and nursing care homes (Action 6.1).

Commissioners, providers and inspectors have a thorough understanding of the day-to-day quality of life of older people living in care homes (Action 6.2, 6.3).

Older people's views about their care and quality of life are captured and shared on a regular basis and used to drive continuous improvement (Action 6.2, 6.3).

The quality of life and healthcare of older people living in nursing homes is assessed in an effective way with clear and joined up annual reporting (Action 6.4, 6.5, 6.6).

Older people have access to relevant and meaningful information about the quality of life and care provided by or within individual care homes and there is greater openness and transparency in respect of the quality of care homes across Wales and the care they provide (Action 6.7, 6.8, 6.9, 6.10).

Older people are placed in care homes that can meet their needs by commissioners who understand the complexities of delivering care and are able to challenge providers about unacceptable care of older people (Action 6.11).

7. A current lack of forward planning means that the needs of older people in care homes will not be met in the future.

There is not a clear national understanding of what the future need for residential and nursing care will be, nor an understanding of how acuity levels within care homes are likely to further change as a result of wider changes in the model of health and social care within Wales and the potential for further development of other models that combine housing and care, such as extra care, has not been fully explored.

This means that there is a lack of effective forward planning for, and action to ensure, the future supply of appropriate, high quality care home places in Wales with the appropriate numbers of specialist staff required, in particular in respect of nursing care.

There are already parts of Wales that are unable to meet current demand, in particular in respect of care of older people with high levels of dementia and nursing care needs.

The change I expect to see:

There are sufficient numbers of care homes in Wales, or alternatives to traditional care homes, in the places that older people need them to be, that are able to provide high quality care that meets the needs of older people.

Evidence of this change:

Forward planning ensures there is a sufficient number of care homes, of the right type and in the right places, for older people (Action 7.1).

Forward planning and incentivised recruitment and career support ensures that there are a sufficient number of specialist nurses, including mental health nurses, to deliver high quality nursing care and quality of life outcomes for older people in nursing homes across Wales (Action 7.2, 7.3).

Impact of not delivering the change required

If we fail to deliver the change I have outlined in my report, we fail older people. We fail those who need us, expect us and require us, through our collective leadership, to act on their behalf. If we fail, the price will not be paid by those of us in public service, it will be paid by some of the most vulnerable people in society and the price that they will pay will be too high.

Within my Requirements for Action I make clear what the impact of this failure will be upon older people. This should drive all of us in public service to do everything that needs to be done to support, protect and stand up for those who are most vulnerable and ensure that older people living in care homes in Wales have the very best possible quality of life.

Why I Carried out my Review

In 2013, I published my priorities as Commissioner, based on extensive engagement with older people across Wales, in effect their priorities. In my Framework for Action, I clearly signalled that I expected to see significant improvements in the quality of, availability of and access to, health and social care. Specifically, that quality of life sits at the heart of residential and nursing care, that people with dementia and other groups of older people needing specific support have their needs met and that older people have voice, choice and control over how they receive services, care and support.

Whilst residential care is not an option for everyone, and increasingly need not be as a result of significant work within Wales to support people in their own homes, for many older people it continues to be a key way in which they receive the care and support they need and, in years to come, will be particularly important for our frailest and most vulnerable older people.

The majority of older people living in a care home will have moved there as a result of complex health conditions, disability or frailty, which meant that they could no longer live safely in their own homes. Many of these people, just a few years ago, would have been cared for in community hospitals or long-term care of the elderly wards.

This means that the 23,000 care home residents in Wales[2] are amongst the most vulnerable people in society, often as a result of significant levels of cognitive impairment, sensory loss and emotional frailty, as well as physical ill-health, which, too often, can leave them without an effective voice and powerless.

For example, 80% of older people living in residential care will have a form of dementia[3] or cognitive impairment. Similarly, it is estimated that 70% of people aged over 70 have some form of sensory loss, a figure that rises significantly among people aged 80 and over[4,5].

Older people in care homes, however, must not be categorised by their health conditions or be seen as a homogenous group. Older people living in care homes are diverse, with individual needs and wishes. The diversity of older people, which covers the breadth of race, gender, language, disability, sexual orientation, trans status and religion or belief, must be recognised and the care they receive must be sensitive to their individual needs.

I travel the length and breadth of Wales meeting with many older people living in care homes, as well as care staff, and I have seen for myself the impact that high quality care, which meets people's individual needs, can have on their lives. I have spoken frequently about the many excellent examples of health and social care in Wales and the many dedicated staff in both the public and private sector.

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However, I have also received an increasing amount of correspondence about the quality of life and care of older people in care homes across Wales and I have had to provide individual support to older people and their families who have found themselves in the most distressing and unacceptable of circumstances to ensure that they are safe and well cared for.

As a result, I have spoken publicly many times about what I consider to be unacceptable variations in the quality of life and care of older people in care homes. I have been clear that we fail to keep too many older people safe and free from harm, that too many older people are not treated in a compassionate and dignified way and that, for some, their quality of life is unacceptable.

I recognise that much work has been undertaken and is taking place within Wales to address specific aspects of social care. The National Assembly for Wales' Health and Social Care Committee's Residential Care Inquiry, for example, examined how effective the residential care sector was at meeting older people's needs, with a focus on the process by which older people enter residential care. Similarly, the Social Services and Wellbeing (Wales) Act 2014 aims to transform the way that social services are delivered in Wales. Furthermore, forthcoming legislation in the form of the Regulation and Inspection Bill offers a real opportunity for quality of life to become a key part of regulation and inspection processes. There is also work underway across Wales, in some places significant, at a local level, both within Local Authorities and Health Boards and by care home providers, to address a wide range of aspects of residential and nursing care.

However, despite this work, I wanted, and required, a higher level of assurance that the action being taken would ultimately translate to safer, high quality care for older people living in care homes and that having the best quality of life would become the outcome that sits at the heart of residential and nursing care across Wales.

It is for the reasons outlined above that I took the decision to undertake a Review into the quality of life and care of older people living in care homes in Wales, using my powers under Section 3 of the Commissioner for Older People (Wales) Act 2006.

Focusing on and Defining Quality of Life

My extensive engagement with older people and care staff in care homes has made it clear to me that life is precious and life is for living, regardless of your age or how frail you may be. It is not sufficient for older people to be just safe and physically well cared for in care homes, essential as these are. Despite the importance of quality of life, through my engagement with older people, it became clear to me that this was systematically missing from our residential and nursing care sector.

Our quality of life as we grow older is hugely important to all of us and should be formally recognised and sit at the heart of the residential and nursing care sector in Wales to ensure that older people living in care homes have lives that have value, meaning and purpose. It is for this reason that my Review focuses on quality of life.

Older people have told me that their lives have value, meaning and purpose when they:

- Feel safe and are listened to, valued and respected
- Are able to do the things that matter to them
- Are able to get the help they need, when they need it, in the way they want it
- Live in a place which suits them and their lives

Figure 1.Quality of Life Model

I feel my life has value, meaning and purpose. I feel my life has value, meaning and purpose. I feel my life has value, meaning and purpose. I feel my life has value, meaning and purpose.

I feel safe and listened to, valued and respected

I live in a place that suits me and my life

Voice, choice and control. Voice, choice and control.

Older People's Lives

I can do the things that matter to me

I can get the help that I need

Older people are very clear that they want to have a strong voice and meaningful control over their lives, both in their day-to-day life and how they are supported and cared for. The extent to which they do will have a direct impact on their quality of life and, in many cases, increase the positive impact of services.

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How I Carried out my Review

In order for my Review to achieve its aims, I drew together a number of different approaches, including an extensive literature review, a questionnaire for older people, their families and carers, focus groups, written and oral evidence and visits to care homes to observe and understand the day-to-day lives of older people. To support me in these visits, I recruited a team of 43 Social Care Rapporteurs from a wide range of backgrounds and selected an observation tool that considers a range of quality of life factors such as control over daily life, personal safety and social participation and aligns with my own quality of life model.

Commencing in October 2013, the process for my Review comprised five phases:

Phase 1: (October 2013 – January 2014)

- Review team undertakes comprehensive review of research literature about residential and nursing care.

- Adoption of ASCOT, the Adult Social Care Outcomes Toolkit (Appendix 6), as the framework against which to consider quality of life factors for older people living in care homes.

- Development of a detailed questionnaire for older people, their families and the general public to share their experiences of residential and nursing care. The questionnaire considered factors such as physical and psychological health, social relationships, and the care home environment.

- Formal launch of the Review process, with extensive media coverage across Wales.

- Wide distribution of the questionnaire to every care home in Wales, third sector organisations, older people's groups, 50+ forums and Assembly Members to reach as many older people and their families as possible across Wales. Alongside this, the Review team undertook work with the media, particularly local newspapers, to promote the Review and call for evidence.

- Review team receives over 2,000 questionnaire responses.

- Review team gathers written evidence from the bodies subject to the Review (Appendix 3), with a particular focus on current systems in place and action underway to promote the quality of life of older people living in care homes.

- Review team also gathers extensive written evidence from a wide range of organisations that represent and work on behalf of older people, including professional bodies, third sector organisations and recognised experts in the delivery of residential and nursing care.

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- Review team receives a total of 53 written submissions (Appendix 4).

- Review team recruits and trains 43 Social Care Rapporteurs (Appendix 2) to prepare them for visits to care homes during Phase 2.

Phase 2: (January 2014 – May 2014)

- Review team selects 100 care homes at random for visits by Rapporteurs. The selection process ensures that the care homes represent the diverse cultural and demographic context of Wales.

- Rapporteurs make unannounced visits to 100 care homes across Wales, seven days a week, to observe older people and to hear directly from them about their experiences and expectations.

- Review team undertakes a series of engagement events and focus groups across Wales to capture the views and experiences of the families of older people living in residential and nursing care, those providing independent advocacy and representatives of groups whose voices are seldom heard.

- Review team gathers oral evidence at roundtable discussion sessions with organisations that represent and work on behalf of older people, including professional bodies, third sector organisations and recognised experts in the delivery of residential and nursing care.

- Review team undertakes an analysis of the extensive evidence received.

Phase 3: (May 2014 – September 2014)

- Review team undertakes evidence and scrutiny sessions with bodies subject to the Review to discuss and consider the written evidence provided in greater detail and to obtain further information about their understanding of the day-to-day realities of living in residential and nursing care, the change required to improve quality of life and whether current action (planned or underway) is sufficient to deliver this change.

- Review team undertakes a second round of evidence and scrutiny sessions with bodies subject to the Review in order to cross-reference against evidence gathered from the Review questionnaires and care home visits.

- Review team analyses oral evidence from a total of 82 bodies gathered during roundtable discussion sessions and formal evidence / scrutiny sessions (Appendix 5).

- Writing of Review report and development of Requirements for Action.

Phase 4: (November 2014)

- Review report published.

- Requirements for Action issued to public bodies subject to the Review that state what must be improved, changed or implemented to ensure that quality of life sits at the heart of residential and nursing care across Wales.

Phase 5: (February 2015)

- Deadline for responses to Requirements for Action. The public bodies to whom Requirements for Action are directed must demonstrate what action they will take to comply with them.

- Publication of a register detailing Requirements for Action and what action will be taken by public bodies.

- Agreed action is implemented and mechanisms agreed and adopted to provide assurance that this action has delivered the intended outcomes.

Requirements for Action

My required actions range from system changes to changes around very specific aspects of care. In formulating these actions, I have sought advice from a wide range of experts and I have focussed on action that will have the most impact, clearly linking my actions to intended outcomes. I have linked my required actions back to the current and developing policy agenda in Wales, in particular to the National Outcomes Framework, as well as the opportunities afforded to us by forthcoming legislation and the good practice that already exists in Wales.

Any change, particularly systemic change that reboots the system and redefines an approach to care, needs strong leadership and drive to ensure that it delivers in a way that is meaningful to the older people that the change is intended to benefit. Without taking away from the leaders in their own fields that there are across Wales, there is a clear role for the Welsh Government to lead from the front, both in respect of expected change and providing support to our wider services and the organisations under my Review to ensure not just that the change outlined in my report is delivered, but that the intended outcomes are delivered as well.

Following formal agreement, in line with the requirements of the Commissioner for Older People (Wales) Act, of the action that will be taken by the bodies subject to my Review, I will also agree how compliance against these actions will be reported and how assurance will be provided that the intended outcomes have been delivered.

Whilst there will be some resource implications to implement the required actions, I have been conscious of constraints on public finances and realistic in laying out my expected outcomes and action.

If the change required that has been identified in my Review is not delivered, the price that is paid by older people will be too high. Increasingly, in the years to come, a failure to act will expose public bodies and independent providers to litigation, reputational damage, time spent undertaking remedial action or formal investigations into failures in care and will further increase pressures upon the NHS and social services.

Key Conclusion 1: Too many older people living in care homes quickly become institutionalised. Their personal identity and individuality rapidly diminishes and they have a lack of choice and control over their lives.

1.1 A national approach to care planning in care homes should be developed and implemented across Wales.

1.2 All older people, or their advocates, receive a standard 'Welcome Pack' upon arrival in a care home that states how the care home manager and owner will ensure

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that their needs are met, their rights are upheld and they have the best possible quality of life.

1.3 Specialist care home continence support should be available to all care homes to support best practice in continence care, underpinned by clear national guidelines for the use of continence aids and dignity.

1.4 National good practice guidance should be developed and implemented in relation to mealtimes and the dining experience, including for those living with dementia.

1.5 An explicit list of 'never events' should be developed and published that clearly outlines practice that must stop immediately. The list should include use of language, personal care and hygiene, and breaches of human rights.

1.6 Older people are offered independent advocacy in the following circumstances:

- when an older person is at risk of, or experiencing, physical, emotional, financial or sexual abuse.
- when a care home is closing or an older person is moving because their care needs have changed.
- when an older person needs support to help them leave hospital.

Key Conclusion 2: Too often, care homes are seen as places of irreversible decline and too many older people are unable to access specialist services and support that would help them sustain or regain their quality of life.

2.1 A National Plan for physical health and mental wellbeing promotion and improvement in care homes is developed and implemented.

2.2 Older people in care homes have access to specialist services and, where appropriate, multidisciplinary care that is designed to support rehabilitation after a period of ill health.

2.3 A National Falls Prevention Programme for care homes is developed and implemented.

2.4 The development and publication of national best practice guidance about the care home environment and aids to daily living, such as hearing loops and noise management, with which all new homes and refurbishments should comply.

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Key Conclusion 3: The emotional frailty and emotional needs of older people living in care homes are not fully understood or recognised by the system and emotional neglect is not recognised as a form of abuse.

3.1 A national, standardised values and evidence based dementia training programme is developed that covers basic, intermediate and advanced levels of training, which draws on the physical and emotional realities of people living with dementia to enable care staff to better understand the needs of people with dementia.

3.2 All care home employees undertake basic dementia training as part of their induction and all care staff and Care Home Managers undertake further dementia training on an on-going basis as part of their skills and competency development, with this a specific element of supervision and performance assessment.

3.3 Active steps should be taken to encourage the use of befriending schemes within care homes, including intergenerational projects, and support residents to retain existing friendships. This must include ensuring continued access to faith based support and to specific cultural communities.

3.4 In-reach, multidisciplinary specialist mental health and wellbeing support for older people in care homes is developed and made available.

3.5 Information is published annually about the use of anti-psychotics in care homes, benchmarked against NICE guidelines and Welsh Government Intelligent Targets For Dementia.

3.6 The development of new safeguarding arrangements for older people in need of care and support in Wales should explicitly recognise emotional neglect as a form of abuse, with this reflected in guidance, practice and reporting under the new statutory arrangements.

Key Conclusion 4: Some of the most basic health care needs of older people living in care homes are not properly recognised or responded to.

4.1 A clear National Statement of Entitlement to primary and specialist healthcare for older people in care homes is developed and made available to older people.

4.2 A formal agreement is developed and implemented between the care home and local primary care and specialist services based on the Statement of Entitlement.

4.3 Care staff are provided with information, advice and, where appropriate, training to ensure they understand and identify the health needs of older people as well as when and how to make a referral.

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4.4 Upon arrival at a care home, older people receive medication reviews by a clinically qualified professional, with regular medicine reviews undertaken in line with published best practice.

4.5 Community Health Councils implement a rolling programme of spot checks in residential and nursing care homes to report on compliance with the National Statement of Entitlement and Fundamentals of Care.

Key Conclusion 5: The vital importance of the role and contribution of the care home workforce is not sufficiently recognised. There is insufficient investment in the sector and a lack of support for the care home workforce.

5.1 A national recruitment and leadership programme is developed and implemented to recruit and train future Care Home Managers with the right skills and competencies.

5.2 The development and implementation of a national standard acuity tool to include guidelines on staffing levels and skills required to meet both the physical and emotional needs of older people.

5.3 A standard set of mandatory skills and value based competencies are developed and implemented, on a national basis, for the recruitment of care staff in care homes.

5.4 A national mandatory induction and on-going training programme for care staff is developed and implemented. This should be developed within a values framework.

5.5 All care homes must have at least one member of staff who is a dementia champion.

5.6 A National Improvement Service is established to improve care homes where Local Authorities, Health Boards and CSSIW have identified significant and/or on-going risk factors concerning the quality of life or care provided to residents and/or potential breaches of their human rights.

5.7 The Regulation and Inspection Bill should strengthen the regulatory framework for care staff to ensure that a robust regulation of the care home workforce is implemented for the protection of older people.

5.8 A cost-benefit analysis is undertaken into the terms and conditions of care staff. This analysis should include the impact of the introduction of a living wage and/or standard employment benefits, such as holiday pay, contracted hours and enhancements.

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Key Conclusion 6: Commissioning, inspection and regulation systems are inconsistent, lack integration, openness and transparency, and do not formally recognise the importance of quality of life

6.1 A single outcomes framework of quality of life and care, and standard specification, is developed for use by all bodies involved in the regulation, provision and commissioning, and inspection of care homes and should flow through to become a defining standard within the future Regulation and Inspection Act.

6.2 Care home providers, commissioners and CSSIW should develop informal and systematic ways in which to ensure they better understand the quality of life of older people, through listening to them directly (outside of formal complaints) and ensuring issues they raise are acted upon.

6.3 Lay assessors are used, on an on-going basis, as a formal and significant part of the inspection process.

6.4 An integrated system of health and social care inspection must be developed and implemented to provide effective scrutiny in respect of the quality of life and healthcare of older people in nursing homes.

6.5 Annual integrated reports should be published between inspectorates that provide an assessment of quality of life and care of older people in individual nursing homes.

6.6 An annual report on the quality of clinical care of older people in nursing homes in Wales should be published, in line with Fundamentals of Care.

6.7 Annual Quality Statements are published by the Director of Social Services in respect of the quality of life and care of older people living in commissioned and Local Authority run care homes.

6.8 Health Boards include the following information relating to the quality of life and care of older people in residential and nursing care homes in their existing Annual Quality Statements:

- the inappropriate use of anti-psychotics
- access to mental health and wellbeing support
- number of falls
- access to falls prevention
- access to reablement services
- support to maintain sight and hearing

6.9 The Chief Inspector of Social Services publishes, as part of her Annual Report, information about the quality of life and care of older people in care homes.

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6.10 Care home providers report annually on the delivery of quality of life and care for older people.

6.11 A national, competency based, training programme for commissioners is developed, to ensure that they understand and reflect in their commissioning the needs of older people living in care homes, including the needs of people living with dementia.

Key Conclusion 7: A current lack of forward planning means that the needs of older people in care homes will not be met in the future.

7.1 A national plan to ensure the future supply of high quality care homes is developed.

7.2 NHS Workforce planning projections identify the current and future level of nursing required within the residential and nursing care sector; including care for older people living with mental health problems, cognitive decline and dementia.

7.3 The NHS works with the care home sector to develop it as a key part of the nursing career pathway, including providing full peer and professional development support to nurses working in care homes.

Next Steps

Requirements for Action

The Commissioner's Requirements for Action clearly outline the change that is needed to drive up the quality of life and care of older people living in care homes across Wales.

The Commissioner expects, as do older people and the large number of individuals and organisations that responded to her Review, that the public bodies subject to her Review will take concerted action to deliver the change required and through this to embed quality of life at the heart of residential and nursing care within Wales and ensure that older people receive that to which they are entitled.

Implementation of the Commissioner's Requirements for Action

The Commissioner has requested, in line with the Commissioner for Older People (Wales) Act 2006, that the bodies subject to the Requirements for Action in this report provide, in writing, by 2 February 2015, an account of:

- How they have complied, or propose to comply with the Commissioner's Requirements for Action; or

- Why they have not complied with the Requirements for Action; or

- Why they do not intend to comply with the Requirements for Action.

Formal written notices will be issued to any bodies that fail to respond or provide inadequate information. If the response received is not deemed satisfactory after this process, the Commissioner reserves the right to draw it to the attention of the general public.

Requirements for Action / Recommendations Register

The Commissioner is obliged to keep a register of the recommendations made in the report and the actions taken in response. The register must be available for the general public to view. It will be published on the Commissioner's website and made available to individuals on request.

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Mr Colin Everett
Chief Executive
Flintshire County Council
County Hall,
Mold
Flintshire
CH7 6NB

19 January 2018

Dear Mr Everett,

I write to thank you for providing a response to the follow-up work linked to my Care Home Review, which has now been analysed and assessed.

In undertaking this follow-up work, I was looking for evidence of how the required changes outlined in my Care Home Review report, A Place to Call Home?, are being delivered and whether this is resulting in improved outcomes and a better quality of life for older people.

My analysis of your submission is attached and includes detailed commentary on the quality of the evidence provided in relation to the specific Requirements for Action. In making my assessment, I have also taken into account the public commitments that you made in 2015, following my Care Home Review, as well as your evaluation of progress achieved to date.

The overall quality of your submission was good. For the most part it conformed to the format requirements and provided sufficient detail. All of your responses to my Requirements for Action have been analysed

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gŷmraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

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www.olderpeoplewales.com

as 'Sufficient' and your submission has demonstrated an acceptable level of progress. My analysis has highlighted where planning and/or delivery does not appear sufficiently robust to deliver the intended outcomes, but overall I am encouraged by the progress that has been made and the commitment to ongoing improvement

I would have liked more specific evidence of outcomes for older people as it is essential that the meaning of 'outcomes' is clearly understood by staff and embedded in policy and practice. The shortage of meaningful and measurable data to illustrate improvements made to older people's quality of life is something that needs to be addressed.

I note that Flintshire is taking active steps to promote quality of life across care homes in the area, through the 'Creating A Place Called Home, Delivering What Matters' initiative; there is evidence that this is being achieved on a partnership basis and actively involving care home staff and residents, which is encouraging. At a regional level there is reference to the North Wales Regional Commissioning Board and Joint Inter-agency Monitoring Panel, and there is clearly a range of local monitoring and reporting activity in place.

My expectation is that the final report and the individual analysis that I have provided are discussed at Board level. Please could you:

- confirm receipt of this correspondence;
- let me know the date when my analysis of your response to this follow up of my Care Home Review will be discussed at Board level; and
- provide a note, within 28 days of these discussions, of any further actions and commitments that the Board has agreed.

I would like to stress that continued governance oversight of delivery of the Requirements for Action within my Care Home Review is of vital importance.

My follow-up report is attached, which summarises findings across the public bodies that were required to submit evidence, as well as setting out where further work is needed to drive change. Driving this systematic and cultural change across all partners is essential to ensure that what is delivered is meaningful to older people.

It is also important that this work is taken forward based on a partnership approach that includes statutory organisations and providers from across the public, private and third sectors, as well as care home residents and their families.

All of the submissions from the bodies subject to this follow-up work have been published on my website, together with my analysis of each response.

I look forward to continuing to work with you to ensure that older people living in care homes in Wales have the best possible quality of life and receive the highest standards of care.

Yours sincerely,

Sarah Rochira
Older People's Commissioner for Wales

CC - Cllr. Aaron Shotton

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Older People's Commissioner for Wales
Comisiynydd Pobl Hŷn Cymru

A Place to Call Home: Impact & Analysis

Assessing progress to improve the quality of life and care of older people living in care homes in Wales

Driving change for older people across Wales

The Older People's Commissioner for Wales

The Older People's Commissioner for Wales is an independent voice and champion for older people across Wales. The Commissioner and her team work to ensure that older people have a voice that is heard, that they have choice and control, that they don't feel isolated or discriminated against and that they receive the support and services that they need.

The Commissioner and her team work to ensure that Wales is a good place to grow older, not just for some but for everyone.

How to contact the Commissioner:

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Contents

Foreword

When I published the findings of my 2014 Care Home Review, I was clear that significant change was required to ensure that quality of life for older people was placed at the heart of our care home system, across care delivery, commissioning, regulation and inspection.

Following the publication of my Care Home Review report, which was welcomed by all of the public bodies subject to it, I sought assurances that they would take forward the action needed across a wide range of areas and deliver the improvements that older people and their families told me they wanted to see.

Having received these assurances, I was clear that I would be closely monitoring the implementation of my Requirements for Action and that I would undertake a programme of detailed follow-up work, through which I would seek further evidence regarding the progress being made and the ways in which the required changes were being delivered in a number of key areas.

Since the publication of my Care Home Review, I have engaged extensively with the Welsh Government in respect of the development of new legislation and its underpinning regulations and codes of practice, and worked with many of the public bodies subject to the review to support them in delivering against the Requirements for Action that applied to them. In addition, I held a series of seminars across Wales for care providers and the wider care home sector, to both highlight the changes required and promote the good practice already in place. It is clear that there is a wide range of work and initiatives now underway, at both a national and a local level, focused on improving the quality of life of older people living in care homes.

Through my ongoing engagement and monitoring of progress made against my Requirements for Action, it is clear that the understanding of residential care, particularly in terms of what people have a right to expect, has been reframed significantly at a strategic level. The impact section of this report identifies new legislation, regulations and guidance that have the potential to deliver real change within care homes and make a real difference to the lives of older people.

These include new inspection frameworks that are both values-based and rights-based, new training frameworks for social care staff that have a particular focus on the needs of people living with dementia, and a range of local initiatives that are the result of more effective engagement with older people living in care homes and new standards in social care.

However, through my ongoing engagement and monitoring, I became concerned that there did not appear to be visible action across Wales in relation to a number

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of areas. I therefore wrote to public bodies to request evidence regarding the action they had taken in relation to 15 specific areas. Whilst I recognise that many of these areas are complex and will take time to fully address, I expected to see clear evidence of leadership, ambition and progress moving in the right direction, alongside a clear understanding of why quality of life and outcomes are just so important for older people.

It is clear from the responses provided that, with very few exceptions, progress in these areas is insufficient and that significant action is still required in order for older people to have the quality of life they have a right to expect. As a result, I have no assurance that issues such as continence care, access to rehabilitation support, the prevention of falls and the use of anti-psychotic medication are routinely being managed in line with good practice to ensure the outcomes that older people have a right to.

Furthermore, I have no assurance that a number of key sectoral issues, such as workforce planning, the integration between health and social care inspection and the full involvement of the independent provider base within Wales, are being addressed sufficiently. This is deeply concerning as issues such as these sit at the heart of a number of the challenges faced by our care home sector.

Despite the positive progress made in some areas, my follow-up work makes it very clear that there is still much more to do. Stronger leadership and scrutiny of the action taking place is required from the Welsh Government, and Health Boards and Local Authorities must strengthen their focus on outcomes both at a strategic and a personal level if they are to move away from a task-based approach and deliver the outcomes that older people have a right to. Outcomes matter: they are ultimately what all of the action taking place, whether it be legislation, policy or local action, must be about. Outcomes are ultimately the only way that success can be judged. My Review report made explicit that the price paid by older people when these outcomes are not made real is unacceptably high.

There will always be a need for residential and nursing care, and the people who need this will have more complex health conditions and a greater need for care and support than ever before. Many older people, due to the circumstances in which they find themselves, will be totally reliant upon the people that care for them, totally reliant upon the wider systems in which residential and nursing care operates. They will need our care home system to be consistently at its best, a system that upholds their rights and truly meets their individual needs.

Sarah Rochira

Sarah Rochira
Older People's Commissioner for Wales

Key findings

The key findings are set out in terms of:

- High level observations that relate to the public body submissions as a whole.

- Specific findings that relate to each Requirement for Action. Some of these are grouped as themes.

High level observations

Based on the evidence provided, many Public Bodies failed to demonstrate that the selected Requirements for Action are being driven in a way that makes a meaningful difference to the lives of older people living in care homes. Taken as a whole across sectors, only one third of the responses to my Requirements for Action have been judged as 'Sufficient'.[1] This is particularly disappointing as good progress is clearly achievable, as demonstrated by the four Local Authorities whose responses were judged as sufficient across all the Requirements for Action that were subject to this follow-up work.

The quality of submissions varied significantly; many of the responses lacked detail or did not centrally address the Requirement for Action, instead describing matters that are tangentially related. Overall, the levels of access to services for care home residents were not made sufficiently clear. For example, the data provided by Public Bodies often did not distinguish services provided to care home residents from people receiving support in their own homes. Only half of the submissions from Local Authorities mentioned self-funders at all, and there was generally a lack of clarity concerning access to services for self-funders.

Furthermore, there were disparities within and across the submissions. Some responses, for example, focused on activity within Local Authority homes yet failed to provide sufficient evidence of activity within the independent sector, or focused on nursing homes without reference to the wider residential sector.

The evidence was also highly variable in terms of how 'joined-up' systems appear to be, within and across public bodies, with a view to promoting quality of life and ensuring person-centred approaches. For example, the links and relevant data flow between care management systems, nurse assessors, support plans within the home, contract monitoring and statutory inspections are often not explicit.

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1 Responses are available to view on the on the Older People's Commissioner for Wales website alongside the judgements that have been fed back to them <http://www.olderpeoplewales.com/en/reviews/chrfollowup/evidence.aspx>

The meaning of 'outcomes' and an 'outcomes-based approach' were not fully understood or made explicit. Within the submissions, the language used and evidence provided often related to throughputs and inputs or service outcomes, not person-centred outcomes for individual residents.

Unless the Requirement for Action directly referenced people with specific needs (such as 3.2, related to dementia training), the responses from Public Bodies generally neglected to mention how people living with dementia, sensory loss, or those who may be confined to bed are supported, a significant omission given the impact of these upon individuals.

Whilst these findings show that significant action is still needed to fulfil the specific Requirements for Action I included as part of this follow-up work, there are examples of innovative initiatives and good practice, and these have been included in the relevant sections.

Responses to the Requirements for Action

Continence

Welsh Government

- In its response to my 2014 Care Home Review, the Welsh Government stated that the NHS All Wales Continence Bundle Guidance would be reviewed as a basis for 'national guidance' on continence care for the care home sector, but this has not been produced. The Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and the Statutory Guidance for service providers and responsible individuals on meeting service standard regulations address aspects of dignified continence care, as well as continence supplies. Whilst this is a step forward, this is not accompanied by more explicit guidance for providers or adequate recognition that this is a multi-agency issue.

Health Boards

- Whilst there is some evidence of good practice, the submissions from Health Boards suggest inconsistency in approaches and differential access to specialist services, support and appropriate continence products.

- Very little reference was made to continence care being delivered in person-centered ways that enable residents to have choice and control, which is an essential part of their quality of life.

Re-ablement and rehabilitation

Local Authorities and Health Boards

- Several responses illustrate the trend towards establishing 'step up' and 'step down' beds within care homes and much of the evidence provided describes re-ablement services that are increasingly focused on hospital discharge and hospital avoidance. Whilst this focus is an understandable priority for the public sector, a 'two-tier' system appears to be emerging where there is a differential level of service - and different expectations - depending on an individual's occupancy status within the care home.

- Little evidence was provided within the submissions of follow-up activity within homes, working with care home staff to ensure that reablement and rehabilitation goals are reinforced and linked to daily routines.

- A lack of explicit information was provided about whether a preventive approach is a reality for care home residents.

Falls prevention

Welsh Government

- The Welsh Government acknowledged the issues that were highlighted in the 2014 Care Home Review, which included the proposal to develop a national falls prevention programme for care homes. However, no evidence was provided to demonstrate that action has been taken to drive this forward.

Health Boards

- The evidence provided described a range of activity related to falls prevention in care homes (for example, staff training and resource packs, specialist falls practitioners, falls risk assessments), but this is piecemeal in some areas and there is not enough focus on preventive activities (for example, using gentle exercise programmes to help to maintain or improve balance, muscle strength and flexibility).

Dementia training

Local Authorities

- There was evidence of an increased focus on workforce development in relation to dementia, and examples of this being taken forward on a regional

or partnership basis. However, it was not always clear from the evidence provided that Local Authorities are addressing this issue comprehensively.

- 'Good Work: A Dementia Learning and Development Framework for Wales' provides the overarching framework to drive change in workforce development, and support what matters most to people with dementia regarding their care and support. However, over half of the Local Authority submissions made no mention of the Framework or how this will be implemented and monitored at a strategic level.

Befriending

Local Authorities

- A number of examples of good practice were provided, including inter-generational activities and faith-based support. However, the evidence provided in some areas gives inadequate reassurance that residents are enabled to go outside to connect with their local community, to help maintain and sustain external relationships that are vital to their wellbeing.

- Many of the examples provided by Local Authorities related to group activities, and there was limited evidence of care and support planning processes being actively used to ensure individualised, person-centred befriending activities.

Anti-psychotic medication

Health Boards

- Health Boards have not acted on previous commitments set out in relation to this Requirement and have failed to provide or publish clear accurate data in relation to the use of anti-psychotic medication in care homes.

- Some evidence was provided of good practice and projects leading to reductions in the prescribing of anti-psychotic medication in some areas. However, in some cases, this appears to be focused on nursing care homes or linked to particular services. The uneven level of services across the sector and lack of corporate oversight may pose potential risks to some residents.

- The evidence provided indicated that there are no clear pathways for the reduction of the use of anti-psychotic medication, and there does not appear to be sufficient evaluation of schemes in place.

- Little evidence was provided to indicate that individual outcomes related to quality of life are being followed up when the use of anti-psychotic medication is reduced for individuals.

Medication reviews

Health Boards

- The submissions described a range of systems, processes and interventions for providing medication reviews, but there were inconsistencies and potential gaps. It is not always clear how these are overseen and evaluated, or how individual outcomes are followed up.

- The Health Boards that are planning for the General Medical Services Direct Enhanced Service[2] stated that this will cover all residents and this will address the issue of medication reviews. However, it is not clear how they plan to address areas where the contractor does not take the option to provide the Direct Enhanced Service.

- The evidence provided suggested insufficient attention to the involvement of residents in their medication reviews.

Quality of life and engagement

CSSIW

- CSSIW's new inspection regime clearly outlines 'what good looks like' in terms of older people's quality of life, which will form the basis of all inspections in the future.

- Guidance for inspectors has been introduced and inspectors are receiving training on how to work within this new methodology, with an acknowledgement of the importance of upholding older people's rights and reference to the United Nations Principles for Older Persons.

- Changes have been made to inspection reports to ensure that they provide clearer conclusions about the quality of care that people receive and how this impacts upon their wellbeing.

Local Authorities and Health Boards

- The evidence provided about systems and processes to engage and involve residents was mixed in terms of quality, equity, consistency of coverage and the range of formats used.

2 See Glossary <http://www.olderpeoplewales.com/en/reviews/chrfollowup/glossary.aspx>

- Whilst a majority of submissions referenced the availability of independent professional advocacy, in some areas there is limited or no availability of more informal advocacy, or alternative independent provision, to enable residents and families to express their views.

- There are very few tangible examples of how residents' voices feed in to improvement processes and lead to specific changes.

Integrated inspection, governance and transparency

- Since the Welsh Government submission, the Services For the Future: Quality and Governance in Health and Care in Wales white paper has been published, which acknowledges the 'complex and confusing' system of inspection and regulation across Wales. It also demonstrates an intent to ensure that services deliver the same standard of care and support regardless of where they are received. However, there are no proposals about how the healthcare needs of care home residents will be scrutinised and met in terms of future inspection regimes, NHS governance and transparency.

- CSSIW and HIW are conducting a joint review into the availability, and quality of healthcare support for care home residents in North Wales. The findings of this review are intended to shape future joint working between these inspectorates about the health care needs of residents across Wales.

Public information

Health Boards

- None of the Health Boards provided Sufficient responses in relation to this Requirement for Action, and did not provide adequate information related to care homes within their 2016/17 Annual Quality Statements.

- Only four Health Boards mentioned sensory impairment within their responses and this information is either somewhat limited, insufficiently distinct from general community data, or is in the planning process.

- All of the Health Boards described falls management or falls prevention work in hospitals and/or the community within their submissions, but they either fail to distinguish care homes, provide insufficient detail, and/or focus on nursing homes without sufficient reference to the wider care home sector.

Workforce planning and nursing career pathways

Welsh Government

- No evidence was provided of effective national leadership concerning how the needs of the care home workforce, specifically nurses, will be met. There is still no explicit evidence of NHS workforce planning projections that identify the current and future level of nursing staff required within the residential and nursing care sector, including care for older people living with mental health problems, cognitive decline and dementia.

- No planned actions appear to be in place to address national insufficiencies in the availability of nurses in care homes, other than the delegation of nursing tasks. The Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations will require staff continuity[3] and providers will have to demonstrate how they ensure this where agency staff are used[4], but this does not actively address the current skill shortages in the sector.

Health Boards

- Health Boards have been directed by the Welsh Government to include the requirements of the care home sector in their Integrated Medium Term Plans. However, the evidence was unclear about the extent to which these needs are captured in partnership with care home providers to ensure that their needs are captured.

- Most Health Boards are working with universities to provide student nursing placements in care homes, and have developed nursing support, such as revalidation and access to training - albeit to different levels - for nurses currently working in the sector.

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3 Regulation 22, Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

4 Regulation 34 & 35, Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

The impact of 'A Place to Call Home?'

Context

In November 2014, my Care Home Review report, 'A Place to Call Home?', outlined the changes required to deliver improvements in care homes that older people want to see and have a right to expect. I was clear that failing to acknowledge and act upon the Requirements for Action set out in my Review report would undermine the good care that currently exists and would prevent us from achieving what we are capable of in Wales.

Following the publication of my Care Home Review, there has been a significant change in the attention given to the care home sector in Wales and the quality of life of the older people who live in care homes. In visiting a number of care homes across Wales, and listening to the voices of older people and their families, I have seen some positive developments. In many cases, the good practice I have seen is linked to strong leadership by individuals such as care home managers, owners, and other front line leaders, who work hard to inspire their teams of staff and ensure that standards are upheld.

My Care Home Review made clear that I expect to see real change delivered for all care homes residents in Wales, and that quality of care and quality of life must not be based on where older people happen to live or where they happen to find themselves in the health and care sector. To secure real change, there not only needs to be effective legislation, policy and guidance, but also effective governance and leadership at all levels. Furthermore, this change must be supported not only through revised systems and processes but through a transformation in culture that is based on a respect for the human rights of care home residents and through developing creative ways to ensure that residents enjoy the best possible quality of life. I have therefore focused on these factors within this follow-up work.

In terms of legislation and policy, I welcome the fact that a range of developments have begun to both directly and indirectly address the issues identified by my Care Home Review and will help to deliver the change that is needed:

- The implementation of the Social Services and Wellbeing (Wales) Act[5] in April 2016 has helped to ensure there is now a far greater emphasis on prevention and person-centred support within social care.

- The National Outcomes Framework[6] for people who need care and support

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5 Welsh Government (2017) Care and support in Wales is changing <http://gov.wales/topics/health/socialcare/act/?lang=en> (webpage accessed 16/01/2018)

6 Welsh Government (2017) Measuring well-being <http://gov.wales/topics/health/socialcare/well-being/?lang=en> (webpage accessed 16/01/2018)

emphasises the strengths and capabilities of individuals.

- CSSIW's new inspection regime of Local Authorities acknowledges the importance of upholding older people's rights and makes reference to the United Nations Principles for Older Persons.

- The Regulation and Inspection of Social Care (Wales) Act 2016[7] introduces new standards for care homes, replacing the current National Minimum Standards from April 2019. It has the potential to provide a new foundation for quality of life, and marks a move away from a framework that focused on 'task-based' care to one that places quality of life more centrally.

This section sets out the wider impact of my original Care Home Review and its relationship to these legislative and policy changes in more detail, including related frameworks and guidance. It is structured around the themes that emerged from the original report:

- Day-to day life
- Health and wellbeing
- People and leadership
- Commissioning, regulation and inspection

Day-to-day life

The best care homes are empowering, enabling, flexible, welcoming and friendly communities in their own right, but are still also part of the wider communities in which they are located. My Care Home Review found that too many older people living in care homes have an unacceptable quality of life and that the view of what constitutes 'acceptable' needed to shift significantly. I therefore welcome the fact that the Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and the Statutory guidance for service providers and responsible individuals on meeting service standard regulations[8] should, if fully and effectively implemented, address many of the areas of concern related to day-to-day life that were identified by my Care Home Review.

My Review found that on moving to a care home, older people did not always have accessible, high quality information about what to expect, their rights and entitlements, or how to raise any concerns. I therefore called for the introduction of a Welcome Pack[9] and I am encouraged that the Regulated Services

7 Welsh Government (2017) Regulation and Inspection of Social Care (Wales) Act <http://gov.wales/topics/health/socialcare/regulation/?lang=en> (webpage accessed 16/01/2018)

8 Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

9 Older People's Commissioner for Wales (2014) A Place to Call Home? Requirement for Action 1.2

(Service Providers and Responsible Individuals) Regulations 2017 will create a requirement for all care home providers to issue a 'Written Guide to the Service' to their residents[10],. This corresponds to the Welcome Pack that has been issued by the Welsh Government Care Home Steering Group, which includes much of the content I called for, and it is my expectation that this wil be used to support implementation.

My Review also found that older people's personal history, likes and dislikes, cultural identity, religious beliefs, achievements and future aspirations were often not given sufficient priority and visibility within the care planning process. I therefore called for a national approach to planning in care homes[11] and I welcome the fact that the new regulations and guidance[12] require service providers to produce Personal Plans for each resident, setting out how, on a day-to-day basis, their care and support needs will be met, including sufficient detail to inform and enable staff to know more about each individual and deliver the best possible care for them. Whilst I have provided detailed commentary on how these Personal Plans may be strengthened[13], I have welcomed the concept, which has the potential to deliver meaningful choice and control for care home residents' day-to-day life.

Mealtimes were also identified by my Review as an area where improvements were needed as they were often a 'clinical operation' and seen as a feeding activity, with residents having little choice about what to eat and when. To address this, I called for the development and implementation of national good practice guidance in relation to mealtimes and the dining experience[14]. I therefore welcome that, in addition to the Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and the Statutory guidance for service providers and responsible individuals on meeting service standard regulations (which makes reference to the importance of positive mealtimes), the Welsh Government has also developed Guidance on the Dining Experience[15], issued by the Welsh Government's Care Home Steering Group. I expect to see this good practice guide used in all care homes in Wales, and for this to be promoted through the new standards of care and support.

As my Review also highlighted that there are often limited opportunities for older

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10 Regulation 19, Regulated Services (Service Providers and Responsible Individuals) Regulations 2017

11 Older People's Commissioner for Wales (2014) A Place to Call Home? Requirement for Action 1.1

12 Regulation 15, Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

13 Older People's Commissioner for Wales (2017) Consultation Response: Phase 2 implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 <http://www.olderpeoplewales.com/Libraries/Consultation_Responses_2017/OPCW_response_to_Phase_2_Consultation_Letter_-_July_2017_English_FINAL.sflb.ashx> (webpage accessed 16/01/2018)

14 Older People's Commissioner for Wales (2014) A Place to Call Home? Requirement for Action 1.4

15 Welsh Government (2017) Creating a positive dining experience for care home residents <http://gov.wales/docs/dhss/publications/170321diningen.pdf> (webpage accessed 16/01/2018)

people's voices to be heard, I called for care home providers, commissioners and the inspectorate to develop informal and systematic ways in which to ensure

they better understand the quality of life of older people, through listening to them directly (outside of formal complaints processes) and ensuring the issues they raise are acted upon[16]. Whilst I welcome the requirements in the Regulation and Inspection of Social Care (Wales) Act 2016 to ensure that people's voices are heard and acted upon[17,18,19,20,21], this is an area I chose to focus on as part of this follow-up work, as this is of central importance in promoting quality of life.

It was clear from the findings of my Review that the value of independent advocacy, which is critical in improving the quality of life and care of older people by ensuring that their voices are heard and that their rights are upheld, was not sufficiently understood or even recognised by many care homes, Local Authorities and Health Boards. I therefore called for older people living in care homes to have access to Independent Professional Advocacy[22]. Whilst I have been clear that there are a number of limitations relating to independent advocacy within the Social Services and Well-being (Wales) Act 2014, work is now underway to ensure that the statutory requirement to provide Independent Professional Advocacy is fully implemented, which is a positive step forward.

Furthermore, Regulations will be issued under the Regulation and Inspection of Social Care (Wales) Act 2016 to regulate Independent Professional Advocacy services which I am helping to shape through my involvement in the Welsh Government Technical Group on advocacy.

I am also currently undertaking work to assess the extent to which older people have access to Independent Professional Advocacy and the findings of this will be published in early 2018.

My Review findings showed that the emotional and communication needs of older people living with dementia can be poorly understood and neglected, which can lead to them being labelled as 'challenging' and/or difficult and places them at risk of unacceptable treatment and being prescribed unnecessary anti-psychotic medication. As a result of this, I called for action to be taken to ensure

16 Requirement for Action 6.2 A Place to Call Home? Older People's Commissioner for Wales, 2014

17 Regulation 14(3)(d), Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

18 Regulation 8(2)(a), Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

19 Section 42(2)(b)(ii), Regulation and Inspection of Social Care (Wales) Act 2016

20 Regulation 76(1)(a)(b), Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

21 Regulation 80(3)(a), Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

22 Older People's Commissioner for Wales (2014) A Place to Call Home? Requirement for Action 1.6

that older people are not prescribed anti-psychotic medication inappropriately as an alternative to non-pharmaceutical methods of support. I have welcomed the inclusion of 'chemical means' within the definition of 'restraint' within the new regulations and guidance[23], which should help to tackle the inappropriate use of anti-psychotic medication. However, I am concerned that the related guidance does not go beyond stating that service providers should follow the statutory principles and provisions of the Mental Capacity Act 2005, and more should have been included related to the responsibilities of Health Boards This is an important issue that is undermining the human rights of older people and this is why I chose to focus on Requirement for Action (3.5) as part of this follow-up work , specifically the ways in which data about the use of anti-psychotic medication is captured and published. This is also an area in which the National Assembly's Health, Social Care and Sport Committee chose to undertake an inquiry, which I have contributed to.

Health and wellbeing

Another area of concern highlighted by my Review was primary and specialist health care services. Older people were often unable to access these services, resulting in a significant impact upon their health and wellbeing. I made clear the need for a consistent approach to the provision of these services in order to address this and I therefore welcome the fact that the new regulations and guidance include a requirement for providers to provide information (within the Written Guide to the Service) on the healthcare services available and the support available to access these.[24]

My Review findings also showed that there was a lack of consideration for the needs of care home residents, particularly those living with dementia and/or sensory loss, in terms of the care home environment and the use of assistive equipment that can support older people to be more independent. I therefore welcome the fact that the new regulations and guidance state that service providers must ensure that individuals are provided with access to aids and equipment that may be necessary to facilitate an individual's communication.[25]

My Care Home Review concluded that the emotional frailty and emotional needs of older people living in care homes – particularly those with dementia - are not fully understood or recognised by commissioners, providers or inspectors. I am encouraged that CSSIW have developed a new inspection regime that moves beyond task-based care, focuses on people's wellbeing outcomes and recognises

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23 Regulation 29(5)(b), Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

24 Regulation 19(3), Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

25 Regulation 24(2), Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

that it is the way in which people are cared for that significantly impacts on their emotional wellbeing and quality of life. CSSIW have produced new guidance about their commitment to promote and uphold the rights of people who use care and support services; this includes what good care should look like and what is not acceptable for people who use care and support services[26].

People and leadership

The Regulation and Inspection of Social Care (Wales) Act 2016has established a new workforce regulator, Social Care Wales, and has extended the regulator's remit. Throughout my scrutiny of the Act, I consistently called for the regulation of the care home workforce[27] as care staff play such a critical role in whether or not residents have a good quality of life, something made clear throughout my Review report. I welcome Social Care Wales' aim 'to make sure people in Wales can call on a high-quality social care workforce that provides services to fully meet their needs'[28].

The Welsh Government announced in 2015 that all care home workers must register with the workforce regulator from 2020. This is a significant change: coupled with the mandatory training that registration will require, it has the potential to drive up standards of care delivered in care homes. Workforce regulation not only increases the skills of the workforce through the training requirements it imposes, but also offers opportunities to raise the professional status of the care home workforce, helping to tackle low morale. However, it must be acknowledged that this is only one facet in addressing the challenges of developing a stable and sustainable sector, which is an attractive place to work.

When I published my Review report, I called for a national mandatory induction and an ongoing training programme for care home staff[29] and I therefore welcome the introduction of a new Social Care Induction Framework[30] for the sector, which has been developed by Social Care Wales. The revised Framework, which will be aligned to a new suite of qualifications for the health and social care sector currently being developed by Qualifications Wales, incorporates many of the skills and values that I called for, including training in understanding the physical and emotional needs of people living with dementia, and has also been extended to incorporate a new section on healthcare.

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26 CSSIW (2017) New guidance about our commitment to promote and uphold the rights of people who use care and support services <http://careinspectorate.wales/news/170316-human-rights/?lang=en> (webpage accessed 16/01/2018)

27 Older People's Commissioner for Wales (2014) A Place to Call Home? Requirement for Action 5.7

28 Social Care Wales (2017) Making a positive difference to social care in Wales <https://socialcare.wales/about> (webpage accessed 16/01/2018)

29 Older People's Commissioner for Wales (2014) A Place to Call Home? Requirement for Action 5.4

30 Social Care Wales (2017) Learning and development Induction and Continuing Professional Development (CPD), 2017 <https://socialcare.wales/learning-and-development/social-care-induction-framework-1> (webpage accessed 16/01/2018)

My Review report also made clear my expectation that care homes should be managed by permanent managers who are empowered to create an enabling and respectful culture of care, and are able to equip staff with the tools and support they need to enable older people to experience the best possible quality of life. I also called for a national recruitment and leadership programme to be developed and implemented, to recruit and train individuals with the right skills and competencies to be effective care home managers.[31] I am therefore pleased that Social Care Wales is implementing a long term programme of work for the development of social care managers that includes a new qualification and a range of other interventions, such as the successfully piloted 'step up to management' programme for social care workers, to give them the confidence to move to managerial roles. It is important that staff within the care home sector are encouraged and enabled to be fully involved in this.

As described above, my Care Home Review highlighted that the emotional and communication needs of people living with dementia are often poorly understood, leading to people being labelled as 'challenging' or 'difficult'. To address the issues that can arise from a lack of understanding of their needs, such as the inappropriate prescribing of anti-psychotic medication, I called for the development of a national dementia training programme[32] and I welcome the fact that Social Care Wales has commissioned and produced 'Good Work: A Dementia Learning and Development Framework for Wales'.[33] This Framework is primarily aimed at people working in the health and social care workforce and identifies three categories of workers relevant to care homes:

- Informed: social and first point of contact workers, for example, receptionists, frontline facing public sector roles, and a requirement for the induction of health and social care workers.

- Skilled: social care workers, nurses and managers.

- Influencer leaders: commissioners and designers of services.

The Framework is a positive step forward as, for the first time in Wales, providers, commissioners of care home services and the general public are able to see the learning outcomes that workers at all levels of the care home sector are expected to deliver to people living with dementia. Social Care Wales has developed a set of resources, launched in late 2017, which organisations can access for free to help them realise the 'Good Work' Framework.[34] The Framework will also form

31 Requirement for Action 5.1, A Place to Call Home? Older People's Commissioner for Wales, 2014

32 Requirement for Action 3.1, A Place to Call Home? Older People's Commissioner for Wales, 2014

33 Social Care Wales (2017) Good work: Dementia learning and development framework <https://socialcare.wales/resources/good-work-dementia-learning-and-development-framework> (webpage accessed 16/01/2018)

34 Social Care Wales (2017) Service improvement: People with dementia <www.socialcare.wales/service-improvement/people-with-dementia> (webpage accessed 16/01/2018)

part of the Welsh Government's Dementia Strategy.[35]

Dementia training is an area I chose to focus on in this follow-up work (Requirement for Action 3.2) and whilst I welcome the progress that has been made, the findings (detailed on page 40) demonstrate the need for continued efforts to ensure these important national developments are implemented across the sector and ultimately lead to positive outcomes for people living with dementia.

Commissioning, regulation & inspection

In my Care Home Review I called for a single outcomes framework of quality of life and care, plus a standard specification to be developed and used by all bodies involved in the regulations, provision and commissioning of care homes[36]. I therefore welcome the focus on quality of life in the Social Services and Well-being (Wales) Act 2014 and the National Outcomes Framework for people who need care and support services.

My Care Home Review also highlighted that there was a lack of meaningful information available to older people and their families to judge the quality of life, care and safety in individual care homes and I called for a range of related actions. New duties under the Regulation and Inspection of Social Care (Wales) Act 2016 should help to address this:

- All providers[37] must produce an annual report on their services. These annual returns will include information on quality of life of older people against the new standards under the Act, as well as information on staff qualifications, staff turnover, the number of formal complaints and whether or not these were upheld. The annual report from the Chief Inspector of Social Services must include information on how the human rights of older people are being upheld[38].

- Within their annual reports, Directors of Social Services must now include the views of service users about quality of life and care within their annual reports[39].

It is essential that commissioners of care and support work with older people and their families to ensure that care homes can meet individual needs and that providers can be challenged about unacceptable standards of care. I therefore

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35 Welsh Government (2017) Draft dementia strategy <https://consultations.gov.wales/consultations/draft-national-dementia-strategy> (webpage accessed 16/01/2018)

36 Older People's Commissioner for Wales (2014) A Place to Call Home? Requirement for Action 6.1

37 Section 10, Regulation and Inspection of Social Care (Wales) Act 2016

38 Section 42(4)(c), Regulation and Inspection of Social Care (Wales) Act 2016

39 Section 56, 144A, Regulation and Inspection of Social Care (Wales) Act 2016

called for a national, competency based training programme to be developed for commissioners to ensure that they understand, and reflect in their commissioning, the needs of older people living in care homes, including the needs of people living with dementia. Work in this area is now underway, with Social Care Wales working in partnership with the National Commissioning Board. Diploma level qualifications have been developed in collaboration with the sector; these are now available at Levels 3, 5 and 7 for social care commissioning, procurement and contracting and include 'understanding the process and experience of dementia' and 'understanding sensory loss'. The five-year strategic plan for Care and Support at Home identifies a clear action for Social Care Wales to develop further learning for commissioners.

My Care Home Review called for new safeguarding arrangements that explicitly recognise emotional neglect as a form of abuse.[40] Meeting older people's emotional needs - so that they feel safe, valued and respected - must be at the heart of care delivery within our care homes and I therefore welcome the fact that wellbeing sits at the heart of the Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations that will replace the old National Minimum Standards. Additionally, in my detailed analysis of the draft Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations[41], I called for providers to be required to attend a safeguarding investigation or an Adult Practice Review and for it also to be made an offence under the Act if providers fail to participate. I have written to the Minister separately regarding this issue.

In terms of Primary Care, the new Directed Enhanced Service (DES) for Care Homes, which came into force on 12 April 2017, has a stated aim 'to enhance the care provided for residents in care homes through a proactive, holistic coordinated model of care'. The associated Guidance[42] makes reference to the findings of my Care Home Review and the review undertaken by Dr Margaret Flynn, In Search of Accountability, which related to Operation Jasmine (2015)[43]. It is encouraging that the DES addresses many areas of concerns that have been highlighted within these reports, such as ensuring better coordination of care through closer multi-disciplinary working. Whilst the DES applies to both residential care homes and

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40 Older People's Commissioner for Wales (2014) A Place to Call Home? Requirement for Action 3.6

41 Regulation 26, Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

42 Welsh Government (2017) Specification and Directions on GMS contract <http://www.wales.nhs.uk/sites3/documents/480/gms%20contract%202017%2018%20care%20homes%202017%2018%20final%2012%20april%20v1%20%282%291.doc> (webpage accessed 16/01/2018)

43 Flynn, M (2015) In Search of Accountability: A review into the quality of life and care for older people living in care homes investigated as Operation Jasmine

nursing homes and should be offered to all General Medical Services contractors, I am concerned about what happens where contractors choose not to take up this offer and how the quality of care and safeguarding for all care home residents can be assured. It is therefore essential that Health Boards make concerted efforts to implement this new contract effectively.

My Care Home Review highlighted that the residential and nursing care market in Wales is volatile and fragile and that a lack of registered care home managers and a shortage of appropriately skilled staff pose risks to the quality of care being provided and to the care home market. I was clear in my expectation that forward planning must ensure there is a sufficient number of care homes, of the right type and in the right places. I also called for change through the publication of a national plan to ensure the future supply of high quality care homes. I am therefore pleased that, under the Social Services and Well-being (Wales) Act 2014[44], Local Authorities are now required to publish an assessment of the current and future care and support needs for their population[45] and these must be used to prepare area plans by April 2018, working in partnership with Health Boards.[46] These must also inform Well-being Assessments, which are required under the Well-being of Future Generations (Wales) Act 2015.[47]

Furthermore, I welcome the fact that Local Authorities are also required to produce market position statements for care homes in advance of the requirement (from April 2018) to create pooled budgets for care home accommodation.[48] Associated with this, the Regulation and Inspection of Social Care (Wales) Act 2016 includes a requirement for Welsh Ministers to prepare and publish a national market stability report (informed by each Local Authority).

The National Commissioning Board has produced a care home Market Analysis report[49] which captures some baseline management data and helped to identify gaps; this has raised a number of questions for the Welsh Government to address in terms of workforce recruitment and issues of supply and demand to drive market stability, as well as the model of care for older people that Welsh Government wants to be established in Wales.

44 Social Services &Well-being (Wales) Act, Part 9

45 Welsh Government (2017) First published Local Authority Population Needs Assessments <http://gov.wales/top-ics/health/socialcare/act/population/?lang=en> (webpage accessed 16/01/2018)

46 Welsh Government (2016) Welsh Health Circular 028 <http://www.wales.nhs.uk/sitesplus/documents/1064/WHC-2016-028%20Implications%20of%20the%20Social%20Services%20and%20Well-being%20%28Wales%29%20Act%202014.pdf> (webpage accessed 16/01/2018)

47 Well-being of Future Generations (Wales) Act 2015, Section 38(3)(e)

48 Social Services & Wellbeing (Wales) Act, Part 9

49 National Commissioning Board Wales (2017) Draft Findings for Discussion: Wales Market Analysis of Care Homes for Older people <http://www.wlga.wales/SharedFiles/Download.aspx?pageid=62&mid=665&fileid=1220> (webpage accessed 16/01/2018)

I will be working with the Welsh Government to ensure that the Regulations for the Local Market Stability Reports[50] reflect my expectations around forward planning

and I will also be emphasising the importance of national leadership and oversight of this process.

It is important that in undertaking this work the Welsh Government and public bodies take into account the recent report by the Competition and Markets Authority, which highlights that the care home sector is not currently positioned to attract the investment necessary to build the capacity needed for the future, as well as the Institute of Public Care Report, 'The care home market in Wales: Mapping the Sector' (2015)[51], which stresses that Local Authorities and the Welsh Government need to work in partnership to plan future provision, addressing ownership, financial stability, monitoring, staffing and quality of care.

Of particular importance is the need to assess the impact of existing initiatives and whether further action is needed to deliver the outcomes set out in my Care Home Review report.

It is disappointing that the interim report of the Parliamentary Review on Health and Social Care makes little reference to care homes, instead seeing extra care as a model for the future, particularly as the evidence is clear that there will be an increasing prevalence of frailty, disability and dementia amongst older people. Whilst extra care has a role to play, this will not be an appropriate model for a significant number of older people in Wales in years to come. Care homes will still have a role to play.

It is essential that in shaping future legislation on Quality and Governance in Health and Social Care, and considering the findings of the Parliamentary Review on Health and Social Care, that the Welsh Government listens and acts upon this body of evidence. There will always be older people in need of the care and support that can only be provided in care homes and the Government must drive forward a sustainable future for care homes and a transformation in culture to make sure that older people are supported to have the best quality of life possible, wherever they live.

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50 Section 56(1)144B, Regulation and Inspection of Social Care (Wales) Act 2016

51 Institute of Public Care (2015) The Care Home Market in Wales: Mapping the Sector' <http://ipc.brookes.ac.uk/publications/publication_840.html> (webpage accessed 16/01/2018)

How I carried out my Care Home Review follow-up work

Following the publication of my Care Home Review report, A Place to Call Home?, in 2014, all of the public bodies subject to my Review welcomed its findings and made specific public commitments to take action in relation to my Requirements for Action. These commitments are available to view on the Older People's Commissioner for Wales website.[52]

I was clear that I would be closely monitoring the implementation of my Requirements for Action and that I would undertake a programme of follow-up work to scrutinise any areas in which further action was needed to deliver the change required.

The impact section of this report demonstrates that there has been a significant shift in the focus and approach in a number of key areas across all levels of the care home system, with new policy, legislation, regulations and guidance that have the potential to deliver real change within care homes and make a real difference to the lives of older people.

There were, however, a number of areas where I had concerns that further action was needed, which were identified as they fall outside of legislative developments or because they relate to ongoing issues that have been shared with my casework team. These are set out in Appendix 1.

Having written to the public bodies subject to my Review in November 2016 to describe my planned approach to this work, I requested evidence from them in January 2017 regarding the action they had taken in response to the selected Requirements for Action. To support them in providing this evidence, and to ensure they were clear about the type of information and the level of detail I required, I shared a 'model answer' with them, along with a high-level judgement criteria, which set out what 'sufficient' responses should include:

- Explicit evidence about how they comply with the specified Requirements for Action that demonstrates clear progression on previously submitted plans in terms of past, current, and ongoing actions, with timelines and named leads (for future and current actions).

- An evaluation of the impact of action/s on outcomes for residents as laid out in the specified Requirement for Action.

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52 **ADD LINK ONCE RESPONSES ARE ON WEBSITE etc**

- Evidence that the quality of life of residents is now understood as an essential benchmark for the delivery of high quality care and that the public body actively promotes a culture of involvement and engagement in relation to a diverse range of residents.

- Identified future actions to drive cultural change set out within a clear timeline (if analysis of impact demonstrates that this is still needed).

- Evidence of any arrangements in place to ensure that the specified Requirements for Action are actively monitored for progress and reviewed within the public body's Corporate Governance structure.

I requested that responses were submitted using a template I provided (which set out specific questions and format requirements), to be returned by 31 March 2017. Included within the template was a section that allowed examples of good practice to be shared, some of which are included in this report.

The information received was analysed and scrutinised against the judgement criteria and the commitments made by public bodies in response to my 2014 Care Home Review. The 2016/17 Annual Quality Statements published by Health Boards were also examined as they relate to Requirement for Action 6.8. A rating system of 'Sufficient', 'Partially Sufficient' and 'Insufficient' was used in assessing the responses.

The Key Findings Section of this report (page 6) sets out the key themes that have been identified from this analysis across each of the Requirements for Action. Detailed feedback and commentary has also been provided to each of the public bodies based on their responses, highlighting the positive actions that are now being delivered, as well as setting out where further action is needed. I have made clear that a 'Sufficient' rating does not mean there is not room for further progress and that I expect there to be a process of continuous improvement and governance oversight in relation to all of my Requirements for Action.

The responses provided by public bodies and my feedback/commentary are available to view in full on the Older People's Commissioner for Wales website.

Findings of my review follow-up work

This section presents the key findings of this follow-up work, related to the Welsh Government, CSSIW, Health Boards and Local Authorities.

The findings are presented here in relation to:

- Continence
- Reablement and rehabilitation
- Falls prevention
- Dementia training
- Befriending
- Anti-psychotic medication
- Medication reviews
- Quality of Life and engagement
- Integrated inspection, governance and transparency
- Public information
- Workforce planning and nursing career pathways

Continence care

Requirement for Action 1.3

Specialist care home continence support should be available to all care homes to support best practice in continence care, underpinned by clear national guidelines for the use of continence aids and dignity.

Contributing to the following outcome:

Older people are supported to maintain their continence and independent use of the toilet and have their privacy, dignity and respect accorded to them at all times.

Responsibility:

**Welsh Government
Health Boards**

Review Findings

Health Boards:

Sufficient	2
Partially Sufficient	1
Insufficient	4

Welsh Government: Partially Sufficient

New regulations and guidance under the Regulation and Inspection of Social Care (Wales) Act 2016 do address aspects of dignified continence care and continence supplies. Whilst this is a step forward, this is not accompanied by more explicit guidance for providers, or adequate recognition that this is a multi-agency issue[53]. Also, the proposed revision of the NHS All Wales Continence Bundle Guidance for care homes has not yet been actioned.

Promoting individual continence for as long as possible is essential to personal wellbeing and small enabling changes, such as walking with someone to the toilet rather than moving and transferring them in a wheelchair, can help residents to stay independent. National guidance that specifically addresses the needs of residents in the care home sector – as set out in this Requirement for Action – will help ensure that care home staff are clear about good practice in creating

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53 The Regulated Services (Service Providers and Responsible Individuals) Regulations 2017 and Statutory guidance for service providers and responsible individuals on meeting service standard regulations

enabling environments and promoting preventive approaches that enable people to be independently continent as far as possible.

The Care Inspectorate in Scotland has developed a resource, 'Promoting continence for people living with dementia and long term conditions'[54], which is based on the principle that dignity is compromised without appropriate continence care. Research related to this resource is also available, outlining its development and early implementation, and outlining a range of strategies that can help people to remain continent[55].

Health Boards:

All Health Boards stated in their responses that they have continence specialists in place, in the form of continence teams/services, Continence Nurse Specialists and/or nurses with a special interest. However, these forms of support also cover the wider community. Most Health Boards simply stated that all care home residents have access to them, but failed to provide evidence to support this assertion. Little was also said about levels of service availability.

The responses also suggest inconsistencies in approach across different areas. For example, one Health Board stated that it has provided access to care homes to a locally adapted All Wales Bladder and Bowel Care Pathway, whilst another 'encourages care homes to use this kind of tool'. Others make no mention of the pathway at all.

The approach to continence care was often described in terms of task-based support or was related to product supplies (such as pads) and infection control. Although some Health Boards made clear that they promote a range of treatment and management options and do not just offer 'containment', there was very little reference to continence care being delivered in person-centred ways that enable residents to have choice and control, which is an essential part of their quality of life.

A small number of Health Boards mentioned that they have implemented preventive initiatives, such as improving hydration amongst residents.

Initiatives like this can not only make a huge difference to older people's quality of life (as outlined in an All Party Parliamentary Group for Continence Care report (2015)[56]), but also offer the potential for Health Boards to make significant financial

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54 Care Inspectorate (Scotland) (2015) Promoting continence for people living with dementia and long term conditions <http://www.careinspectorate.com/index.php/guidance/9-professional/2613-promoting-continence-for-people-living-with-dementia-and-long-term-conditions> (webpage accessed 16/01/2018)

55 Dennis J (2016) Changing our view of older people's continence care. Nursing Times; 112: 20, 12-14.

56 All Party Parliamentary Group for Continence Care (updated 2015) Cost Effective Commissioning for Continence

savings. For example, Aneurin Bevan University Health Board have enabled their Continence Nurse Specialist to be employed on a permanent basis because of the associated savings linked to waste reduction, better housekeeping and contract management.

One Health Board stated that some care home providers can be reluctant to use its Continence Service. The reasons for this are not made clear, but it raises concerns that this might be an issue across other areas. Aneurin Bevan University Health Board has started promoting catheter awareness amongst care home staff as part of a broader campaign, and this has helped to promote contact with independent providers:

Good Practice: Catheter Awareness Week

Aneurin Bevan University Health Board

The Health Board first learned about Catheter Awareness Week (CAW) from the Innovations Network in London, which has run similar programmes. The aim is to improve catheter care by informing nursing staff about what the Health Board is able to provide relating to both continence care and catheter care, and is an opportunity to share best practice. This year's CAW included the community and the Commissioner's Care Home Review report, A Place to Call Home?, reinforced the Health Board's concern to target care homes.

The programme included stands, banners, posters and stickers. Two seminars were made available to staff from all areas and included white boards and photo shoots for delegates to make pledges to improve catheter care. The Health Board worked to ensure they had a strong presence on Facebook and Twitter, which was useful for sharing good practice.

There was a good attendance from care home staff at the seminars. One of the organisers said this was very positive in creating an 'inroad' to private sector care homes as the Continence Service do not always have a strong relationship with them.

Staff training was mentioned in a majority of the submissions. This includes the training of care home staff on an informal basis related to the needs of individuals, provided through the continence services and specialists. Several Health Boards stated that more formalised training is also made available, to enhance the skills and knowledge of care home staff, and Cardiff and Vale University Health Board is looking to develop e-learning modules as an additional resource. It is clear from the evidence that there is a need to ensure such training takes place. For example, one Health Board stated it undertook an audit at the beginning of 2017

that found poor knowledge amongst nursing and residential care home staff in relation to continence (which it is working to address); another submission stated that care home staff requested continence training because there was felt to be a gap. Furthermore, many of the responses focused upon the training of nursing staff, but it was not clear what level of training is provided to different types and levels of staff.

It is essential that continence care training is not simply task-based but addresses dignity, choice and control, and raises awareness of the environmental factors that can impact on individuals in relation to continence (such as colour contrasts and signage). This is especially important for people living with dementia[57], but most of the submissions fail to make any reference to people with living dementia, or to people who have specific access requirements or different cultural needs. It is of key importance that the diverse needs of care home residents are properly taken into account, as this has implications for quality of care and health outcomes.

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57 Social Care Institute for Excellence (2015) When people with dementia experience problems related to using the toilet <http://www.scie.org.uk/dementia/living-with-dementia/difficult-situations/using-the-toilet.asp> (webpage accessed 16/01/2018)

Reablement and rehabilitation

Requirement for Action 2.2

Older people in care homes have access to specialist services and, where appropriate, multidisciplinary care that is designed to support rehabilitation after a period of ill health.

Contributing to the following outcome:

Older people receive full support, following a period of significant ill health, for example following a fall, or stroke, to enable them to maximise their independence and quality of life.

Responsibility:

Local Authorities
Health Boards

Review Findings

Health Boards:

Sufficient	2
Partially Sufficient	2
Insufficient	3

Local Authorities:

Sufficient	6
Partially Sufficient	8
Insufficient	8

A large number of Local Authorities and Health Boards did not provide robust evidence of progress with respect to this Requirement for Action. Whilst a range of roles and teams are described (for example, Community Resources Teams, District Nurses, Integrated Services Teams and Frailty Services), there is little critical analysis regarding the performance of these services, of the availability or reality of access for care home residents. Where associated data was provided, it often related to community-based services and it is therefore difficult to assess the level of support available to care home residents. Only half of the submissions provided any information about access to services for self-funders, and in many cases these details were limited. In several submissions reference was made to

recent changes in structures in health and/or social care services (such as patch-based systems, GP clusters, dedicated care home GPs and Liaison Nurses, and Enhanced Service contracts for care homes) that aim to ensure better care co-ordination. However, the benefits and outcomes for care home residents are yet to be tested and realised, and in some cases these new systems only provide partial coverage.

A large number of submissions related to this Requirement for Action provided detailed evidence of falls and/or falls prevention programmes, and these are referenced on page 37. Some Health Boards and Local Authorities also described activity that is associated with general health care, for example:

- **Vale of Glamorgan Council** has established a foot care programme in partnership with Cardiff and Vale University Health Board, Age Cymru and the Society of Chiropodists and Podiatrists, which is resulting in benefits for care home residents in terms of their mobility and has contributed to falls prevention.

- In **Cwm Taf University Health Board**, there is dedicated care home dietician support, as part of the 'At Home' service. This post was made permanent after the benefits of providing enhanced dietetic support were demonstrated in an initial cohort of care homes. This work not only targets individuals referred for treatment but the health and wellbeing of the care home community as a whole.

- **Torfaen County Borough Council** has introduced an oral health programme, with 100% uptake from care homes.[58,59] The evidence suggests that this has resulted in a number of benefits for care home residents, particularly those with dementia, who can enjoy eating a greater variety of foods again. There is also less reliance on food supplements, and the need for dental treatment has been reduced.

Whilst these programmes are all positive, taken by themselves they do not constitute sufficient supporting evidence related to this Requirement for Action concerning access to specialist reablement and rehabilitative services following a period of ill health.

Several submissions described how care homes are now being used to provide short-term reablement support/step up down beds to facilitate hospital discharge

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58 The significant impact of poor oral health on quality of life related was evidenced in a report published by the Royal College of Surgeons: "Improving the Oral Health of Older People" (August 2017)

59 Specific work on oral health in care homes in Wales has been undertaken as part of a review of Special Care Dentistry in Wales: http://gov.wales/topics/health/professionals/dental/dentistry/?lang=en (webpage accessed 16/01/2018)

and/or provide transitional reablement support. Many of the submissions suggest that this is the main focus of reablement activity and it is unclear whether permanent, longer term residents get the same kind of attention or service ethos. One Health Board made this disparity in approach clear:

> **"Assessment beds [intermediate care] in the residential homes operate differently from the standard residential bed, with service users encouraged to undertake as many of their acts of daily living for themselves under the supervision of the community staff, therefore promoting self-independence."**

This evidence suggests that a 'two-tier' approach is emerging in relation to reablement and rehabilitation services, where there is a differential level of service and different expectations depending on an individual's occupancy status within the care home. Whilst there is an understandable focus on avoiding hospital admissions and facilitating effective discharge, a lack of attention to care home residents creates dependency and risks the spiraling of further ill health. This has significant personal and cost consequences (as indicated by examples provided by the British Geriatrics Society).[60] A recent interim findings report related to the 'Optimal NHS service delivery to care homes' research highlighted some of the risks and potential benefits of delivering NHS services through care homes, which underlines the need to be concerned about this observation.[61]

A small minority of submissions made reference to support for people with dementia, in the form of specific dementia support services, such as memory clinics or dementia intervention teams. However, this was solely related to cognitive and behavioural support or drug regimes, and there was no reference within the submissions to ensuring access to the range of rehabilitative or reablement therapies for people with dementia, which is particularly important following a period of ill health. This can make a critical difference[62]. As Comorbidities amongst people with dementia are common[63], it is important that health services do not operate in silos when delivering support, or operate eligibility criteria (either explicit or informal) that lead to individuals being excluded from vital support which can prevent deterioration and aid wellbeing.

It is also concerning that there are a number of examples of inappropriate

60 British Geriatric Society (2015) Physiotherapy and older people <http://www.bgs.org.uk/nursepublications/nursing/nursepublications/consultation-physio-and-older-people> (webpage accessed 16/01/2018)

61 Goodman, D et al (2017) Optimal NHS service delivery to care homes: a realist evaluation of the features and mechanisms that support effective working for the continuing care of older people in residential settings (The Optimal project is funded by the National Institute for Health Research [HS&DR Project: 11/1021/02])

62 Social Care Institute for Excellence (2013) Maximising the potential of reablement; Supporting people living with dementia (Guide 49), 2013 <https://www.scie.org.uk/publications/guides/guide49/dementia.asp> (webpage accessed 16/01/2018)

63 International Longevity Centre UK / Scrutton, J and C.U. Brancati (2016) Dementia and Co-morbidities; ensuring parity of care <http://www.ilcuk.org.uk/images/uploads/publication-pdfs/ILC-UK_-_Dementia_and_Comorbidities_-_Ensuring_Parity_of_Care.pdf> (webpage accessed 16/01/2018)

terminology linked to dementia (such as 'challenging behaviour') within some of the submissions. This indicates a lack of awareness about the impact of language and its role in driving positive change in practice and culture.

Whilst a small number of Local Authorities briefly stated that they provide staff training in enabling approaches, the vast majority of submissions from both Local Authorities and Health Boards provided little sense of an enabling ethos in line with the current policy direction. Descriptions are generally service driven and rooted in the language of 'doing to' rather than 'working with' the person.

Where actions are underway, evidence of impact or improvement provided within the submissions is generally anecdotal and vague, or relates to service outcomes/destination (for example, avoidance of hospital admissions/diversion from residential care). Little reference was made to personal outcomes that are robustly linked to care plans/reviews or considered as part of contract monitoring arrangements. Although there were some references to quality checks and satisfaction surveys, this evidence was often combined with wider community data and it is therefore difficult to get a sense of the impact these are having upon care home residents. With a few exceptions, there was little mention of how care plans are being used to help reinforce reablement goals though daily routines and pro-active reinforcement, or of working together with the resident and family members within the framework of a personalised risk assessment to improve health and wellbeing.

Whilst there are clearly significant gaps in the provision of reablement and rehabilitation services, a few examples were provided that demonstrate the significant difference preventive approaches can make to care home residents' health and quality of life (and implicitly to health service budgets):

Good Practice: Prevention

The Stars Project

The STARS Project is a partnership based initiative in Rhondda Cynon Taf (between Leisure, Culture and Tourism and Community Care), which provides a programme of activity in care homes with the aim of improving mood, mobility, circulation and psychological wellbeing. Participation and progress is assessed through care plan reviews, individual risk assessments, a Health & Safety Database, personalised activity plans, behaviour charts and a falls screening assessment tool. The project is a dedicated care home resource available free to Local Authority homes and private homes are able to access it at a charge. This has shown improved balance and mobility, and a reduction in falls.

"I sometimes feel like I've run a marathon.... She really gets us going."

"I really enjoy all of us getting together and having a laugh."

(words of residents using the STARS service)

Dementia Go

The Dementia Go scheme is a partnership initiative in Gwynedd. This scheme has provided positively evaluated physical exercise sessions for people living with dementia and their carers in leisure centres since 2015. An officer has now been seconded from Leisure Services for two years to expand and develop the scheme within Local Authority care homes, which will be open to all residents. It will be delivered through staff, who will be trained, with the aim to ensure that activity is ongoing and incorporated into daily routines, and not just focused on occasional exercise classes. It will also take account of work that has been led by the British Heart Foundation National Centre for Physical Activity at Loughborough University and the Care Inspectorate in Scotland.[64]

As recognised in one of the examples referenced above, prevention can be achieved through a range of means, and enabling care home residents to keep mobile through small everyday activities can make a huge difference to their wellbeing, overall health and resilience.

There was little mention of the use of assistive technologies within the submissions, though Gwynedd Council and Betsi Cadwaladr University Health Board did make reference to a telemedicine project that will give access to specialist medical opinion through 'virtual' appointments via video conferencing for older people in the communities[65]. This approach can help to avoid the need to travel to health facilities, which can be very stressful for older people, and can be of particular benefit to people living in rural communities. Evidence of the benefits of assistive technology for people with dementia is also growing[66] and it is therefore important that assistive technology options are fully explored and evaluated at both a strategic and individual level to ensure they meet the desired outcomes of care home residents[67].

There appears to be a lack of an overall strategic approach in relation to this Requirement for Action in the majority of areas. Whilst a range of different projects

64 British Heart Foundation National Centre for Physical Activity / Care Inspectorate (Scotland) (2014) Care...about physical activity; Promoting physical activity in care homes in Scotland – a good practice resource pack <http://www.careinspectorate.com/images/documents/2732/Physical%20activity%20guidance%20booklet.pdf> (webpage accessed 16/01/2018)

65 This work forms part of a Bevan Exemplar site

66 AT Dementia <https://www.atdementia.org.uk/> (webpage accessed 16/01/2018)

67 Telehealth has been actively championed in Scotland for some years, and is supported by the Joint Improvement Team, whose website sets out related research: http://www.jitscotland.org.uk/action-areas/telehealth-and-tele-care/ (webpage accessed 16/01/2018

related to reablement and rehabilitation are being delivered – many as part of a partnership approach – there is little sense of this work taking place within a high level, structured and prioritised framework that is focused on prevention and promoting enabling, person-centred approaches that specifically address the needs of care home residents.

Falls prevention

Requirements for Action 2.3 and 6.8

A National Falls Prevention Programme for care homes is developed and implemented. This should include:

- **Enabling people to stay active in a safe way**

- **Up-skilling all care home staff in understanding and minimising the risk factors associated with falls**

- **The balance of risk management against the concept of quality of life and the human rights of older people, to ensure that risk-averse action taken by care staff does not lead to restrictive care**

National reporting on falls in care homes is undertaken on an annual basis.

Contributing to the following outcome:

Older people's risk of falling is minimised, without their rights to choice and control over their own lives and their ability to do things that matter to them being undermined.

Responsibility:

Welsh Government (2.3)

Falls information provided by Health Boards across their submissions (mainly related to Requirement for Action 6.8 and 2.2) has also been referenced here.

Review Findings

Welsh Government: Insufficient

The evidence submitted fails to demonstrate that the Welsh Government has taken sufficient action to develop a National Falls Prevention Programme in care homes across Wales. The response does make reference to funding for Low Impact Functional Training (LIFT), but this in itself will not drive the change in culture and practice needed to ensure that residents' mobility is actively promoted as part of daily life and is understood as a way of improving their quality of life and reducing risk.

The Welsh Government submission also makes reference to the 'Managing

Falls and Fractures in Care Homes for Older People' good practice resource[68] (produced by NHS Scotland and the Care Inspectorate Scotland), though there are no clear commitments or timescales associated with this.

The evidence does not include any evaluation of the potential impact that the Welsh Government's inaction is having upon residents' wellbeing, in terms of the human costs of loss of independence, risks of hospitalisation and serious health decline, and the significant financial impact on the NHS.

Health Boards

A range of work related to falls prevention was described by Health Boards, including:

- developing specific resources, such as Falls Packs, available for use by care homes;

- using specialised equipment, with some areas involved in a pilot of inflatable moving and handling equipment[69];

- delivering training for care home staff in the form of workshops, tailored provision and/or e-learning packages;

- undertaking promotional activities, such as the establishment of Falls Champions within care homes; and

- focusing on anti-psychotic and other medication reviews, which was described as having a positive impact in reducing falls.

Several Health Boards also described investment in specialist falls practitioners and/or support from services, such as Practice Development Teams, Falls Teams and Falls Prevention Clinics. However, these were generally community-based and it was therefore difficult to ascertain the level of access to these services for care homes.

Aneurin Bevan University Health Board described how they are making the link between falls and sensory loss and are planning a range of activities associated with this, including hosting a multi-agency event and delivering related training to care home staff. They are also rolling out a 'Pimp My Zimmer' programme:

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68 Care Inspectorate and NHS Scotland (2016) Managing Falls and Fractures in Care Homes for Older People – a good practice resource Revised edition <http://www.careinspectorate.com/images/documents/2712/Falls%20 and%20fractures%20new%20resource%20low%20res.pdf> (webpage accessed 16/01/2018)
69 Provided by Mangar ELK

Good Practice: Pimp my Zimmer

Aneurin Bevan University Health Board

Pimp My Zimmer first started in a care home in Essex where the matron recognised that people with dementia do not easily identify the colour grey, and made the decision to engage residents in 'pimping' their zimmers. Decorating the zimmers with bright colours makes them more easily recognisable as well as being fun for the individual. This initiative has seen a 60% reduction of falls in a number of care homes in Essex where this scheme was rolled out.

The Health Board has introduced this initiative across 110 nursing and residential homes and in housing complexes, hospital wards etc. Awareness sessions have also been held with Activities Coordinators and pre-fall data is also being used to help evaluate the impact of this programme.

In addition to this good practice, the majority of Health Boards described how they are developing processes and systems to monitor and respond to falls more effectively by, implementing falls pathways and/or undertaking routine audits of falls, for example. Two Health Boards (Cwm Taf University Health Board and Abertawe Bro Morgannwg University Health Board) stated that they are working with Local Authorities and providers to introduce changes to contracts, requiring care homes to routinely record and report on falls. Some evidence was also provided of strategic partnership based approaches, such as a Falls Steering Group in Aneurin Bevan University Health Board and a Falls Prevention Group in Cwm Taf University Health Board.

Whilst a range of falls management and prevention activity within care homes is in place or is in the process of being developed, the evidence provided is inconsistent across Health Boards. Furthermore, due to the lack of evidence reported within all of the 2016/17 Annual Quality Statements published by Health Boards (outlined on page 64), it is difficult to assess the level of support that is available to care home residents or understand how falls prevention and the number of falls are being monitored and recorded.

Dementia training

Requirement for Action 3.2

All care home employees undertake basic dementia training as part of their induction and all care staff and Care Home Managers undertake further dementia training on an ongoing basis as part of their skills and competency development, with this a specific element of supervision and performance assessment.

Contributing to the following outcome:

All staff working in care homes understand the physical and emotional needs of older people living with dementia and assumptions about capacity are no longer made.

Responsibility:

Local Authorities

Review Findings

Local Authorities:

Sufficient	10
Partially Sufficient	4
Insufficient	8

The majority of Local Authorities have made progress in this area, though even amongst those judged 'Sufficient' a number of areas of weakness were identified, as highlighted in this section. There were, however, some excellent examples of proactive development work, where staff training is approached as one aspect of workforce development and culture change, as exemplified below:

Good Practice: Dementia Care Matters

Merthyr Tydfil Counry Borough Council and Rhondda Cynon Taf County Borough Council

The Local Authorities are working in partnership to shift the whole culture in relation to dementia, and care home staff training is a key part of this. A leadership training course, which includes managers from the independent sector, has been commissioned from Dementia Care Matters.

Commissioning staff are also undertaking the training and are applying it to their monitoring activity, where they utilise the Quality of Interactions Schedule (QUIS) observation tool.

"Our experience is that quality of care is directly affected by the quality of leadership at a care home and this is an area for specific attention during the Contract Monitoring Officers visits and observations. Contract Monitoring Officers also liaise with the training team to monitor where opportunities for leadership and management training have been accepted and declined."

(Rhondda Cynon Taf County Borough Council)

The training is supported and reinforced through the Training and Development Team, with a view to embedding learning and sharing best practice. The approach promotes positive risk taking and Health and Safety staff are advised of this in order to reduce conflicting expectations around the promotion of independence.

A new contract is being developed to further embed this approach, and there is an incentive scheme for providers in relation to staff training in the form of vouchers. The joint Cwm Taf Social Care Workforce Development Partnership also receives bi-monthly reports, and there is a commitment to fully rolling out the leadership programme.

Whilst some examples of good practice were provided, the majority of responses lacked detail in terms of the level and type of training that care home staff are currently receiving. Induction training is often referred to generally, and the level of dementia training within this is not always made clear. Where Local Authorities mention that care home managers are provided with specific training, this appears in some cases to be inadequate to provide the kind of knowledge and leadership that is necessary.

Despite the importance of all people in the care home environment who have contact with people living with dementia having an awareness of its impact and being able to respond positively, very few responses mentioned whether auxiliary staff (such as cooks and caretakers) receive any training. Flintshire County Council has, however, begun a research study with Bangor University (Creative Conversations), which focuses specifically on skills and competency development that includes domestic and auxiliary staff, with a view to ensuring that all staff working in care homes understand the physical and emotional needs of people living with dementia.

Responses from several Local Authorities stated that they are becoming Dementia Friendly and/or are establishing Dementia Friendly Communities. This is very positive in principle: care homes are part of the wider community and Local Authorities have a responsibility to drive forward cultural change so that people living with dementia are included and treated with understanding and respect. However, in some areas, the 'Dementia Friends' awareness raising associated with these initiatives appears to be targeted at care home staff. This is an inadequate level of dementia training for staff who have daily contact with people living with dementia and a responsibility for providing quality care and support.

The reinforcement of training through wider workforce development is essential to ensure that learning needs are identified, learning outcomes are achieved, learning is sustained and staff are provided with the opportunity to reflect on their practice. However, only a minority of Local Authorities mentioned what they are doing to promote this (for example, through supervision and appraisal, implementing mentoring schemes, deploying observation tools, and backing up face-to-face training with e-learning tools and relevant videos). Others mentioned that they deliver additional specific forms of training related to specific activities for people living with dementia, such as 'Never Ending Story' and 'Dance Circles'. Whilst these are all very positive steps, one Local Authority recognised the ongoing work and leadership that is required to ensure a real shift in culture that respects older people's human rights:

> **"At present there is still a poor understanding about how human rights interact with the need to provide a safe environment and what steps need to be taken in practice. Although there are some areas of good practice, many care settings are still driven by a culture of risk aversion. Further training, modelling, mentoring, supervision, appraisal and reassurance are required to ensure managers are confident that they will not be penalised for encouraging people to take measured risk."**

The responses provided suggest that some Local Authorities do not have a sufficiently strategic overview in relation to this Requirement for Action. Whilst there is some indication that 'Good Work: A Dementia Learning and Development Framework for Wales' (2016) is being implemented at a regional level, there is a lack of reference to this at a local level, with more than half of the responses not mentioning it at all. Some of the evidence provided also raises concerns about forward planning and preparedness in relation to dementia. One Local Authority stated, for example, that they have little idea of the quality and level of dementia training being commissioned by independent sector homes, while others provided information that showed the independent sector only sourced a relatively small percentage of dementia training from their Local Authority workforce development

team. The delivery of the 'Good Work' Framework will require that training is delivered to a certain standard and public bodies will need to understand the training provider market and profile of need to be in a position to support the effective implementation of this.

Befriending

Requirement for Action 3.3

Active steps should be taken to encourage the use of befriending schemes within care homes, including intergenerational projects, and support residents to retain existing friendships. This must include ensuring continued access to faith based support and to specific cultural communities.

Contributing to the following outcome:

Older people are supported to retain their existing friendships and have meaningful social contact, both within and outside the care home. Care homes are more open to interactions with the wider community. Older people are able to continue to practice their faith and maintain important cultural links and practices.

Responsibility:

Local Authorities

Review Findings

Local Authorities:

Sufficient	8
Partially Sufficient	2
Insufficient	12

The Care Home Review set out the need to promote more befriending activities in care homes, and the wide ranging benefits of befriending support are clear, as outlined in a summary of research evidence by the Mentoring and Befriending Foundation[70].

There was limited progress in relation to this Requirement for Action and the evidence provided often failed to offer assurance about the type and level of befriending activity available to care home residents.

Where examples of practice were described, the extent of this within the locality was often not clear within and across Local Authority and independent sector care

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70 Mentoring and Befriending Foundation (2012) Older People; Research Summary 3 <http://www.mandbf.org/wp-content/uploads/2011/03/Research-summary-3-older-people-updated-Oct-2012.pdf> (webpage accessed 16/01/2018)

home settings. In several submissions, all of the activities described took place within the care home and there was little sense that residents are enabled to engage with the wider community to establish and/or sustain relationships. Where contract monitoring systems were described in relation to this issue, these did not always appear to be sufficiently robust. For example, looking at a list of group-based activities and events provided by care homes does not provide meaningful information about whether the activities being delivered are sufficiently person-centred.

Very few of the submissions went into any detail about how they assess and review residents' individual needs in relation to this Requirement for Action, through Local Authority care management processes or through care planning processes within the home. However, evidence was submitted in response to Requirement for Action 3.2 (dementia training) where some Local Authorities described how they deployed various tools that help care staff to get to know the person (such as 'This Is Me'). It is important that these tools - which capture people's profiles, needs, preferences and aspirations - are actively used. They need to be 'joined up' to care management and contract monitoring processes and linked to the delivery of related outcomes.

Whilst evidence about befriending activities was often limited and lacking in detail, the majority of responses from Local Authorities did set out how they support residents to access faith-based support and activities. Rhondda Cynon Taf County Borough Council, for example, has been piloting a creative approach to enabling faith-based activities within one of its care homes:

Good Practice: Faith-based support

Rhondda Cynon Taf County Borough Council

The Local Authority has been running a pilot scheme with the staff at Bronllwyn Care Home, with regard to the faith needs of residents. The intention was to provide a multi-sensory experience which could be accessed on a variety of levels. Care home staff had already received training on understanding meaningful activity as an important human need, and the Manager has undertaken a range of development work to ensure that this becomes a core part of her staff's practice. This was important groundwork in the faith-based initiative, which has been developed in partnership with the Local Authority training department.

A small number of staff received further training from an experienced special needs teacher, and the sessions include, for example: use of hand bells; spiritual

story books and CDs; musical instruments and tactile objects; large print hymn and song books with illustrations to provide prompts and stimulate conversations. Large scale pictures of local points of interest are also used, which are selected by residents.

The Manager attends the sessions and ensures that the same staff are available to support them. The expectation is that this will be a regular activity that is structured but flexible, and residents can participate as they wish.

Some creative examples of intergenerational activity were also described, such as:

- **Blaenau Gwent:** A 'Digital Heroes' programme is being planned that includes younger generations; this will provide training to care home residents and staff to enable people to, for example, Skype friends and relatives.

- **Flintshire:** Following the provision of Dementia Friends training in schools, 15 selected pupils have been involved in creative arts workshops looking at communication. Following this, the pupils are involved with care home residents in a creative story session called 'Never Ending Story'.

- **Bridgend:** The Olympage Games is an annual intergenerational event with an emphasis on having fun, where teams take on the identity of competing countries. It emerged from development work with day services, care settings and community groups.

- **Gwynedd:** Children have been working with residents of Bryn Seiont Newydd care home and a textile artist to create a project called 'Perthyn', which celebrates the links between Caernarfon and Patagonia.

- **Swansea:** A care home takes residents to visit a local café set up by schoolchildren to cater for older people, which offers arts and crafts and pamper sessions.

Some of these examples are arts-based, and a recent review of evidence published by the SCIE and the All Parliamentary Group on Arts, Health and Wellbeing in 2017[71] sets out the benefits of the arts in meeting some of the major challenges facing social care, including social benefits that can counter isolation and loneliness.

Recognising these benefits, the Scottish Care Inspectorate has launched an arts

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71 SCIE All Parliamentary Group (2017) The Role of the Arts in Social Care July 2017 <http://www.art-shealthandwellbeing.org.uk/appg-inquiry/Briefings/SCIE.pdf> (webpage accessed 16/01/2018)

based Resource Pack specifically related to care homes.[72] Age Cymru has also published an evaluation report of cARTrefu (which means to reside in Welsh), a four year programme which aims to improve access to quality arts experiences for older people in residential care within Wales.[73]

In addition to providing examples of good practice such as those set out above, several Local Authorities described development work linked to national policy changes[74] that have the potential to have a positive impact on care home residents' community connectedness, such as:

- Establishing policies that enable older people to live in care homes close their community networks

- Capacity building within the community with the ambition to create stronger links with care homes and maximize the volunteer base

- Promoting co-productive approaches

However, the submissions from a couple of Local Authorities implied that such policy changes were being implemented with unrealistic assumptions about their potential impact. For example:

> **"The Authority considers that fundamentally its level of care home provision throughout the county means older people choose where they wish to live and that as a consequence are able to maintain existing relationships within their locality."**

In introducing these approaches, it is important that Local Authorities do not make assumptions about people's capacity to maintain their community and cultural links. People should be assessed as individuals and provision made to ensure that effective support is in place, particularly those who have dementia or a specific communication need, people who are confined to bed, and those who do not have family members or friends living nearby.

Failing to support the needs of these residents places a large number of them at risk of social isolation and loneliness, which poses significant risks to their overall health and wellbeing[75]. It is therefore concerning that the majority of submissions failed to mention how Local Authorities are meeting, or plan to meet, the diverse needs of residents in relation to this Requirement for Action, particularly as there is clear evidence of the range of benefits that befriending support can bring.

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72 Care Inspectorate (Scotland) (2016) Arts in Care <http://hub.careinspectorate.com/improvement/arts-in-care> (webpage accessed 16/01/2018)

73 Age Cymru (2015) cARTrefu <https://www.ageuk.org.uk/cymru/health--wellbeing/cartrefu/> (webpage accessed 16/01/2018)

74 Linked to the Social Services and Wellbeing (Wales) Act and Wellbeing of Future Generations (Wales) Act

75 Holt-Lunstad J, Smith TB, Baker M, et al (2015) Loneliness and social isolation as risk factors for mortality: a meta-analytic review. Perspectives on Psychological Science 2015;10:227–37

Anti-psychotic medication

Requirement for Action 3.5

Information is published annually about the use of anti-psychotics in care homes, benchmarked against NICE guidelines and Welsh Government Intelligent Targets for Dementia.

Contributing to the following outcome:

Older people are not prescribed anti-psychotic drugs inappropriately or as an alternative to non-pharmaceutical methods of support and NICE best practice guidance is complied with.

Responsibility:

Health Boards

Review Findings:

Health Boards:

Sufficient	1
Partially Sufficient	0
Insufficient	6

The majority of Health Boards failed to meet the criteria for a Sufficient rating as they are not publishing the required information about the use of anti-psychotic medication in care homes. Despite the fact that all seven Health Boards had made clear commitments to publish this information following the publication of 'A Place to Call Home?' in 2014, only one is publishing very limited information which relates solely to nursing homes. Based on the evidence provided, none of the others appear to have corporate overview of this area and there are no clear commitments to publish the required information.

The responses did show, however, that some proactive work is underway to reduce the inappropriate use of anti-psychotic medication. Examples were provided of different teams and structures to support prescribing and reviews, such as care home in-reach services, care home dementia and mental health intervention teams and dedicated pharmacists. There were also examples of efforts to support more effective multi-disciplinary working and to support data sharing, which can be seen below.

The majority of Health Boards described audit and review tools that are being employed (or were in the planning stages), to promote benchmarking and to ensure more systematic and evidence based approaches. For example, Cwm Taf University Health Board described the active use of STOPP START[76] and Aneurin Bevan University Health Board stated it is introducing the International Consortium on Health Outcomes Measures (ICHOM)[77] within its memory assessment services. Similarly, the Prescribing Observatory for Mental Health (POMH) UK[78] audit tool is under consideration by Hywel Dda University Health Board, and the pharmacy teams within Betsi Cadwaladr University Health Board have been working with primary care practitioners to develop a data collection tool based on the POMH UK tool.

Several of the Health Boards stated they are looking at alternatives to anti-psychotic medication, and developing intervention plans to negate the need for a prescription. A good example of this was provided by Cwm Taf University Health Board:

Good Practice: Care Home Dementia Intervention Team

Cwm Taf University Health Board

The Care Home Dementia Intervention Team (CDIT) was set up in 2014. An audit of the patients on the inpatient mental health wards indicated that when people with dementia were admitted from residential and nursing care they were unlikely to return and many did not leave hospital at all. The predominant reason for admission was to address behaviour that was considered challenging within their residential placement. CDIT was developed from existing resources following a service redesign with the aim of increasing community support for this group of people.

The CDIT team is made up of psychologists, specialist mental health nurses and health care support workers who are highly skilled in the area of dementia care. The team provides a 12-week programme of holistic assessment, psychosocial formulation and intervention, offering a person-centred, staff-focused model of care. Non-pharmacological interventions are used to reduce patient distress, which include doll therapy, music therapy, life story work, role modelling and validation therapy.

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76 CGA Toolkit Plus / O' Mahony, D (2015) Screening Tool Of Older People's Prescriptions (STOPP) Screening Tool to Alert to Right Treatment (START) <https://www.cgakit.com/m-2-stopp-start> (webpage accessed 16/01/2018)

77 The International Consortium for Health Outcomes Measurement <http://www.ichom.org/>

78 Royal College of Psychiatrists, Prescribing Observatory for Mental Health (POMH-UK) <http://www.rcpsych.ac.uk/quality/quality,accreditationaudit/prescribingobservatorypomh/templatehomepage.aspx> (webpage accessed 16/01/2018)

Outcome data has routinely shown improvements in terms of behavioural factors and wellbeing, and feedback from staff and relatives has been positive:

"The [CDIT] team involvement has given… staff the knowledge to help an individual have a more fulfilled life."

(comment from care home staff member)

Further evidence to support alternatives to anti-psychotic medication is available through the Social Care Institute for Excellence.[79]

Although a range of practice was described that aims to address the issue of the inappropriate use of anti-psychotic medication, some service interventions or teams focused only on one geographical area within the Health Board, focused only on nursing homes, or targeted specific care homes. This is concerning as it demonstrates that inequitable and inconsistent approaches are being delivered.

The understanding of quality of life as a benchmark for the delivery of high quality care was also generally poorly evidenced within the submissions. The use of tools to evidence individual wellbeing was mentioned (for example, Cwm Taf University Health Board CDIT is using the Bradford Well-Being Profile[80] and ICHOM that Aneurin Bevan University Health Board is introducing includes a quality of life measure), but the evidence indicates that use of such tools is not widespread or consistently deployed in relation to this issue.

Approaches to data capture did not appear to be comprehensive or consistent across teams, geographical areas or residential and nursing homes. The evidence provided makes clear that Health Boards are still struggling with identifying relevant data, and it was noted by a two Health Boards that the prescribing data for patients with a dementia diagnosis taking anti-psychotic medication cannot easily be isolated from general prescribing, and manual audits at a GP practice level need to be undertaken to obtain this information. It was suggested that consideration should be given to developing a national mechanism by which this data could be more easily and routinely captured and used to compare prescribing across practices and Health Boards. However, where Health Boards do not take the required action it potentially leaves care home residents in a vulnerable situation.

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79 Social Care Institute for Excellence (2015) Alternatives to antipsychotic medication: The case against antipsychotics <https://www.scie.org.uk/dementia/living-with-dementia/difficult-situations/antipsychotic-medication-alternatives.asp> (webpage accessed 16/01/2018)

80 University of Bradford (2008) The Bradford Well-Being Profile <http://www.bradford.ac.uk/health/dementia/resources/the-bradford-well-being-profile/> (webpage accessed 16/01/2018)

Health Boards also failed to provide a clear timeframe for publication about the use of anti-psychotic medication in care homes or providing evidence of governance structures to actively monitor this area at a corporate level.

NB: Alongside this follow-up work, the National Assembly for Wales' Health, Social Care and Sport Committee has undertaken an inquiry into the use of anti-psychotic medication within care homes. The Older People's Commissioner for Wales submitted evidence to this inquiry, partly based on the information provided by Health Boards within their responses.[81]

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81 Older People's Commissioner for Wales (2017) Consultation Response: Inquiry into the use of antipsychotic medication in care homes <http://www.olderpeoplewales.com/en/publications/consultation-responses/17-09-29/Consultation_Response_-_Inquiry_into_the_use_of_antipsychotic_medication_in_care_homes.aspx>

Medication reviews

Requirement for Action 4.4

Upon arrival at a care home, older people receive medication reviews by a clinically qualified professional, with regular medicine reviews undertaken in line with published best practice.

Contributing to the following outcome:

Older people receive appropriate medication and the risks associated with polypharmacy are understood and managed.

Responsibility:

Health Boards

Review Findings:

Health Boards:

Sufficient	4
Partially Sufficient	2
Insufficient	1

Some progress was evident in relation to this Requirement for Action across the majority of Health Boards. Whilst the amount of detail provided within the submissions varied considerably, a range of services and systems were described, such as dedicated community and care home pharmacists and Older Adult Mental Health Teams, Care Home Support Teams, Medicines Management Teams and GP practices and clusters. An example of the approach to medication reviews being taken by one primary care cluster is outlined below:

Good Practice: Amman Gwendraeth

Hywel Dda University Health Board

In the Amman Gwendraeth cluster, a GP-led frailty service has been developed that also focuses on undertaking advanced care plans for patients in care homes. As part of the care plan, a medication review is conducted with each registered patient on admission, as clinically indicated. This review is followed up at least

once every six months thereafter. The team has also adopted the NO TEARS[82] approach to reviewing medication, which is referenced by NICE.

A lead GP is responsible for the implementation of this service in each nursing home within this cluster, with support from an advanced nurse practitioner and cluster pharmacist.

The team adopts a multi-disciplinary approach, engaging with residents and their families and there has been positive feedback relating to improved coordination and quality of care for the residents.

This is a model that is being considered for wider roll out.

The submissions suggest that the majority of Health Boards already have a General Medical Services (GMS) Local Enhanced Service (LES) in place to support medication reviews, but details about these were lacking. The responses from Health Boards were written before the introduction of Directed Enhanced Service[83] (DES) for Care Homes, which came into force on 12 April 2017, and the Health Boards that are planning for this state that this will cover all care home residents. However, it is unclear how they plan to address areas where the contractor does not take the option to provide this.

One Health Board stated it is considering registering residents with one GP practice on the basis that care homes residents are often registered with different practices and not all of these are signed up to the LES. It is stated that this decision is being made on the basis of ensuring an equitable approach, but this does raise fundamental questions around the extent to which care home residents are able to exercise choice and around continuity of care.

Where a number of different processes and services for carrying out reviews were described within an area, it was generally not clear how these communicate with each other, how data is shared and whether reviews are always carried out in a consistent manner and at an appropriate frequency using NICE or Welsh Government approved tools. In a few submissions, the services and/or staff training described were focused on nursing homes, and it was therefore not clear what is available for residential homes.

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82 NO TEARS is a mnemonic of a structured approach to reviewing medication <http://www.bmj.com/content/329/7463/434> (webpage accessed 16/01/2018)

83 The new DES states that "A GP employed pharmacists, or cluster based health board employed pharmacist, or community pharmacist providing services to the relevant care homes will undertake at least one medication review, with particular reference to polypharmacy, antipsychotic prescribing and other high risk medicines, for each resident in the care home. Further medication reviews will be undertaken by pharmacists as clinically appropriate." (Welsh Government Circular, 12 April 2017)

Similarly, two Health Boards described processes for medication reviews in place when residents are discharged from hospital, but no details were provided about procedures covering people entering residential or nursing care homes from the community. This is of particular concern as there was generally a lack of clarity concerning how these different services and processes are overseen and evaluated, and little sense of corporate oversight as a whole. This uneven approach and lack of awareness may create potential risks for some residents.

The evidence provided does suggest some positive progress is being made in terms of medication reviews, which has resulted in a reduction of adverse events, such as inappropriate prescribing. A few Health Boards also referred to research that resulted in positive outcomes for patients, but, similar to the responses relating to Requirement for Action 3.5 (prescribing anti-psychotic medication), the majority of the submissions did not make clear how Health Boards are monitoring the impact of medication reviews upon the quality of individual residents.

Analysis of the evidence also highlighted another concerning gap regarding the lack of involvement of individual residents in decisions relating to their medication review. Despite the importance of medication reviews, defined as 'a structured, critical examination of a patient's medicines with the objective of reaching an agreement with the patient about treatment, optimising the impact of medicines, minimising the number of medication-related problems and reducing waste'[84], and the importance of involving patients (as set out in NICE clinical guidelines CG76)[85], almost no reference was made by Health Boards to how they are involving individual residents.

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84 Shaw J (2002) Room for review: A guide to medication review. Pharmaceutical Press, Wallingford

85 National Institute for Health and Clinical Excellence (2009) Medicines adherence: involving patients in decisions about prescribed medicines and supporting adherence <https://www.nice.org.uk/guidance/cg76/chapter/1-guidance>(webpage accessed 16/01/2018)

Engagement and quality of life

Requirements for Action 6.2, 6.7 & 6.8

Care home providers, commissioners and CSSIW should develop informal and systematic ways in which to ensure that they better understand the quality of life of older people, through listening to them directly (outside of formal complaints) and ensuring the issues they raise are acted upon (6.2)

Annual reporting should be undertaken on how ongoing feedback has been used to drive continuous improvement (6.7/6.8)[86]

Contributing to the following outcome:

Commissioners, providers and inspectors have a thorough understanding of the day-to-day quality of life for older people living in care homes.

Older people's views about their care and quality of life are captured and shared on a regular basis and used to drive continuous improvement.

Responsibility:

Local Authorities

Health Boards

CSSIW

Review Findings

Health Boards:

Sufficient	3
Partially Sufficient	2
Insufficient	2

Local Authorities:

Sufficient	10
Partially Sufficient	7
Insufficient	5

CSSIW: Sufficient

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86 These Requirements for Action relate to Local Authorities and Health Boards

CSSIW's new inspection regime clearly outlines 'what good looks like' in terms of older people's quality of life. A key driver in this is CSSIW's Inspection Framework for the inspection of care homes for older people. This framework describes the outcomes that older people should expect to receive in residential care homes in a series of 'I statements', which are accompanied by examples of what good looks like and the evidence that inspectors should use to evaluate the extent to which older people's wellbeing is promoted by staff.

Guidance for inspectors has also been introduced that explains how to implement this, and this has been accompanied by increased discussions with care providers and statutory bodies. Observations of resident interactions and direct conversations with residents and family members about their quality of life and care will be a key part of this.

In addition to the guidance, inspectors are receiving training on how to work within this new methodology, which acknowledges the importance of upholding older people's rights and makes reference to the United Nations Principles for Older Persons. Training is also provided to inspectors on dementia care, falls, triangulation of evidence and the reporting of wellbeing outcomes.

Changes are also being made to inspection reports to ensure that they provide clearer conclusions about the quality of life and care that people receive and how this impacts upon their wellbeing against four key themes. Regulations under the Regulation and Inspection of Social Care (Wales) Act 2016 mean that the Inspection Framework will need further consultation, particularly in terms of whether the public should be able to see clear ratings such as 'poor' or 'good' care against each theme or narrative conclusion.

Whilst future actions are dependent on the implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 and the development of its underpinning regulations, it is clear that CSSIW is taking strategic action as an organisation to strengthen their inspection regime in terms of understanding and promoting residents' quality of life.

Health Boards and Local Authorities

With a small number of exceptions, Health Boards and Local Authorities have generally provided better evidence of progress in relation to this Requirement for Action compared to other Requirements that have been examined as part of this follow-up work. However, the fact that many of them provided poor evidence related to quality of life in their responses to other Requirements for Action (and on occasion used disabling language, especially in relation to dementia) suggests an uneven approach to this issue.

This suggests that whilst progress is being made, quality of life is not being sufficiently understood and change is not being driven at a cultural level.

A significant number of submissions provided detailed descriptions of changes to engagement systems and structures, but convey little sense of how this is translating into practice. Quality of life is commonly described in terms of specific services, inputs or processes, and it is not clear from the evidence provided how personally defined outcomes are being linked to continuous improvement systems, or leading to positive changes for residents.

The importance of ensuring a shared understanding of what quality of life means and relating this to system development was expressed by one Health Board:

> **"Through a whole system review…we recognised that … Quality of life standards were subjective between agencies, highlighting the need to develop a consistent and joined up annual contract monitoring process that triangulates feedback from the resident/family, the Provider and partner agencies."**

A small number of responses were quite comprehensive, setting out how public bodies are addressing this Requirement for Action at a practice, systems and cultural level. For example, in the Cwm Taf University Health Board area the Health Board and Local Authorities are applying Dementia Care Matters tools and principles to contracting arrangements at a broader level, and are also looking to incorporate the recommendations of the Care Home Review. Similarly, Flintshire County Council, with support from Bangor University, is developing a programme of cultural change and promoting person-centred practices in care homes through 'Creating A Place Called Home; Delivering What Matters', a partnership-based approach involving providers, staff and residents.

Almost all Local Authorities and Health Boards described how contract monitoring, quality assurance, and/or assessment and review processes are being improved to capture evidence related to quality of life. Examples were provided of how contract monitoring staff are being trained to use observational tools, such as QUIS and SOFI[87]. There is also a greater focus on external professionals being required to observe and report on their encounters with care home staff and residents in a more systematic way. Some of this work is quite closely linked to safeguarding, but examples were also provided of how these kinds of approaches are being enabled at a more holistic level:

- Aneurin Bevan University Health Board has embedded quality of life standards (based on My Home Life Cymru) into the visiting nurses

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87 SOFI- Short observational framework for inspection

assessment framework and nurse assessors are 'allocated' a group of care homes, to help them develop trusting relationships.

- Age Connects, jointly commissioned by Cardiff Council and Vale of Glamorgan Council to provide independent advocacy support across Local Authority and Health Board settings of care, routinely contribute to Joint Quality Management Meetings and liaise directly with the Nurse Assessor Team.

A majority of Health Boards and Local Authorities stated that they use annual surveys in some form, often care home specific surveys or wider service user experience surveys. Whilst some provided data associated with these surveys, this often does not convey much meaningful information as it does not include details about response rates and/or the care home data was not extracted from general community data. There was also generally no description of the methods of managing these surveys. It would be of value to know exactly how they are deployed within care homes and what support is provided to residents to participate, particularly those with communication difficulties. Vale of Glamorgan Council was the only respondent to provide a more detailed description of the mechanics of their regular resident consultation, which reflects some good practice:

- Consulting with each care home, including residents, about the best methodology to employ

- Including a mix of structured interviews, with a minimum of 5 in each home

- Responding to access needs (for example, providing questionnaires in large print)

Overall, very little attention seemed to be paid to the issue of confidentiality, and how this would be severely compromised if staff members are the only people available to provide support for residents to express their views or complete questionnaires. In some cases, the only apparent external support available is in the form of contract monitoring officers or nurse assessors, but it is questionable to what extent these professionals are truly independent - from an actual or perceived perspective.

It was also often unclear how people who might have particular communication needs, including people living with dementia, are enabled to express their views. Some of the work that is described by Local Authorities in response to Requirement for Action 3.2 (dementia training) has contributed positively here, but there was generally very little reference to this issue amongst Health Boards.

A minority of Health Boards and Local Authorities made reference to specific external services, but in some cases this is limited to independent professional advocacy, without consideration of the wider mechanisms that can enable people to have a voice. Where more informal external inputs were described, these were quite varied, as demonstrated in the examples below:

- Council Members acting as lay assessors (in Neath Port Talbot, for example)

- Independent visitor projects (such as the Care Home Ask and Talk (CHAaT) service provided by Aneurin Bevan University Health Board, developed in partnership with the NHS Retirement Fellowship)

- Peer interviews (for example, Powys Teaching Health Board is in the process of piloting individual interviews with care home residents that are undertaken by trained members of their 50+ Forum)

However, even where these external services are in place, they generally do not cover all care homes or the level of coverage is not made clear within the submission.

Some references were made to collective forms of engagement, most commonly in the form of residents' meetings. These will not suit everyone, and can be dominated by people who are more confident or able to share their views - but if managed well they can be an important option, providing a different dynamic and enabling people to debate issues and share ideas. The Speak Up project operating in Conwy and Denbighshire (provided by Age Connects) has been facilitating a self-advocacy group session for residents to help them to build or regain their confidence so that they feel able to 'speak up' for themselves.

Similarly, Flintshire County Council has developed a programme that combines individual perspectives and group-based priority setting with residents and staff:

Good Practice: Working Together for Change

Flintshire County Council

'Working Together for Change' is an approach that Flintshire County Council has piloted within one of their care homes, Llys Gwenffrwd. It is a structured approach to engaging with residents, to review their experiences and help to determine the priorities for change.

Residents at Llys Gwenffrwd, as well as care staff, recorded 'what's working', 'what's not working' and 'what needs to change in the future' on individual paper records. This was collated and shared. People were then asked to vote on their

three highest priorities of things that were 'not Working', which would have the greatest possible impact on the residents.

These issues were then explored from the perspective of providers, commissioners, and those using the services. An impact assessment was undertaken to identify what would be a 'quick win', a 'major project', a 'thankless task' or a 'medium term strategy'. An action plan was produced and shared with residents, with a commitment to meeting again to review the progress made.

The process has provided a useful insight into what is working and what is not working at Llys Gwenffrwd Care Home, as well as highlighting the aspirations of residents for the future. This approach will now be rolled out to other care homes, clustered in geographical areas and there is an intention to link the approach to contract monitoring processes.

A number of Local Authorities mentioned how they are promoting the Welsh language, and many recognised how important this is to enable people with dementia to engage, because it is not unusual for them to revert to their first language. There were several examples of staff or volunteers being supported to speak Welsh at different levels. Blaenau Gwent County Borough Council also provided evidence of how it is taking a more strategic approach:

Good Practice: Promoting the Welsh Language

Blaenau Gwent County Borough Council

In Blaenau Gwent, 'More Than Just Words' has been actively promoted with care home providers following the implementation of the Welsh Language Standards. An Addendum has been applied to the Local Authority's contract with care homes that requires them to comply with the legislation and make an 'Active Offer' to people who live within their homes.

In response to the research, and recognising the difficulties citizens face when living with dementia when English is not their first language, an audit has been undertaken of care home staff to establish the availability and opportunity for people to engage through the medium of Welsh and other languages.

There was a sense of progress in a small number of areas, where there were efforts to embed quality of life into quality assurance, care management and commissioning reporting mechanisms and importantly this change is also being driven at a cultural level. A joint contract and specification has been developed within the Cwm Taf University Health Board area, for example, which includes

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quality of life. Monitoring of this is actively supported by Dementia Care Matters observation tools and there is recognition of the need to make ongoing improvements in this area, with plans to consider how quality of life can be more effectively embedded within these systems. However, the submissions suggest that there is significant variation in the way in which Local Authorities and Health Boards are reporting on the quality of life in care homes, both internally and directed at the public.

In terms of public reporting, Health Boards are required to produce Annual Quality Statements, but across all Health Boards these publications for 2016/17 did not directly address quality of life for older people in care homes. There is a requirement that Local Authorities publish a Population Needs Assessment[88], Wellbeing Assessment and associated Wellbeing Plan[89]. These new requirements linked to these Acts and the introduction of the Regulation and Inspection of Social Care (Wales) Act 2016 (as outlined in the Impact section within this report) should help to strengthen public reporting and fill some of the gaps that currently exist. For example, Directors of Social Services must now include the views of service users about quality of life and care within their annual reports[90].

Internal monitoring and reporting related to quality of life was variably described by public bodies in their responses to this Requirement for Action, either at a specific service level, linked to specific themed strategies (e.g. engagement) or related to broader quality assurance systems and/or commissioning processes. However, in many cases the level and type of reporting related to these was unclear, did not appear to be very comprehensive and/or did not have sufficient oversight at a senior level. Furthermore, a number of public bodies described these functions in terms of 'quality of care' with little sense that it is meaningfully associated with 'quality of life'. It is important that these terms are not confused and conflated.

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88 Social Services and Well-being (Wales) Act 2014

89 Well-being of Future Generations (Wales) Act 2015

90 Section 56, 144A Regulation and Inspection of Social Care (Wales) Act 2016

Integrated inspection, governance and transparency

Requirements for Action 6.4, 6.5 and 6.6

6.4 An integrated system of health and social care inspection must be developed and implemented to provide effective scrutiny in respect of the quality of life and healthcare of older people in nursing homes

6.5 Annual integrated reports should be published between inspectorates that provide an assessment of quality of life and care of older people in nursing homes

6.6 An annual report on the quality of clinical care of older people in nursing homes in Wales should be published in line with the fundamentals of care

Contributing to the following outcome:

The quality of life and healthcare of older people living in nursing homes is assessed in an effective way with clear and joined up annual reporting.

Responsibility:

Welsh Government

Review Findings

Welsh Government:

Requirement 6.4: Partially sufficient

Requirement 6.5: Insufficient

Requirement 6.6: Insufficient

'A Place to Call Home?' identified that the scrutiny of healthcare of older people in care homes, particularly nursing homes, was insufficient. The report described how older people may be at increased risk of unacceptable medical practices or harm, or may not receive the healthcare to which they are entitled, because of a lack of independent clinical oversight from the healthcare inspectorate.

Some progress has been made in relation to Requirement for Action 6.4: CSSIW and HIW have initiated a joint pilot inspection to look at the health needs of

residents in North Wales, for example. The project (no details of which were provided in the Welsh Government response, but have been subsequently communicated by CSSIW) aims to test whether there is a need for joint work across the inspectorates regarding care homes and primary health provision across Wales. Recommendations about this will be provided in the project's final report, which will be published in Spring/Summer 2018.

Given the complex needs of care home residents, the Commissioner has an expectation that forthcoming legislation will address the current disconnect between the two inspectorates. This should provide the legal basis for HIW to work alongside CSSIW in care homes to ensure that residents' quality of healthcare, as well as quality of life, are inspected in a robust and transparent way.

In terms of Requirements for Action 6.5 and 6.6, the Welsh Government supplied no evidence of any action underway or plans to take these forward.

Public information

Requirement for Action 6.8

Health Boards include the following information relating to the quality of life and care of older people in residential and nursing care homes in their existing Annual Quality Statements:

- **Number of falls**
- **Access to falls prevention**
- **Support to maintain sight and hearing[91]**

Contributing to the following outcome:

Older people have access to relevant and meaningful information about the quality of life and care provided by or within care homes and there is greater openness and transparency in respect of the quality of care homes across Wales and the care they provide.

Responsibility:

Health Boards

Review Findings

Health Boards

Sufficient	0
Partially Sufficient	0
Insufficient	7

In carrying out the analysis of this Requirement for Action, the 2016/17 Annual Quality Statements recently published by Health Boards were considered in addition to the written responses requested as part of this follow-up work. None of the Health Boards provided sufficient responses in relation to this Requirement for Action, as they all failed to provide an adequate level of information related to care homes within their 2016/17 Annual Quality Statements and/or did not make sufficiently clear their plans for the future.

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91 Note: this is a partial version of the full Requirement from Action, focusing on specific areas of concern to the Older People's Commissioner for Wales

Only four Health Boards mentioned sensory impairment within their responses and this information was either somewhat limited, insufficiently distinct from general community data or vague about planned actions. The data that four Health Boards included in their Annual Quality Statements (not the same four that mentioned sensory loss in their submissions) is also insufficient for the same reasons. This general lack of focus on sensory loss is of particular concern as the Care Home Review included evidence that showed that 70% of 70 year olds have some form of sensory loss, something that increases significantly with age, and that many care home residents do not have a diagnosis. Sensory loss significantly increases the risk of falls, and the combined impact of sensory impairment and dementia can contribute to a sense of confusion and disorientation for the individual.

In relation to falls and falls prevention, all of the Health Boards describe services and/or development work in hospitals and/or the community within their Annual Quality Statements for 2016/17, but they either fail to distinguish care homes, provide insufficient detail, and/or focus on nursing homes without reference to the wider care home sector. Relevant information on falls provided by Health Boards within their response to Requirement for Action 6.8 has been included in the section on Falls Prevention within this report.

The importance of this Requirement for Action is made clear in the related outcome (included above), which is reinforced by the NHS Wales Health and Care Standards (2014):

Governance, leadership and accountability

Effective governance, leadership and accountability in keeping with the size and complexity of the health service are essential for the sustainable delivery of safe, effective person-centred care (p8).

In 2014, the Commissioner also published a detailed critique of each Health Board's Annual Quality Statement[92], using seven questions to scrutinise whether they delivered their aims and communicated with older people effectively (Appendix 2). A Wales wide overview was also published.[93] The responses to this follow-up work demonstrate that significant improvement is still required in relation to this Requirement for Action to ensure that the public are able to access meaningful information about the quality of life and care provided by care homes in their area.

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92 Including Velindre NHS Trust's Annual Quality Statement

93 Older People's Commissioner for Wales (2015) Scrutiny of Health Board Annual Quality Statements <http://www.olderpeoplewales.com/en/publications/scrutiny/15-03-26/Scrutiny_of_Health_Board_Annual_Quality_State-ments.aspx>

Workforce planning and career pathways

Requirements for Action 7.2 & 7.3

NHS Workforce planning projections identify the current and future level of nursing required within the residential and nursing care sector; including care for older people living with mental health problems and cognitive decline and dementia (7.2).

The NHS works with the care home sector to develop it as a key part of the nursing career pathway, including providing full peer and professional development support to nurses working in care homes (7.3)

Contributing to the following outcome:

Forward planning and incentivised recruitment and career support ensures that there are a sufficient number of specialist nurses, including mental health nurses, to deliver high-quality nursing care and quality of life outcomes for older people in nursing homes across Wales.

Responsibility:

**Welsh Government
Health Boards**

Review Findings

Health Boards:

Sufficient	2
Partially Sufficient	0
Insufficient	5

Welsh Government: Insufficient

'A Place to Call Home?' highlighted a shortage of nurses in care homes (in particular specialist mental health nurses) and raised concerns that the care home sector is unable to meet the need for EMI nursing and nursing care beds in regions of Wales. Following this (and in response to a number of calls from older people and contacts from Assembly Members in 2013) the Commissioner asked Local Authorities and Health Boards to provide evidence about the availability

and planning for EMI provision for older people in Wales. This provided further evidence that there is a lack of a skilled workforce within the care home sector, an issue that was raised directly with the Welsh Government in 2014.

In its response to this follow-up work, the Welsh Government provided insufficient evidence of progress on NHS Workforce planning projections for the care home sector as set out in this Requirement for Action. Educational commissioning numbers are referred to, as is an increase in pre-registration nurse training places, but this does not explicitly address the needs of the care home sector. Without projected planning that acknowledges the reality of where people receive care and the type of nursing care that they need to receive, progress towards securing safe staffing levels in the NHS might risk further depletion of nursing levels across the care home sector.

Furthermore, whilst 'preliminary discussions' with the Workforce Education Development Service are referenced in the Welsh Government's submission, no timeline has been provided for the completion of this or the development of related actions.

Action has been initiated by the Welsh Government to increase the number of Welsh Government funded places on return-to-nursing practice courses[94], as well as the 'trainworklive.wales'[95] nursing recruitment campaign. However, this is aimed at the Welsh NHS rather than the care home workforce specifically, and is therefore not equal to a programme of strategic actions to measure and address the current shortages of nurses and specialist mental health nurses in the care home sector.

Since the Welsh Government's submission, a written statement by the Cabinet Secretary for Health, Wellbeing and Sport has been released, outlining the proposed remit of a new organisation, 'Health Education and Improvement Wales', to consolidate current activity on workforce planning in health through joining two organisations (NHS Wales' Workforce, Education and Development Services and the Deanery within Cardiff University). It is stated that the new organisation will aim to address strategic workforce planning to 'ensure the promotion of the full range of NHS careers'[96], but it is not currently clear whether this body (which will begin work in April 2018) will cover care homes.

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94 Welsh Government (2015) New plan to develop frontline NHS Wales workforce <http://gov.wales/newsroom/health-and-social-services/2015/workforce/?lang=en> (webpage accessed 16/01/2017)

95 Train Work Live Wales (2016) Nursing Careers in Wales <http://www.trainworklive.wales/page/this-is-nursing-working> (webpage accessed 16/01/2017)

96 Welsh Government (2017) Written Statement - Health Education and Improvement Wales Transition Update <http://gov.wales/about/cabinet/cabinetstatements/2017/healtheducationimprovementwales/?lang=en> (webpage accessed 16/01/2017)

Health Boards

The evidence from all but two Health Boards was weak and demonstrated a failure to acknowledge how serious the current nursing situation is, in particular the shortage of nurses to staff nursing care homes. The practice support teams referred to within responses from Health Boards (whilst a positive method of support) have rarely been evaluated in terms of the impact upon and/or the practice of care home staff. According to the responses, most Health Boards are working with universities to provide student nursing placements in care homes, and have developed nursing support such as revalidation and access to training - albeit to different levels - for nurses currently working in the sector. However, in some areas it is difficult to tell whether the current offering is sufficient to provide the support needed to all care homes in a Health Board's regional area.

Overall, there was a clear distinction between the few Health Boards that had a clear plan to deepen their relationship with care homes and provide additional support and training for nurses working in the sector, and those whose evidence was lacking in recognition of the actions that need to be taken.

Next steps

It is clear from the evidence submitted to me that the pace of change across Wales is variable. A small number of Health Boards and Local Authorities have demonstrated significant progress and were able to provide examples of excellent practice that they have developed.

However, the majority of Health Boards and Local Authorities were not able to provide me with the assurances I was looking for, particularly in respect of the impact of the work underway upon the lives of older people living in care homes. The good practice that has developed across Wales makes it clear the challenges laid out in my care home review report are achievable, and I have included examples of this within this report. This good practice needs to be routine, and not just because it improves the lives of care home residents - it can also serve to motivate staff and improve morale.

However, whilst highlighting this good practice, the evidence has shown that there are significant areas where change has not taken place and this will have a detrimental impact on older people. I am disappointed and concerned that three years since the publication of my Care Home Review, basic yet crucial issues like continence care and medication reviews are still found wanting in many parts of Wales, and care home residents still face a lottery in terms of where they live in relation to key aspects of their quality of life and care.

I have outlined in this report how a number of legislative and policy developments are directly and indirectly addressing many of the issues that my Care Home Review raised. Wales has a new inspection regime and new safeguarding arrangements; there are changes to commissioning processes and requirements related to integration and more joined-up ways of working, plus there is a clear steer towards person-centred approaches. This is generally positive.

However, as far as older people are concerned – which is my concern – it is all about the implementation; it is all about a real transformation in culture; it is all about positive outcomes for care home residents.

In looking forward, I acknowledge the work that is being done by the Welsh Government, including the NHS White Paper and Parliamentary Review on Health and Social Care. As I have previously outlined, this must address the future of care homes and this in turn must translate to informed choices, a stable market and – most importantly - positive outcomes for care home residents.

It is important that all public bodies take further action now to improve the quality of life for older people in the key areas highlighted in this report.

I have written to the Cabinet Secretary for Health and Social Services to make clear my expectations that the Welsh Government must address the shortfalls in action identified in this report. I have also been clear that the Welsh Government must strengthen its leadership across the whole care home sector and strengthening the ways in which it monitors and evaluates the impact of any changes that have been introduced, including through legislation, to ensure that the required improvements and outcomes are secured.

Specifically, the Welsh Government must:

- Ensure that the market stability report developed under the Regulation and Inspection of Social Care (Wales) Act 2016 effectively delivers the following:

  - a national demographic projection of need, including anticipated trends in, and changes to, the type of provision required as a result of increasing acuity and dependency;

  - a clear statement on the preferred type of provider base/ market in Wales;

  - a national analysis of barriers to market entry;

  - a clear statement on investment to grow social enterprise and co-operative social care sectors, particularly in areas with a low provider base;

  - a clear action plan to deliver the preferred provider base/market; and

  - a clear roadmap with key outcomes for Wales over the next 10-15 years.

- Ensure that the care home workforce is included in any strategic workforce planning, and confirm that 'Health Education and Improvement Wales' will address the whole healthcare family, including the care home workforce.

- Develop programmes and guidance to ensure consistent approaches across the care home sector, including related support services (specifically related to falls prevention and continence care).

- Recognise and act on the issues raised in my evidence to the Health, Social Care and Sport Committee's inquiry into the use of anti-psychotic medication in care homes.

- Ensure that inspection processes are properly supported by an independent voice, such as lay assessors.

- Ensure, through CSSIW's strategic reporting, that robust information is in the public domain regarding the quality of life and care of older people living in care homes in Wales and key areas where improvement is needed.

Health Boards and Local Authorities need to look again at the Requirements for Action, together with the individual feedback I have provided, and take further action. It is crucial that the outcomes that are set out in the Care Home Review serve as a benchmark.

I have therefore also written to the Cabinet Secretary and the Chief Executive of the NHS in Wales making clear my expectation that this action will be taken, and to the Chief Executives of all Health Boards requesting that my feedback is debated at a full board meeting.

I have also written to the leaders and Chief Executives of all Local Authorities in Wales, making clear my expectations in relation to further action and requesting that my response is debated at a full council meeting and shared with their older people's forums.

On the basis of the responses received following these letters, I will determine what further action I need to take.

Furthermore, I have shared my findings with CSSIW, HIW and Social Care Wales as the bodies responsible for regulating and inspecting health and social care in Wales to inform their ongoing work.

CSSIW and Social Care Wales must continue the positive work that they have begun, ensuring that through regulation and inspection - of providers, commissioners and the care home workforce - quality of life and personalised outcomes are made a day-to-day reality for older people living in care homes, that staff working in care homes have the skills, knowledge and competencies required and that human rights are embedded throughout the care home sector.

I reserve the right to undertake further follow-up work to seek further assurances that public bodies are driving change and delivering outcomes for care home residents. This will be influenced by issues raised by older people, including through my casework and the response received to this follow-up work.

It is incumbent upon all public bodies and independent care providers to make this a reality.

Notwithstanding the progress that has been made, I expect there to be more ambition and strengthened action to ensure a more transformative and outcomes-

based approach. If we can get it right for some, we should be getting it right for all older people across Wales. It is what they have a right to and if we fail to do so the price paid by them will continue to be too high, as will the price paid by our public services.

Appendix 1: Requirements for Action within the follow-up to the Commissioner's Care Home Review

Requirement for Action 1.3

Specialist care home continence support should be available to all care homes to support best practice in continence care, underpinned by clear national guidelines for the use of continence aids and dignity.

Responsibility

Welsh Government
Health Boards

Contributing to the following outcome

Older people are supported to maintain their continence and independent use of the toilet and have their privacy, dignity and respect accorded to them at all times.

Impact of not doing

Poor practice goes unchallenged due to a lack of appropriate education and training.

Older people become incontinent unnecessarily and their dignity is significantly undermined.

Requirement for Action 2.2

Older people in care homes have access to specialist services and, where appropriate, multidisciplinary care that is designed to support rehabilitation after a period of ill-health. (In partnership with Health Boards)

Responsibility

Local Authority
Health Boards

Contributing to the following outcome

Older people receive full support, following a period of significant ill health, for example following a fall, or stroke, to enable them to maximise their independence and quality of life.

Impact of not doing

Older people have reduced mobility, increased frailty and loss of independence, with an increased risk, due to immobility of significant health problems, such as pressure ulcers, pneumonia and deteriorating mental health.

Requirement for Action 2.3

A National Falls Prevention Programme for care homes is developed and implemented. This should include:

- Enabling people to stay active in a safe way

- Up-skilling all care home staff in understanding and minimising the risk factors associated with falls

- The balance of risk management against the concept of quality of life and the human rights of older people, to ensure that risk-averse action taken by care staff does not lead to restrictive care

National reporting on falls in care homes is undertaken on an annual basis.

Responsibility

Welsh Government

Contributing to the following outcome

Older people's risk of falling is minimised, without their rights to choice and control over their own lives and their ability to do things that matter to them being undermined.

Impact of not doing

Older people are at an increased risk of falls leading to reduced mobility, increased frailty and loss of independence, with an increased risk, due to immobility, of significant health problems, such as pressure ulcers, pneumonia and deteriorating mental health. Significant financial impact on the NHS due to increased admissions.

Requirement for Action 3.2

All care home employees undertake basic dementia training as part of their induction and all care staff and Care Home Managers undertake further dementia training on an ongoing basis as part of their skills and competency development, with this a specific element of supervision and performance assessment.

Responsibility

Local Authorities

Contributing to the following outcome

All staff working in care homes understand the physical and emotional needs of older people living with dementia and assumptions about capacity are no longer made.

Impact of not doing

Older people feel anxious and fearful, confused and disorientated and their ability to have control over their lives is undermined. An increase in hospital admissions and a greater number need health care as a result of older people's needs not being understood or met. A greater risk of incidences of unacceptable care. A significant increase in the pressures faced by the care home work force. A wider perception across society that residential and nursing care lacks compassion.

Requirement for Action 3.3

Active steps should be taken to encourage the use of befriending schemes within care homes, including intergenerational projects, and support residents to retain existing friendships. This must include ensuring continued access to faith based support and to specific cultural communities.

Responsibility

Local Authorities

Contributing to the following outcome

Older people are supported to retain their existing friendships and have meaningful social contact, both within and outside the care home. Care homes are more open to interactions with the wider community. Older people are able to continue to practice their faith and maintain important cultural links and practices.

Impact of not doing

Older people living in care homes are lonely and socially isolated, lack opportunities for meaningful contact and their ability to practice their faith and important cultural practices is lost. Care homes are isolated within and from their communities, undermining the care and wellbeing of older people and access to wider community resources and support.

Requirement for Action 3.5

Information is published annually about the use of anti-psychotics in care homes, benchmarked against NICE guidelines and Welsh Government Intelligent Targets for Dementia.

Responsibility

Health Boards

Contributing to the following outcome

Older people are not prescribed anti-psychotic drugs inappropriately or as an alternative to non-pharmaceutical methods of support and NICE best practice guidance is complied with.

Impact of not doing

Older people living with dementia are at risk of accelerated cognitive decline and the inappropriate use of antipsychotic drugs. Ongoing mental health issues significantly undermine their quality of life. An increase in workload and pressure upon care staff. An earlier need for specialist residential care and an increase in Continuing Healthcare Costs.

Requirement for Action 4.4

Upon arrival at a care home, older people receive medication reviews by a clinically qualified professional, with regular medicine reviews undertaken in line with published best practice.

Responsibility

Health Boards

Contributing to the following outcome

Older people receive appropriate medication and the risks associated with polypharmacy are understood and managed.

Impact of not doing

Older people are at risk of potentially dangerous interactions between multiple medications.

Requirement for Action 6.2

Care home providers, commissioners and CSSIW should develop informal and systematic ways in which to ensure they better understand the quality of life of older people through listening to them directly (outside of formal complaints) and ensuring the issue they raise are acted upon. Annual reporting should be undertaken of how on-going feedback from older people has been used to drive continuous improvement.

Responsibility

CSSIW
Local Authorities
Health Boards

Contributing to the following outcome

Commissioners, providers and inspectors have a thorough understanding of the day-to-day quality of life for older people living in care homes.

Older people's views about their care and quality of life are captured and shared on a regular basis and used to drive continuous improvement.

Impact of not doing

Issues are not addressed before they become significant, impactful and costly to remedy. Opportunities to make small changes that can make a significant difference to quality of life and care are missed. Safeguarding issues are not identified at an early stage. Older people feel ignored, powerless and unable to influence.

Requirement for Action 6.4

An integrated system of health and social care inspection must be developed and implemented to provide effective scrutiny in respect of the quality of life and healthcare of older people in nursing homes.

Responsibility

Welsh Government

Contributing to the following outcome

The quality of life and healthcare of older people living in nursing homes is assessed in an effective way with clear and joined up annual reporting.

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Impact of not doing

Poor practice is not identified and older people are placed at increased risk of harm or do not receive that to which they are entitled.

Requirement for Action 6.5

Annual integrated reports should be published between inspectorates that provide an assessment of quality of life and care of older people in nursing homes.

Responsibility

Welsh Government

Contributing to the following outcome

The quality of life and healthcare of older people living in nursing homes is assessed in an effective way with clear and joined up annual reporting.

Impact of not doing

Poor practice is not identified and older people are placed at increased risk of harm or do not receive that to which they are entitled.

Requirement for Action 6.6

An annual report on the quality of clinical care of older people in nursing homes in Wales should be published in line with the fundamentals of care.

Responsibility

Welsh Government

Contributing to the following outcome

The quality of life and healthcare of older people living in nursing homes is assessed in an effective way with clear and joined up annual reporting.

Impact of not doing

Poor practice is not identified and older people are placed at increased risk of harm or do not receive that to which they are entitled.

Requirement for Action 6.7

Annual Quality Statements are published by the Director of Social Services in respect of the quality of life and care of older people living in commissioned and Local Authority run care homes.

Contributing to the following outcome

Older people have access to relevant and meaningful information about the quality of life and care provided by or within individual care homes and there is greater openness and transparency in respect of the quality of care homes across Wales and the care they provide.

Responsibility

Local Authorities

Impact of not doing

A lack of transparency undermines older people's ability to make appropriate decisions, undermines wider public confidence and acts as a barrier to systemic change.

Requirement for Action 6.8

Health Boards include the following information relating to the quality of life and care of older people in residential and nursing care homes in their existing Annual Quality Statements:

- Number of falls
- Access to falls prevention
- Support to maintain sight and hearing

Responsibility

Health Boards

Contributing to the following outcome

Older people have access to relevant and meaningful information about the quality of life and care provided by or within individual care homes and there is greater openness and transparency in respect of the quality of care homes across Wales and the care they provide.

Impact of not doing

A lack of transparency undermines older people's ability to make appropriate decisions, undermines wider public confidence and acts as a barrier to systemic change.

Requirement for Action 7.2

NHS Workforce planning projections identify the current and future level of nursing required within the residential and nursing care sector; including care for older people living with mental health problems, cognitive decline and dementia.

Responsibility

Welsh Government

Contributing to the following outcome

Forward planning and incentivised recruitment and career support ensures that there are a sufficient number of specialist nurses, including mental health nurses, to deliver high-quality nursing care and quality of life outcomes for older people in nursing homes across Wales.

Impact of not doing

Nursing care homes close due to difficulties in recruiting qualified and competent nurses or older people are placed in care homes that are unable to meet their needs.

Requirement for Action 7.3

The NHS works with the care home sector to develop it as a key part of the nursing career pathway, including providing full peer and professional development support to nurses working in care homes.

Responsibility

Welsh Government
Health Boards

Contributing to the following outcome

Forward planning and incentivised recruitment and career support ensures that there are a sufficient number of specialist nurses, including mental health nurses, to deliver high-quality nursing care and quality of life outcomes for older people in nursing homes across Wales.

Impact of not doing

Nursing care homes close due to difficulties in recruiting qualified and competent nurses or older people are placed in care homes that are unable to meet their needs.

Appendix 2: Seven questions to scrutinise Annual Quality Statements

1. Does the Annual Quality Statement demonstrate a fundamental understanding about who its patients are and how they use its services (Know me)?

2. Does the Annual Quality Statement cover or make reference to the entire spectrum of healthcare covered by the Health Board and does it include joint working with other agencies (Be relevant to my use of services) (NB – inc primary care)?

3. Does the Annual Quality Statement show that the Health Board has a clear and concise understanding of what constitutes high quality patient care and that this is their core business (Reassure me you know what 'good looks like')?

4. Does the Annual Quality Statement demonstrate that the Health Board truly understands what it is like to be a patient and that knowledge of patients' needs and experiences influence the ongoing delivery and development/improvement of services (Be me and learn from me)?

5. Does the Annual Quality Statement evidence strong understanding of the organisation's strengths and weaknesses in respect of quality or care in clearly identified areas and clearly identify where improvements are required (Get it right for me)?

6. Does the Annual Quality Statement show that when things go wrong they are identified, action is taken to put it right and ensure it does not happen again (Protect me)?

7. Are the Annual Quality Statements written in an accessible and easy to understand language that communicates directly to older people and is there evidence that older people have been asked what they want to see included (Be understandable by me)?

Neil Ayling
Chief Officer (Social Services)
Prif Swyddog Gwasaneathau Cymdeithasol

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Sarah Rochira
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Your Ref/Eich Cyf	
Our Ref/Ein Cyf	NA/EC
Date/Dyddiad	14/03/2017
Ask for/Gofynner am	Neil Ayling
Direct Dial/Rhif Union	01352 704523
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Dear Ms Rochira

Thank you for your letter of the 19 January 2018 and your analysis of our submission for the 'A Place to Call Home? – Impact and Analysis Report'. I am pleased to note your comments that the overall quality of our submission was good, and that all of our responses to your Requirements for Action have been analysed as 'Sufficient'.

I also appreciate that whilst Flintshire has demonstrated an acceptable level of progress there are areas which we need to further develop. In particular, I recognise that we need to link with the 'A Dementia Learning and Development Framework for Wales' work and how this will be implemented and monitored at a strategic level. Social Services will be reviewing our Dementia Actions in light of the Framework.

I also note your comments in relation to Befriending, and that there is work to do to ensure that residents are enabled to go outside to connect with their local community, to help them maintain and sustain external relationships that are vital to their wellbeing. In Flintshire, we are seeing profound changes within care homes with residents having meaningful social contacts outside the home. An example of this is care homes becoming more involved in Memory Cafes with 5 Care Homes attending the memory Café Christmas Ball, recent Cinema Screenings and Christmas Shopping Events. The Council is also continuing to engage with faith based support, extending our involvement with different denominations, for example the engagement of the Welsh Methodist Chapel community.

Flintshire's ongoing Action Plan is attached as an appendix and gives further detail on the work being undertake to support the 'A Place to Call Home?" review.

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The Council welcomes correspondence in Welsh or English
Mae'r Cyngor yn croesawu gohebiaeth yn y Gymraeg neu'r Saesneg

Your final report is being presented to Flintshire's Cabinet on Tuesday the 20th March, and to our Health & Social Care Overview and Scrutiny Committee Meeting on Thursday the 29th March, 2018. I will write to you following these meetings to provide you with any further actions and commitment that the either Cabinet or Scrutiny Committee agree.

With kind regards

Neil Ayling
Chief Officer, Community Services

A Place to Call Home? A Review into the Quality of Life and Care of Older People living in Care Homes in Wales

Older People's Commissioner for Wales March 2017

Flintshire Current Status and Action Plan relating to Action 2.2/ 3.2/3.3/ 6.2

Version Control	Author	Date of Review	Amendment
V1	CD for DH	15.11.17	Review of Actions for OPC response by CD
V2	LPJ for DH	5.2.18	Review following response from OPC by LPJ

Key: Blue Text indicates recommendation from Older Peoples Commissioner for Wales analysis and response received in Jan 18

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
Key Conclusion 2: Too often, care homes are seen as places of irreversible decline and too many older people are unable to access specialist services and support that would help them to have the best quality of life. **Link to Welsh Government policy and legislative areas**: Social Services and Wellbeing (Wales) Act and National Outcomes Framework, Sustainable Social Services: A Framework for Action, Together for Health – Stroke Delivery Plan 2012-16			
2.2 Older people in care homes have access to specialist services and, where appropriate, multidisciplinary care that is designed to support rehabilitation after a period of ill health.	Older people receive full support, following a period of significant ill health, for example following a fall, or stroke, to enable them to maximise their independence and quality of life.	1. Consider how to roll out and embed the reablement approach in all homes **Progress Feb 2018:** We are currently working on an approach that will be suitable for all homes within the county. 2. Continue to roll out Welcome Packs across all	Flintshire Reablement TM Ongoing Contract and

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
		Flintshire care homes Ongoing **Progress Feb 2018 :** Residential Care Homes have rolled out their Welcome Packs, it has been identified that adaptation need to be completed for Nursing Home providers and Domiciliary providers	Commissioning Team/ Care Home Providers/ Domiciliary Providers December 2017
		2.1 Adapt Welcome Packs for Nursing Home Providers and Domiciliary providers	Contract and Commissioning Team/ Nursing Home Providers/ Domiciliary Providers September 2018
		3. Agree the operating model for the new Community Resource Team and launch the new service **Progress Feb 2018:** Service has been launched and integrated in to Single Point of Access (SPOA) and has extended hours outside of normal office times.	Planning and Development/ SPOA Team September 17- March 18
		4. Test the concept of a 'Care Home Support Team' if available resources are secured **Progress Feb 2018:** Resources for the Care home support team are currently being discussed within social services teams	Contract and Commissioning Team December 2017
		5. Explore opportunities to use capital funds to extend/ increase bed capacity within two of our in-house	Registered Manager and Resources and

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
		homes **Progress Feb 2018:** We are still in the preliminary stage of the opportunity and discussion are looking at a 32 beds with a Step up Step down resource. 6. Negotiate Falls service delivery with Countess of Chester and Glan Clwyd Hospital **Progress Feb 2018:** Negotiation are currently ongoing to deliver the resource. 7. Ensure recording of rehabilitation goals in care management documentation.	Regulated Services Ongoing Contracts and Commissioning Team September 2018 Flintshire Reablement TM

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
Key Conclusion 3: The emotional frailty and emotional needs of older people living in care homes are not fully understood or recognised by the system and emotional neglect is not recognised as a form of abuse. **Link to Welsh Government policy and legislative areas**: Together for Mental Health - A Strategy for Mental Health and Wellbeing in Wales, National Outcomes Framework 2014, Mental Health (Wales) Measure 2010, National Dementia Vision for Wales 2011 and the Intelligent Targets for Dementia. NICE Dementia Quality Standard 2010. NICE Dementia Quality Standard (2010) and NICE Clinical Guideline 42. November 2006 (amended March 2011)			
3. 2 All care home employees undertake basic dementia	All staff working in care homes understand the physical and emotional	1. Begin the Creative Conversation research study interventions and training with the care homes and all staff registered to take part	Planning and Development Team / Bangor University /

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
training as part of their induction and all care staff and Care Home Managers undertake further dementia training on an ongoing basis as part of their skills and competency development, with this a specific element of supervision and performance assessment.	needs of older people living with dementia and assumptions about capacity are no longer made	**Progress Feb 2018:** Intervention and training has been completed with 56 staff members from 15 Care Homes and sustainability facilitator training has been completed.	Care Home Providers April- Dec 2017
		2. Finalise the sustainability plan of training with qualified trainers for 5 year period **Progress Feb 2018:** Sustainability facilitators training has been completed with 2 facilitators and they have each delivered a training programme with staff registered to take part.	Planning and Development Team/ Bangor University/ Local Arts Facilitators September 2017
		2.2 Apply for Funding to continue development of Creative Conversations **Progress Feb 2018:** Additional funding has been applied for to develop an implementation guide and continued delivery of the training within Care Homes and Community. Awaiting Outcome March 2018	Planning and Development Team/ Bangor University/ Local Arts Facilitators March 2018
		3. Embed practises around supervision and performance assessment from study into sustainability plan **Progress Feb 2018**: Participant panels arranged with staff involved in the research study in March 2018 to discuss, guide and implement programme delivery into supervision and performance assessment.	Planning and Development Team/ Bangor University/ Care Home Providers September 2017

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
		3.1 Develop supervision and performance assessment into creative conversation programme following participant panel and awarded grant funding.	Planning and Development Team/ Bangor University/ Care Home Providers September 2018
		4. Dissemination event: Sharing sustainability plan, findings, impacts and evaluation. **Progress Feb 18:** Development is awaiting completion of evaluation.	Planning and Development Team/ Bangor University/ Care Home Providers/ Arts Facilitators May 2018
		5. Evaluate closer links and opportunities with care homes regarding dementia training and A place to call home…delivering what matter and progress for providers reporting **Progress Feb 18:** Developments are underway for integrating 'A place to call home' and 'Creative Conversation' to identify opportunities and links these will be presented at the dissemination Event in May	Planning and Development Team/ Contracts and Commissioning Team/ Bangor University/ Care Home Providers/ Arts Facilitators April 2018

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
		6. Review and Develop progress for providers timescale for Bronze, silver and gold Awards whilst reviewing other linked project and programmes that support Silver and gold Awards	Planning and Development Team/ Contracts and Commissioning Team September 2018
		7. Review Workforce Development and Contracts Monitoring operations relating to training of Care home staff relating to dementia	Contract and Commissioning Team/ Workforce Development September 2018
		8. Implement and review the Good Work and Dementia Learning and Development Framework for Wales into Care Home Staff development and training	Planning and Development Team/ Contracts and Commissioning Team/ Workforce Development/ Care Home Providers September 2018
3.3 Active steps should be taken to encourage the use of befriending schemes within care homes, including intergenerational projects,	Older people are supported to retain their existing friendships and have meaningful social contact, both within and outside the	1. Encouraging the outstanding 16 care homes to become involved in befriending via the memory café, participate in the intergenerational projects and to tackle stigma within the community.	Planning and development Team/ Dementia

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
and support residents to retain existing friendships. This must include ensuring continued access to faith based support and to specific cultural communities.	care home. Care homes are more open to interactions with the wider community. Older people are able to continue to practice their faith and maintain important cultural links and practices.	**Progress Feb 2018:** Care home have become more involved, and starting to engage more proactively with outstanding care homes. Recent developments have been Memory Café Christmas Ball (5 Care Homes Attended), Cinema Screenings, Shopping events etc. Increased engagement has been recorded from all care Homes in Flintshire.	Friendly communities/ Memory Cafés Ongoing
		2. Work with additional faith based support to organise involvement and access to available support within different dominations including the welsh Methodist Chapel 3. **Progress Feb 2018:** Church Organisation have become accredited by the Alzheimer's Society as Dementia Friendly Organisation this has created increased involvement with our Dementia services Initiative.	Planning and development Team/ Dementia Friendly communities/ Memory Cafés Ongoing/ Faith Groups Ongoing
		4. Sustain funding for intergenerational work **Progress Feb 18:** Funding is regularly being granted via various sources such as Town council, Mayors Charities and Church Organisation. We currently have 6 Intergenerational projects running.	Planning and development Team/ Dementia Friendly communities/ Memory Cafés Ongoing/ Faith

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
			Groups September 2017/ Ongoing
		5. Planning and Development of Stage 2 **Progress Feb 18:** Plans have begun to map the current social engagement activities that are taking place within Care Homes within Flintshire. It has found that this is limited but some potential roll out engagement is possible with the support of Social Services and the community.	Care Home providers/ Planning and Development Team/ Contract and Commissioning/ Dementia Friendly Communities December 2017
		5.1 Expand and develop a plan for community engagement delivery with Care Homes	Care Home providers/ Planning and Development Team/ Contract and Commissioning/ Dementia Friendly Communities March 2019
		6. Create links and partnerships for care homes to bring resource for befriending in care homes, retaining friendships and access to faith based support and cultural communities	Care Home providers/ Planning and Development

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
		Progress Feb 18: Discussion have taken place about having local events with Care Homes and community/ businesses/Organisation to create links. Networking lunches were suggested within Care Homes. Planning is still underway.	Team/ Contract and Commissioning/ Dementia Friendly Communities Summer 2018
		7. To Incorporate the Age Friendly Initiative into current practice to ensure the Action for requirement involves all care home residents	Care Home providers/ Planning and Development Team/ Contract and Commissioning/ Dementia Friendly Communities/ Age Friendly communities March 2019

Key Conclusion 6: Commissioning, inspection and regulation systems are inconsistent, lack integration, openness and transparency, and do not formally recognise the importance of quality of life

Link to Welsh Government policy and legislative areas: Sustainable Social Services for Wales: A Framework for Action, Social Services and Wellbeing Act, National Outcomes Framework

6.2 Care home providers, commissioners and CSSIW	Commissioners, providers and inspectors have a	1. Roll out the Working Together for Change Approach with all homes in Flintshire	Contracts and Commissioning/

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
should develop informal and systematic ways in which to ensure they better understand the quality of life of older people, through listening to them directly (outside of formal complaints) and ensuring issues they raise are acted upon. Annual reporting should be undertaken of how on-going feedback from older people has been used to drive continuous improvement (see action 6.10). 6.7 Annual Quality Statements are published by the Director of Social Services in respect of the quality of life and care of older people living in commissioned and Local Authority run care homes. This should include: • the availability of independent advocacy in care homes • quality of life and care of older people, including specific	thorough understanding of the day-to-day quality of life of older people living in care homes. Older people's views about their care and quality of life are captured and shared on a regular basis and used to drive continuous improvement. Older people have access to relevant and meaningful information about the quality of life and care provided by or within individual care homes and there is greater openness and transparency in respect of the quality of care homes across Wales and the care they provide	**Progress Feb 18:** This action is ongoing 2. Analyse social media feedback from people regarding quality of life in care homes **Progress Feb 18:** This is ongoing 3. Complete initial Progress for Providers Self Assessments with all care homes in Flintshire, and review progress against actions plans **Progress Feb 18:** 10 care homes have been awarded Bronze, 8 are still working towards the Award 4. Capture success stories to demonstrate how delivering what matters using the person centred tools is making a difference to people's lives **Progress Feb 18:** All of the 10 Bronze Awarded Care Homes have captured success stories and provided to contracts management. 5. Produce an Annual Report summarising our understanding of the quality of life and care in care homes based on listening to older people and feedback we received; this will support our	Care Home Providers Ongoing Contracts and Commissioning/ Care Home Providers Ongoing Contracts and Commissioning/ Care Home Providers Ongoing Contracts and Commissioning/ Care Home Providers Ongoing Contracts and Commissioning Team Ongoing

Older Peoples Commissioner Required	Outcome	Actions	Who / by when
reference to older people living with dementia and/or sensory loss • how the human rights of older people are upheld in care homes across the Local Authority • the views of older people, advocates and lay assessors about the quality of life and care provided in care homes • geographic location of care homes Further details of reporting requirements should be included as part of the Regulation and Inspection		continuous improvement **Progress Feb 18:** This will be captured within our Annual Directors report (ACRF) for 2017-18 and is currently being completed 6. Ensure that any barriers to engagement for residents are prevented and resolved	Contracts and Commissioning Team Ongoing

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 20th March 2018
Report Subject	Flintshire Street Markets Review
Cabinet Member	Cabinet Member for Economic Development
Report Author	Chief Officer (Community and Enterprise)
Type of Report	Operational

EXECUTIVE SUMMARY

Street markets in Flintshire, in line with those across the UK, have declined in scale over the years. With the exception of Mold market, which remains successful, the remaining street markets in Flintshire only attract small numbers of market traders and limited customer numbers which threatens their sustainability.

A review has been undertaken of the smaller street markets in Flintshire. Their sustainability has been reviewed and consultation undertaken with the Town Councils in Connah's Quay, Flint and Holywell. Consultation meetings have also been held with market traders in Flint and Holywell.

The report summarises the outcomes of the review and recommends next steps.

RECOMMENDATIONS	
	That Cabinet considers and supports recommendations to:-
1	Close Flint street market;
2	Agree to the transfer of the operation of the Connah's Quay street market to Connah's Quay Town Council, subject to confirmation from the Town Council and agreement of terms;
3	Continue the operation of the Holywell street market on an interim basis, and to continue discussions with Holywell Town Council on future cost saving options.

REPORT DETAILS

1.00	BACKGROUND
1.01	Across the UK street markets have declined in scale and vitality. This has been down to competition from large multi-national retail chains, supermarkets and on-line shopping. Only markets in larger retail centres have thrived.
1.02	Flintshire currently operates four, weekly street markets and one indoor market:- • Mold market – Wednesdays and Saturdays, 43 stalls • Mold indoor market – daily, 16 stalls • Holywell market – Thursdays, 12 stalls • Connah's Quay market – Thursdays, 2 stalls • Flint market – Fridays, 6 stalls
1.03	There are numerous benefits to operating street markets. For the shopper there is the advantage of value for money; the charm of exploring and social interaction within a vibrant town centre. Markets generally contribute to the economic and social vitality of towns and can bring increased footfall to benefit the wider businesses and services. Whilst this remains true for Mold, the markets in Holywell, Flint and Connah's Quay have reduced in scale considerably over the years and have shown continued decline in the last four years despite intervention such as promotion and growth initiatives across all market towns.
1.04	The three smaller street markets in Flintshire are of a size where their sustainability and function need to be reviewed in terms of their viability for traders, their benefits to the town centres hosting them and their operating cost to the Council. A review has therefore been undertaken of these three markets and the results ae summarised below. The review has been informed by consultation with key stakeholders in each town.
1.05	The majority of the costs of operating the street markets are staffing costs. The current markets service team comprises a full time Senior Markets Officer, one full time and two part time Markets Officers.
1.06	The table below shows the income generated by each market compared to its running costs during 2016 – 2017. Table follows

Market	Income	Expenditure	Net income
Mold – Saturday	£65,760	£27,160	£38,600
Mold – Wednesday	£67,590	£27,940	£39,650
Mold – Indoor	£74,456	£28,840	£45,616
Holywell	£3,652	£10,547	-£6,895

| | Flint | £3,365 | £13,344 | -£9,979 |
| | Connah's Quay | £545 | £924 | -£379 |

	Review findings and conclusions
1.07	**Flint** The street market, when it was relaunched following a move from its traditional location on Market Square, increased in scale from one to over thirty stalls. However, after the initial customer enthusiasm, traders have struggled to sustain reasonable levels of trade and numbers have dwindled. There have been a number of promotional campaigns to increase awareness of the market but these have not generated sustainable improvements. Flint Town Council, whilst recognising the value of the market when it was a greater size, felt that the road closure every Friday causes disruption to traffic around the town centre, disadvantages retailers in Church Street, removes short stay free parking in Church Street one day a week and the small number of traders and stalls do not add sufficiently to the vitality or vibrancy of the town. Flint market traders were understandably, in favour of keeping the market open as they feel that it offers a reasonable level of trade for them. Some of them also trade in other Flintshire markets including Mold and Holywell. Flint residents have submitted a petition of 252 signatures in favour of keeping the market operational. Officers and traders consider that moving the market to another location would take it away from its customer base on Church Street and would not be a viable option. It is therefore recommended that, due to the disparity between the scale of the market and the disruption to the town inherent in its operation, the Flint street market is closed.
1.08	**Connah's Quay** Connah's Quay market was one of the biggest street markets in the County at one time but has virtually ceased to operate and has attracted only two traders for many years. Connah's Quay Town Council have expressed interest in taking on the operation of the street market. Further work is needed to confirm this and to agree the terms of the licence agreement.
1.09	**Holywell** Holywell market is held on the pedestrianised High Street each Thursday. The operation of the market therefore does not disrupt trade in the town centre and, anecdotally, businesses have fed back that footfall is higher on

	market days than otherwise.
	The market tends to attract only 12 stalls each week in the summer but has sustained this level for many years. A number of promotional campaigns have been undertaken but none have brought a sustainable increase in scale.
	Holywell market traders were understandably, of the view that the market should continue to operate. Traders find that they are able to sustain a reasonable level of trade with a small and loyal customer base.
	Holywell Town Council was strongly of the view that the market should continue to operate and that it plays an important role in sustaining the vitality of the town centre as a whole. The Town Council did not express interest in operating the street market but did suggest that further work could be done on reducing the costs of operating the market.
	It is recommended that Holywell street market continues to operate in the interim as part of a package of measures to sustain the town centre. Further work will be undertaken with Holywell Town Council to identify whether cost savings in operating the market can be made.
1.10	The recommended changes, if approved, will change the requirement for the staff team operating the street markets in Flintshire. Reconfiguring the staffing complement would enable the release of one part time position with an estimated reduction in the operating deficit for the markets overall of £21,000 each year.

2.00	RESOURCE IMPLICATIONS
2.01	Implementing the recommendations in this report would reduce the operating deficit for markets by £21,000 each year.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In undertaking this review, the Council has consulted market traders in Flint and Holywell and Connah's Quay Town Council, Flint Town Council and Holywell Town Council.

4.00	RISK MANAGEMENT
4.01	None arising directly from this report.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Officer:** Niall Waller Service Manager Enterprise & Regeneration **Telephone:** 01352 702137 **E-mail:** niall.waller@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Market Town** - is a legal term for a settlement that has the right to host markets. A town may be correctly described as a "market town" or as having "market rights".

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Sir y Fflint Flintshire
CYNGOR
COUNTY COUNCIL

CABINET

Date of Meeting	Tuesday, 20th March 2018
Report Subject	School Admission Arrangements 2019/20
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Education and Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2019 and to recommend approval.

RECOMMENDATION	
1	That the proposed admission arrangements for 2019/20 be approved.

REPORT DETAILS

1.00	**EXPLAINING THE ADMISSION ARRANGEMENTS**
1.01	In accordance with the School Admissions Code, the local authority is required to undertake a statutory consultation exercise on its admission arrangements for the following year. Consultation must be complete by 1 March and the admission arrangements must be determined by 15 April each year. Statutory consultees include all schools in the area, the diocesan authorities and neighbouring authorities.
1.02	Consultation must cover the full admission arrangements including the admissions policy, over-subscription criteria, the timetable for admissions and admission numbers (ie the maximum number of pupils to be admitted by the admissions authority in to each year group). This information is attached as Appendices 1, 2 and 3.
1.03	The current admission arrangements have been in place since 2003 and the majority of parental preferences continue to be met (approximately 96%). For information, the number of admission appeals in recent years is detailed in the table below: _table below_ *to date It is anticipated that oversubscription will continue particularly at secondary level in some areas of the County largely as a consequence of parental preference.
1.04	The consultation process took place between 18.12.17 and 02.02.18. No comments were received.
1.05	The proposed admissions timetable has been drawn up in consultation with neighbouring authorities and takes in to account factors such as allowing parents sufficient time to visit schools and express their preferences, the time needed to process applications, etc. The timetable also incorporates the "common offer dates" prescribed by the School Admissions Code (ie 1 March for secondary and 16 April for primary).
1.06	There are no changes proposed to the admissions oversubscription criteria themselves. However, the opportunity has been taken to review and clarify some of the wording in the admission arrangements. The revised wording is reflected in Appendix 1 and a list of the amendments is summarised below: 10.1 Home address – clarification that it is the parents' responsibility to reach agreement on the preferences expressed in an application. There are a small but increasing number of applications received where one parent

Table referenced in 1.03:

Year	Secondary	Primary	Total
2013/14	46	81	127
2014/15	20	54	74
2015/16	66	71	137
2016/17	43	77	120
2017/18*	16	46	62

	disagrees with a preference expressed and the additional wording makes it clear that in cases of shared parental responsibility, it is up to the parents rather than the admissions authority to agree on the preferences listed in an application. In addition, examples of acceptable documentation to support a change of address is stated.
	10.2 Distance – the definition of how distance is calculated has been updated to reflect current practice.
	13 Waiting lists – the following has been clarified: • that the allocation of places from a waiting list must be done in accordance with the oversubscription criteria, as required under the School Admissions Code, not the date when the application was received; • that, in the main admissions round (Year 7 for Secondary and Reception for primary), waiting lists will be prepared and any secondary places which become available after 1 March (offer date) will be allocated after 1 April. The waiting lists will then be updated and any further places which become available will be allocated after 1 May. The respective dates for primary admissions are 16 May and 16 June; • that in respect of applications to transfer schools during the school year, a pupil's name will remain on the waiting list until the end of the school term when the application was made, unless a parent specifically requests longer. This will make the administration of waiting lists more efficient. Schools support this arrangement.
1.07	The opportunity has also been taken to amend admission numbers in respect of two schools to reflect changes in accommodation. These are Ysgol Glanrafon, Mold and Broughton Primary School. In both cases the admission numbers have been increased following an increase in capacity at the schools and have been agreed with the respective Headteachers.
1.08	Applications for places are made using the Council's on line system and this is working well. Assistance is provided by Council staff for any parents experiencing difficulties completing or submitting the online form. Access to computers is also available at Flintshire Connects offices and staff there are trained to assist customers complete the form if necessary.100% of applications are now received online. However, hard copies of application forms will continue to be made available on request to any parent who cannot gain access to an on line facility.

2.00	RESOURCE IMPLICATIONS
2.01	Numbers of appeals will continue to be monitored to ensure sufficient capacity to present and clerk appeals in a timely manner.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All statutory consultees have been consulted in accordance with the School Admissions Code.

4.00	RISK MANAGEMENT
4.01	The annual determination of admission arrangements must be carried out in accordance with the framework and timetable in the School Admissions Code. Consultation has been completed and approval is being sought within the deadlines set out in the Code. Adherence to the Code minimises the risk of challenge to the Public Services Ombudsman or by judicial review.

5.00	APPENDICES
5.01	Appendix 1 – Admission Arrangements 2019/20 Appendix 2 – Primary School Admission Numbers Appendix 3 – Secondary School Admission Numbers

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	http://gov.wales/docs/dcells/publications/130715-admin-codes-en.pdf **Contact Officer:** Gill Yates, Admissions Manager **Telephone:** 01352 704187 **E-mail:** gill.yates@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**School Admission Arrangements –** the overall procedure and practices about how to apply for a school place, including the criteria to decide how places are allocated, application procedures, the timetable for the admissions process, how late applications are handled, waiting lists and the appeal process. **School Admissions Code –** a Code issued by Welsh Government in respect of the discharge of admissions functions. All admission authorities have a statutory duty to act in accordance with the Code. **Oversubscription criteria –** a list of criteria which an admission authority must adopt to be used for the allocation of places if there are more applications received than there are places available. **Admission Number -** the number of school places that an admission authority can admit in each year group.

Admissions Timetable 2018/19

Admission Phase	Admission forms available to parents w/c	Parents' consideration period	Closing date for receipt of completed forms	Allocation period by LA/ admitting authority	Parents informed by ("Offer date")
Secondary	10/09/18	10/09/18-09/11/18	09/11/18	12/11/18 – 11/01/19	01/03/19
Reception	01/10/18	01/10/18 – 23/11/18	23/11/18	26/11/18 – 01/03/19	16/04/19
Nursery	01/10/18	01/10/18 – 22/02/19	22/02/19	25/02/19 – 29/03/19	10/05/19

Application forms must be returned to the Local Authority by the closing date. Your child may have less opportunity to be allocated to your preferred school if your application is received after the closing date. Late applications received after the end of the allocation period will not be processed until after the "offer dates".

1. How to apply

Arrangements must be made to enable parents to express a preference for a school they wish their child/children to attend. By law, parents who express a preference are given priority for admission over those who do not. In the case of sixth form admissions, expression of a preference can be made by either a parent or a young person or both and should be done by contacting the School concerned.

You can access the applications forms in accordance with the above timetable on the Flintshire County Council web site (www.flintshire.gov.uk/schools/schooladmissions). This is the preferred method of application. This form should be used if you are a resident in Flintshire and you wish to express a preference for a Flintshire school OR if your child currently attends a Flintshire school. If you wish to apply for a school in Cheshire West and Chester, you must use their application form as we are unable to process applications for schools in Cheshire West and Chester. Parents are strongly advised to express more than one preference. They must be listed in a preferred order. Only the highest preference that can be met will be used to offer a place. Listing the same school multiple times does not result in a better chance of being offered that school.

2. Neighbouring Authorities

Flintshire works closely with neighbouring LAs to coordinate admission arrangements in Wales. Information will be passed on to the appropriate admissions authority. Please note that neighbouring local authorities' timetables may be different to that above. If the school for which you wish to express a preference is in another County please contact the respective Local Authority to ensure you do not miss the closing date:

Denbighshire County Council – admissions@denbighshire.gov.uk; Tel : 01824 706000
Wrexham County Borough Council – admissions@wrexham.gov.uk; Tel: 01978 298991
Cheshire West & Chester Council* – admissions@cheshirewestandchester.gov.uk; Tel: 0300 123 7039

* If you wish to apply for a school in Cheshire West and Chester, you must use their application form as we are unable to process applications for schools in Cheshire West and Chester.

3. Late Applications

Late applications will be considered after those received by the closing date. If the Local Authority considers that there are good reasons for the application form being late it will considered with the "on time applications". In all cases, supporting evidence must be provided.

All late applications will be ranked in accordance with the oversubscription criteria and any places which are available will be offered to the highest ranking applicants up to the end of the allocation period. If the Admission Number for the requested school has been reached, parents will be offered the right to an appeal. A waiting list will also be maintained for that school if necessary and any places that become available will be offered to the highest ranking applicant on the list in accordance with the oversubscription criteria.

4. The Process for offering school places

All pupils will be admitted if the Admission Number has not been reached. The Admission Number for each school relates to the number of children that can be admitted to each year group during the school year. The Admission Number for a school is calculated using the capacity assessment method in the Welsh Government's guidance document 'Measuring the Capacity of Schools in Wales'. All school Admission Numbers are included on the 'Schools List' (www.flintshire.gov.uk/schooladmissions).

If more parents express a preference for a school than there are places available and the Admission Number is reached, the Local Authority applies the published oversubscription criteria to rank all preferences expressed to see who can be offered a place. All preferences received will be considered on the basis of equal preferences. This means that in the first instance, all preferences will be considered against the relevant oversubscription criteria only, ie without reference to the preferred ranking. If a place can be offered at more than one of the preferences expressed (because a preferred school is undersubscribed or because the applicant has a high enough priority against the criteria for an oversubscribed school, or because a school receives the same number of applications as the number of places available), the place offered will be for the school ranked highest on the application.

Please Note:

Expressing a preference does not guarantee a place at your preferred school if that school is oversubscribed. If more parents apply for places at the school than the number of places available, the Local Authority will apply the oversubscription criteria for allocating places as set out in the policy.

5. Voluntary Aided Faith and Foundation Schools

If you express a preference for a voluntary aided school faith (Catholic or Church in Wales) or foundation school in Flintshire the relevant school will be sent your details. You may also be required to complete a Supplementary Information Form which is available direct from the school. The timetable for admissions (above) also applies to voluntary aided and foundation schools. These schools are responsible for considering your child's application against others received in accordance with their own oversubscription criteria. The school governors should use the school's own oversubscription criteria to rank applications and make offers of places. Any preferences not met will be returned to the local authority and will be treated equally with other preferences expressed for Flintshire Community Schools.

6. Policy for Admissions to Schools

The County Council, as the Local Authority, is responsible for determining the arrangements for admissions to all Community Primary, Welsh Medium Primary, Secondary, Welsh Medium Secondary, Special Schools and Voluntary Controlled Schools. The Local Authority will consult annually with school Governing Bodies and the Diocesan Education Authorities in relation to admissions.

The Local Authority will comply with statutory requirements and the Welsh Government School Admissions Code and will take account of the expression of parental preference in the context of its duty to ensure the provision of effective education and the efficient use of education resources. When considering applications, the Local Authority will observe the provisions of the School Admissions Code which states that admission authorities should admit to the school's admission number and will rarely be able to prove prejudice as a ground for refusing an additional pupil while the numbers remain below the admission number.

Under the School Admissions Code, it may be reasonable in exceptional circumstances for the local authority with the agreement of the Headteacher, to exercise discretion to admit more pupils than the admission number indicates, subject to such admissions not adversely affecting the school in the longer term including but not exclusively the duty to comply with infant class size legal requirements.

The Local Authority will comply with its duty to ensure the provision of effective education and the efficient use of resources. In so doing, the Local Authority will have regard to the total resources, including accommodation and staffing, available to each school and any constraints imposed by the school organisation and curriculum. It will also consider the resource implications for the authority and impact on other education policies.

When a parent gives fraudulent or intentionally misleading information in order to obtain a place at a school for their child, the Local Authority reserves the right to withdraw the offer of a place. Where a place is withdrawn on the basis of misleading information, the application must be considered afresh and a right of appeal offered if a place is refused.

7. Welsh Language Policy for all schools

The Authority's Welsh Language Policy aims to ensure that all pupils reach a standard of bilingualism. It will be the responsibility of the Authority, in conjunction with the Headteacher and the School Governors, to ensure the teaching of both Welsh and English is in accordance with National Curriculum requirements.

Primary Education will be provided for all children mainly through the medium of English, or mainly through the medium of Welsh.

Secondary Education will be provided for all children mainly through the medium of English, or mainly through the medium of Welsh. To ensure continuity with the primary schools, Welsh will be taught as a second language in all secondary schools where the main medium of instruction is English.

Flintshire County Council, working in partnership with schools will provide parents with full information and understanding of the advantages of Welsh medium education and the opportunities which exist within Flintshire, explaining clearly that:

- there is no need for parents to be Welsh speakers for their children to take advantage of this opportunity;
- receiving education in a designated Welsh medium school enables pupils to become fully bilingual;
- there are intellectual advantages to being equally fluent in two languages.

Pupils who have received their education through the medium of Welsh in primary school transfer to the Welsh medium Secondary School (Ysgol Maes Garmon) at Key Stage 3. Pupils can transfer from English medium primary schools to the Welsh medium Secondary School where they will be offered the immersion scheme that is available at the end of Year 6 and all the way through Year 7. For further details about the scheme please contact Ysgol Maes Garmon Tel: 01352 750678.

8. Admission Phases

8.1 Early Entitlement to Education

A part-time education place is available for every child the term after his/her third birthday.

Children born in…	Entitled to…
Autumn Term	2 terms of educational provision (Spring and Summer)
Spring Term	1 term of educational provision (Summer)

Children born in the Summer term receive their education entitlement in the school nursery classes in the Autumn term after their 3rd birthday. Parents may state a preference for an approved setting which may be a pre school playgroup (English or Welsh), a private day nursery, a 'network' childminder or school nursery class.   Applications for early entitlement are made directly to the setting. Forms are available all year.

> **Notes:**
> 1. **Admission to an Early Entitlement setting at a particular school does not guarantee subsequent admission to nursery at that school. A fresh application will be required.**
> 2. **No transport is provided.**

For further information on approved settings please contact: Family Information Service Tel: 01352 703500.

8.2 Nursery

Local Authorities in Wales have a duty to provide sufficient nursery places in their area. A child becomes eligible for a place at a nursery class in the September following the child's 3rd birthday. Nursery education is not compulsory and parents have no right of appeal regarding nursery admissions under the School Standards and Framework Act 1998.

Nursery schooling in all schools/units will be provided on the basis of 5 x 2.5 hour sessions per week for each child. Places are available in Nursery classes at all Flintshire primary schools, up to the Admission Number for each school.

Parents may express a preference for any nursery irrespective of where the child's home is in relation to the school. However, expressing a preference does not guarantee a place at that nursery. In the event of oversubscription, applications for nursery places will be dealt with by applying the oversubscription criteria in respect of primary schools as set out in this Guide.

> **Notes:**
> 1. **Admission to a nursery class at a particular Primary School does not guarantee subsequent admission to reception class at that school. A fresh application will be required.**
> 2. **No transport is provided.**

8.3 Primary

The Authority will admit a child to a maintained primary school at the beginning of the school year if the child has achieved his/her 4th birthday on or before August 31st of that calendar year.

Once a reception place has been offered and accepted, parents may defer their child's entry until the start of the term following the child's 5th birthday. Parents are not able to defer entry beyond this point, nor beyond the academic year for which the original application was accepted.

In accordance with legislation, infant class sizes (Reception, Year 1 and Year 2) are restricted to a limit of no more than 30 per school teacher. In respect of junior classes (Year 3 to Year 6), the target is no more than 30 per school teacher.

8.4 Secondary

Pupils will normally be transferred from a primary to a secondary school in the September following their 11th birthday.

9. Oversubscription Criteria

All pupils will be admitted if the Admission Number has not been reached. However, if the Admission Number has been reached, applications will be considered against the oversubscription criteria, which are listed in priority order.

Criteria to be applied in order of priority by the Local Authority for admission to Nursery, Primary and Secondary Schools:

a)   Looked after children (children in care) and previously looked after children;

b)   pupils for whom the preferred school is the nearest appropriate school to the pupil's home address;

c)   pupils who will have a sister or brother attending the preferred school on the expected admission date. The 'sibling rule' will only be applied for the statutory period of education i.e. up to Year 11;

d)   pupils for whom the preferred school is not the nearest to their home address. Pupils will be admitted in order of proximity to that alternative school and up to its Admission Number.

Tie-breaker

If there are more applicants than places in any of the above categories, priority will be given to applicants living nearest the school, measured from the child's home address to the recognised main entrance of the school.

If the authority is unable to comply with the parental preference(s) expressed then the parent will be asked to consider available places at alternative schools.

Where a school is named in a Statement of Special Educational Needs, the local authority has a duty to admit the child to that school.

For the allocation of places, the nearest appropriate school is interpreted as:

(a)   the school nearest to the child's home measured from child's home address to the centre point of the school building;

(b)   the nearest Welsh medium school where parents wish their children to receive their education through the medium of Welsh;

(c)   the nearest Denominational school where parents wish to have their children educated in a denominational school.

When making a decision about the 'nearest suitable school' the Local Authority will accept only the pupil's home address and not that, for example, of childminder or grandparents.

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10. Definitions

10.1 Home Address

The address on the application form must be the child's current permanent place of residence. Permanent means where your child physically resides and sleeps for the majority of the week. This will usually be the Parents' address.

PLEASE NOTE: only the person(s) with parental responsibility for a child ("Parents") can apply for admission. Where there is shared parental responsibility all Parents should be in agreement about the preferences listed in the application. It is the Parents' responsibility to come to this agreement. If there is equal, shared custody of the child, it is left to the parents to decide which address to use but we may ask to see a valid Court Order or other evidence to confirm this arrangement exists. If you cannot agree which school your child should attend with another Parent, you should immediately take your own legal advice regarding making an urgent application to the Court.

Addresses may be checked against records held on the Council Tax Database. In addition, Parents may be asked to prove residency at an address using, for example, any of the following documentation: Solicitor's correspondence confirming that completion has taken place on the purchase of a property, Tenancy Agreement, Mortgage Statement, Council Tax correspondence, Utility Supplier correspondence or such other evidence as the Local Authority deems appropriate. Please note any documents provided must be relevant, current and relevant to the address noted on the application form. The documents must also identify you by name and must be the most recent ones available and no older than 3 months when stated.

It is strongly recommended that photocopies of documents are provided in all cases as the Council cannot guarantee the safe return of original documents through the return post.

If the Local Authority is not satisfied with the evidence provided including, but not exclusively, if you have not followed the terms of this policy then your child's application will not be accepted and will be withdrawn.

Parents are advised that a school place may be lawfully withdrawn if the information given on their application form is fraudulent and/or misleading. Please be advised that intentionally providing false information on an application form can be a criminal offence under the Fraud Act 2006. All applications where there is doubt about the address being given will be investigated by the Local Authority. The responsibility lies with the Parents to provide sufficient documentary evidence to support permanent residence at the address used. The use of false, misleading, or inaccurate information including omissions may lead the Local Authority to also withdraw an offer of a place in the event an offer had previously been made.

Should you move after applying but during the allocation period you must provide us with proof of your new address. Acceptable evidence includes for example: a solicitor's letter confirming that completion has taken place on the purchase of a property, or a copy of the current rental agreement, signed by both the Tenants and the Landlords, showing the address of the property and the start date of the tenancy. Please note any documents provided must be relevant, current and relevant to the address noted on the application form. The documents must also identify you by name and must be the most recent ones available and no older than 3 months when stated.

10.2 Distance

The Council uses a Geographical Information System (GIS) to calculate the shortest home to school distance in miles. This is integrated into the Capita ONE software. The co-ordinates of an applicant's home address are determined using the Local Land and Property Gazetteer (LLPG) and Ordnance Survey (OS) Address Point Data. The starting point for a route assessment is determined as the nearest

point on the walking route network from the pupil's address (usually the main entrance to the property), to the centre point of the school building. The network is updated annually.

Where an applicant is required to provide documentary evidence, it is strongly recommended that photocopies are provided in all cases as the council cannot guarantee the safe return of original documents through the return post.

It should be noted that transport will only be provided in accordance with the Council's Transport Policy.

10.3 Sibling (brother/sister)

A sibling is defined as a full, half, step, foster or adopted brother or sister living together as one household at the same address and where the elder sibling is of statutory school age and will still be registered at the preferred school when the younger child is eligible to attend. In considering siblings, first priority will be given to applications from multiple birth children.

10.4 Multiple Birth Children

Twins, triplets, quadruplets, etc, residing at the same address and applying for places in the same year group will be given priority for admission in the main admissions round under the 'sibling' criteria. If it is not possible to offer places to all multiple birth children residing at the same address and applying for places in the same year group, the Authority will offer places for all of those multiple birth children at the next nearest appropriate school with available places.

11. Admissions to schools other than those maintained by the Local Authority

Parents wishing to express a preference for a school in a County other than Flintshire should still use the Flintshire preference form and it will be passed to the relevant Local Authority, with the exception of Cheshire West and Chester Council who request you contact them directly. Please be aware of each Authority's admission time table and closing dates.

12. Notifying Parents

The outcome of an application for admission will be notified to parents in writing by letter/email. Where the application has been refused, the letter/email will set out the reasons for the decision and the right of appeal and a return proforma will be sent. Parents will be asked to decide by a specified date one or more of the following options:-
- Place child's name on a waiting list;
- proceed to appeal and place child's name on a waiting list;
- accept the place offered at an alternative school for which preference has been expressed;
- make a new application for an alternative school.

13. Waiting Lists

Waiting lists for oversubscribed schools will consist of those children whose parents have specifically requested in writing, preferably email, to be placed on the school's waiting list and those for whom an appeal form has been received. Waiting lists will be maintained until 30 September in the school year concerned. After that date, any parents still wishing to be considered for a place must specifically request in writing to remain on a waiting list. If places become available they will be allocated according to the oversubscription criteria and not according to the date when the application was submitted or when a child's name was added to the waiting list.

In the main admissions round, waiting lists will be prepared and any secondary places which become available after 1 March (offer date) will be allocated after 1 April. The waiting lists will then be updated

and any further places which become available will be allocated after 1 May. For primary, any reception places which become available after 16 April (offer date) will be allocated after 16 May. The waiting lists will then be updated and any further places which become available will be allocated after 16 June.

Where applications to transfer between schools outside the normal admission stages are refused, the Local Authority will, in agreement with the parent, place the child's name on a waiting list which will remain open until the end of the school term* for which the application was made. After that date, parents must specifically request that their child's name remains on the waiting list for an additional school term otherwise the name will be removed.
*If the application is made at the end of a school term, the child's name may remain on the waiting list until the end of the following term.

14. <u>Admission of Pupils from outside Flintshire</u>

Pupils applying for admission to a school in Flintshire who do not reside in Flintshire will be offered a place at a school in accordance with the admissions policy.

15. <u>Change of School within Flintshire during the year</u>

Schools in Flintshire have agreed a protocol with the local authority for transfers from one nominated school to another other than at the normal transition point (Reception and Year 7). A parent seeking such a transfer should initially speak to the headteacher of the child's current school to discuss the reasons for that transfer. If, following this discussion, the parent wishes to continue the process, the parent must make an online transfer application. If the admission number for the year group in the requested school has already been reached, the application may be refused and parents will be offered a place at an alternative school. In such circumstances a parent would also have the right of appeal, as outlined below.

16. <u>Admissions other than in September each year</u>

For pupils moving into the area at times other than the normal admission round (September of each year), the Local Authority will endeavour to meet parental preferences as far as possible. Where a school is oversubscribed, parents will be offered a place at an alternative school. The parent may then accept the alternative placement, or may give notice of appeal.

17. <u>Appeals Procedure</u>

If the Authority is unable to comply with the parental preference the parent will be given the reason in writing and advised about available places at an alternative school. The parent may then accept the alternative place and may give notice of appeal. Information on how to appeal will be provided. Details describing the appeals procedure are also available on www.flintshire.gov.uk/schools/schooladmissions**.** Alternatively, please contact the Admissions Team on 01352 704068 / 704073.

Appeals must be made in writing giving reasons, and sent to the Admissions Team. Appeals will be heard within 30 school days of the appeal being received in writing (or within 30 working days if received during the school summer holidays). Every effort will be made to hear appeals as quickly as possible. The parent, accompanied by a friend if desired, will be given an opportunity to appear before an Independent Appeal Panel. The decision of the Independent Panel will be notified to the parent in writing and is final and binding on all parties.

PRIMARY SCHOOLS

School Number	School Name	Welsh Indicator	Type of School: C/ VC/VA/F	Age Range	Number On Roll (exc. Nursery)	Capacity Full Time	Admission Number for Sept 2019
2237	Gronant C.P.	EM	C	3-11	55	144	20
2021	Gwespyr Picton (Ysgol Gymraeg Mornant C.P.)	WM	C	3-11	32	81	11
2078	Saltney Ferry C.P.	EM	C	3-11	96	236	33
3002	Nannerch Controlled	EM	VC	3-11	49	111	15
3308	Mold (St.David's R.C.)	EM	VA	3-11	75	144	20
2064	Cilcain (Ysgol y Foel C.P.)	EM	C	3-11	44	84	12
3303	Caerwys (Ysgol yr Esgob Aided)	EM	VA	3-11	47	86	12
2051	Treuddyn (Ysgol Terrig C.P.)	WM	C	3-11	53	93	13
2082	Holywell (Ysgol Gwenffrwd C.P.)	WM	C	3-11	166	256	36
2040	Saltney (Wood Memorial C.P.)	EM	C	3-11	146	216	30
2026	Lixwm C.P.	EM	C	3-11	52	71	10
2092	Leeswood (Ysgol Derwenfa C.P.)	EM	C	3-11	118	159	22
2013	Ffynnongroew (Ysgol Bryn Garth C.P.)	EM	C	3-11	89	119	17
2004	Buckley (Westwood CP)	EM	C	3-11	206	273	39
2068	Mold (Ysgol Bryn Gwalia C.P.)	EM	C	3-11	176	233	33
3307	Holywell (St.Winefride's R.C.)	EM	VA	3-11	145	187	26
2056	Gwernymynydd C.P.	EM	C	3-11	63	81	11
2050	Rhosesmor (Rhos Helyg C.P.)	EM	C	3-11	136	168	24
3306	Flint (St.Mary's R.C.)	EM	VA	3-11	257	317	45
2257	Flint (Ysgol Croes Atti C.P.) (Flint site only)	WM	C	3-11	168	207	29
3316	Trelawnyd Aided	EM	VA	3-11	89	109	15
2271	Shotton (Ysgol Ty Ffynnon)	EM	C	3-11	231	270	38
3332	Nercwys Voluntary Aided	EM	VC	3-11	36	42	6
2061	Queensferry C.P.	EM	C	3-11	156	180	25
3311	Saltney (St.Anthony's R.C.)	EM	VA	3-11	132	152	21
2003	Bagillt (Merllyn C.P.)	EM	C	3-11	153	176	25
2041	Sealand C.P.	EM	C	3-11	188	215	30

2272	Holywell (Ysgol Maes Y Felin)	EM	C	7-11	277	315	45
3331	Pentrobin Aided	EM	VA	3-11	97	110	15
2081	Gwernaffield (Ysgol y Waun C.P.)	EM	C	3-11	95	107	15
3330	Shotton (St.Ethelwold's Aided)	EM	VA	3-11	95	107	15
3312	Shotton (Venerable Edward Morgan R.C.)	EM	VA	3-11	250	281	40
3320	Whitford Aided	EM	VA	3-11	98	109	15
2046	Mostyn (Ysgol Bryn Pennant C.P.)	EM	C	3-11	116	129	18
2049	Carmel (Ysgol Bro Carmel C.P.)	EM	C	3-11	163	180	25
2084	Abermorddu Juniors and Infants C.P.	EM	C	3-11	187	206	29
2032	Northop Hall C.P.	EM	C	3-11	191	210	30
2028	Mold (Ysgol Glanrafon C.P.)	WM	C	3-11	283	309	44
2094	Northop (Ysgol Owen Jones C.P.)	EM	C	3-11	127	138	19
2002	Bagillt (Ysgol Glan Aber C.P.)	EM	C	3-11	129	140	20
5200	Higher Kinnerton	EM	F	3-11	186	201	28
2015	Flint Gwynedd C.P.	EM	C	3-11	456	492	70
2018	Greenfield C.P.	EM	C	3-11	212	228	32
2062	Mold (Ysgol Bryn Coch C.P.)	EM	C	3-11	558	599	85
2043	Sychdyn C.P.	EM	C	3-11	165	177	25
2266	Treuddyn (Ysgol Parc y Llan C.P.)	EM	C	3-11	105	111	15
2269	Connah's Quay (Ysgol Cae'r Nant)	EM	C	3-11	337	356	50
2270	Penyffordd County Primary School	EM	C	3-11	248	259	37
2085	Buckley (Southdown C.P.)	EM	C	3-11	366	382	54
2052	Connah's Quay (Bryn Deva C.P.)	EM	C	3-11	272	283	40
2024	Hope (Ysgol Estyn C.P.)	EM	C	3-11	209	216	30
3333	Hawarden Village Primary School	EM	VA	3-11	416	429	60
2093	Hawarden (Ysgol Penarlag C.P.)	EM	C	3-11	191	196	28
2077	Connah's Quay (Golftyn C.P.)	EM	C	3-11	395	404	57
2053	Sandycroft C.P.	EM	C	3-11	314	320	45
2063	Buckley (Mountain Lane C.P.)	EM	C	3-11	408	409	58
2268	Broughton Primary	EM	C	3-11	475	538	76
2012	Ewloe Green C.P.	EM	C	3-11	349	349	49
2086	Connah's Quay (Wepre Lane C.P.)	EM	C	3-11	307	307	43
2267	Mynydd Isa, Ysgol Mynydd Isa	EM	C	3-11	513	513	73
2091	Flint Cornist C.P.	EM	C	3-11	292	289	41
2044	Trelogan C.P.	EM	C	3-11	74	72	10

2089	Drury C.P.	EM	C	3-11	142	124	17
2065	Brynford C.P.	EM	C	3-11	67	58	8
64	**= Total number of schools**				**12,323**	**14,063**	

Based on September 2017 Numbers on Roll

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Secondary School Admissions

School Number	School Name	Welsh Indicator	Type of School: C/VA	Age Range	Number On Roll in years 7 -11 in Sept 2017	No. of 6th Form Pupils on Roll in Sept 2017	Total Number On Roll in Sept 2017	Capacity	AN for Sept 19
4013	St. David's High	EM	C	11-16	369	0	369	725	117
4018	Ysgol Maes Garmon	WM	C	11-18	434	72	506	711	120
4011	Elfed High	EM	C	11-16	739	0	739	1,037	175
4600	St. Richard Gwyn Catholic High	EM	VA	11-18	580	131	711	969	166
4012	Ysgol Treffynnon	EM	C	11-16	450	0	450	600	120
4022	Connah's Quay High	EM	C	11-16	1,041	0	1,041	1,200	240
4006	Alun High School	EM	C	11-18	1,193	373	1,566	1,768	250
4042	Argoed High School	EM	C	11-16	522	0	522	580	116
4000	Hawarden High	EM	C	11-18	967	162	1,129	1,145	195
4021	Flint High	EM	C	11-18	682	124	806	797	143
4017	Castell Alun High	EM	C	11-18	1,056	293	1,349	1,240	211
11	= Total number of schools				8,033	1,155	9,188	10,772	

Based on September 2017 Number on Roll

EM - English medium
WM - Welsh medium
C - Community
VA - Voluntary Aided

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 20th March 2018
Report Subject	County Hall Demolition, Relocation and Master Planning – Business Case Development
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive Chief Officers (Organisational Change)
Type of Report	Strategic

EXECUTIVE SUMMARY

Flintshire County Council have reduced the size of its corporate office accommodation by approximately 43% by floor area (base year 2013/14) and now only occupies Phase 1 and 2 at County Hall. Unity House in Ewloe is vacant and has been the responsibility of the Council for the last twelve months. The costs of just keeping Ewloe Offices unoccupied are in the order of £0.700m per annum. In line with the Councils corporate property rationalisation strategy the relocation proposals for Unity House should not be seen in isolation but as part of an ambitious strategy for the Mold Campus.

Work to progress the remedial works needed to relocate workforce into Unity House are being progressed and this has been broken down into a number of areas.

- Mechanical and electrical work;
- Furniture and interior space planning
- Data coms and access systems
- Minor building work, the building is generally in very good decorative order;
- Wider external works

Demolition of phases 3 and 4 is currently receiving detailed consideration. The buildings and surrounding services and infrastructure make demolition works complex and it needs an approach that sees this work being undertaken in a highly coordinated way.

In the context of the wider site development proposals this crosses into Stage 2 of the original phasing proposals reported to Cabinet in October 2017 and involves a more rounded assessment of the whole Mold campus site and how this may sit with any potential re-development.

Since Informal Cabinet considered the feasibility study for the Theatr Clwyd capital project work has taken place to ensure the comments and requirements discussed at that meeting are followed up.

Further and more detailed analysis has been undertaken on the costed options relating to the rationalisation, demolition and redevelopment option. Within the current efficiency programme for financial year 2018/19 is a £300k efficiency target, this relates to business rate mitigation strategies on Unity House and Phases 3 and 4, County Hall partly using provisions set out in s44a of the Local Government Finance Act prior to demolition of Phase 3 and 4 of County Hall and the phased re-commissioning of Unity House during the fourth quarter of 2018-19. Thereafter there will be a £90k projected recurring budget efficiency which is likely to increase when running costs for Unity House are more fully understood.

This efficiency will increase further at the end of year five following the redevelopment of the Mold campus site to £717k pa.

Cabinet, in October 2017 were clear that Trade Unions and workforce should form part of workforce group to inform this work particularly around the move to Unity House. Trade Unions have nominated officers to sit on the workforce group. A number of management teams have also visited Unity House and it would be from these groups that members of the workforce would be identified.

RECOMMENDATIONS	
1	To approve the use of the negotiated financial sum received upon expiry of the lease as part of the unconditional dilapidations payment.
2	To note the allocation of funding within the Councils Capital Programme for the demolition of phases 3 and 4 of County Hall when sufficient capital receipts become available.
3	That approval be given to progress the appointment of a development partner for the redevelopment of the County Hall campus, with further reports being brought back to Cabinet as this process makes progress.
4	That joint delegated authority be given to the Chief Officer (Organisational Change) and the Chief Officer (Governance) in consultation with the Cabinet Member for Economic Development to complete the appointment of a contractor, named in the confidential appendix, for the design and development and construction works at Theatr Clwyd in line with this report and subject to being satisfied that the specific actions required and identified in this report are satisfied prior to the completion of the appointment and the procurement process.

REPORT DETAILS

1.00	BACKGROUND INFORMATION AND PROGRESS UPDATE
1.01	Flintshire County Council have reduced the size of its corporate office accommodation by approximately 43% by floor area (base year 2013/14) and now only occupies Phase 1 and 2 at County Hall. The current ongoing revenue costs of operating the building are in the region of £1.2m. The maintenance needs for the Mold building over the next 25 years are estimated to be £26m.

	Unity House in Ewloe is vacant and has been the responsibility of the Council for the last twelve months. The costs of just keeping Ewloe Offices vacant are in the order of £0.700m per annum. The building has been on the market for sale for nearly a year now with little serious interest. This position has been compounded further by the recent vacation of offices used by HSBC on the same Business Park together with the development of new high quality office accommodation directly opposite Unity House. It is therefore important that the relocation proposals for Unity House are not seen in isolation but as part of an ambitious strategy for the Mold Campus.
1.02	Cabinet received a report on the demolition of County Hall the relocation to Unity House and the wider redevelopment of the County Hall campus. The proposals at that time were set out in three distinct stages:- • Stage 1 – relocate a large proportion of the workforce from County Hall to Unity House, demolish phase 3 and 4; • Stage 2 – explore further civic office accommodation for a reduced workforce either on the existing campus or elsewhere, including the demolition phases 1 and 2; • Stage 3 - Redevelop the remaining campus which may be coterminous with the Theatre development proposals. This report will provide a current update on the progress of all of these stages.
1.03	**County Hall and Unity House, Ewloe**
1.03.1	Work to progress the remedial works needed to relocate the workforce into Unity House are being progressed; essentially this may be broken down into a number of areas as set out below:- • Mechanical and electrical work; • Furniture and interior space planning • Data coms and access systems • Minor building work, the building is generally in very good decorative order; • Wider external works **Mechanical and Electrical work** There are currently two main items of activity being undertaken at the moment, the heating system and related controls and the building ventilation system. The systems deployed by the previous tenant were a mixture of a number of systems but primarily air conditioning, based on the fact that the facility was a worldwide IT support centre. This meant that the conventional heating and comfort cooling systems were either not used or were used in a limited way. In addition the existing boiler is of an age that now requires renewal; in addition the main boiler room was extensively damaged and stripped of all copper pipework rendering the boiler inoperative. Tender action is progressing for the renewal of the boiler systems and the cooling system. The 'damage' element of the boiler room is being dealt with through our insurers.

	Furniture and interior space planning
	The interior space and layout, being primarily open plan, has considerable opportunity to create a modern and innovative office environment. Work to build on this effective use of space has been considered further. Essentially the office layout will determine the location of many of the IT, data and electrical services and as such the office layout is a critical activity. Contract activity is in progress to appoint an advisor who has specific skill sets that will see space fully maximised and furniture used in a highly efficient manner.
	Data coms and access systems
	As noted above this is, to a greater or lesser degree, linked to the item above. Whilst there are many data points within the existing floor system many of these are likely to be in the wrong place or of insufficient number.
	The current access system in the building is defunct and a system which mirrors the systems in County Hall or Alltami Depot but updated, are proposed to be used in Unity House.
	Minor building work
	This will generally be minor in extent, decoration, minor carpet, floor finish replacement, ceiling tiles, new glazing etc. as the building is in good decorative order.
	Wider external works
	This relates to increased car parking provision in the main and work continues to be developed around the number of parking bays and secure access systems to these car parks.
	Funding
	The Council received a financial sum from the previous tenant as an unconditional dilapidations payment upon expiry of the lease. Although the dilapidations payment does not need to be applied to renovation of the building it is fitting that it should be used in this manner.
1.03.2	Demolition of phases 3 and 4 is currently receiving detailed consideration. The buildings and surrounding services and infrastructure make demolition works complex and it needs an approach that sees the work being undertaken in a highly coordinated way. There are further risks due to the proximity of major road infrastructure. The current proposal being considered is to use a framework contractor who would have the necessary skill sets to deal with the demolition and effectively manage the site wide elements.
	Funding
	As previously reported estimated costs have been identified and the work is supported through funding, when made available, within the Councils capital programme for 2019/20 onwards.
1.04	**Redevelopment of the Remaining County Hall Campus**
1.04.1	In the context of the wider site development proposals this crosses into Stage 2 of the original phasing proposals reported to Cabinet in October 2017 and involves a more rounded assessment and consideration of the whole site and how this may sit with any potential re-development.

1.04.2	In developing the proposals we have recommissioned specialist advisors to re-visit proposals around site value and site composition i.e. housing mix, hub office and wider site layout and how this may be strategically procured. The site presents perhaps one of the largest strategic redevelopment opportunities in the Councils ownership and will be a complex task requiring specialist skills to assemble all of the various components together, the type of partnership that could support the Council in achieving this requires more detailed consideration.
1.04.3	In the context of the above there is a potential to consider some of the site wide elements with the refurbishment works at the Theatre, accepting that the refurbishment itself is a distinct and separate procurement activity. An update on progress with the Theatre refurbishment project is set out below.
1.05.4	**Theatr Clwyd**
1.05.5	The Council in conjunction with Theatr Clwyd and Arts Council of Wales have been working through a feasibility study for the Theatr Clwyd capital project work.
1.05.6	Arts Council of Wales (ACW) are due, in March 2018, to confirm their capital programme for future years including considering the allocation of funding for the Theatr Clwyd project.
1.05.7	It is clear that a project of this scale can only be affordable if it is recognised and also funded by Welsh Government (WG) as a strategic project of national significance. A project of this size is well beyond the financial means of the Council the size of Flintshire. As such the Council have commenced early negotiations with WG over strategic project recognition.
1.05.8	As part of the project there also needs to be clarity about any future support which secures the future revenue sustainability of the theatre.
1.05.9	The feasibility study was considered by the Capital and Assets Programme Board who helped develop these key actions. The capital programme now includes provisional allocations, subject to the funding being available in the capital programme, and the satisfactory completion of these actions. The Feasibility Study recommended progressing the £30m re-development as the smaller £15m refurbishment would see no real customer improvements or modernisation and, therefore, would be unlikely to be successful in gaining funding support from WG and ACW. No progress will mean ongoing operation of the theatre in the medium term is not sustainable due to the level of maintenance and refurbishment work that is required.
1.05.10	Being ready to progress detailed design and development work if and when the key actions are satisfactorily completed – Work had previously been put in place to identify a contractor for the detailed design and development work subject to capital funding being confirmed. During the pause to address the key actions a review of this work has taken place with procurement to ensure the appointment process is robust and to seek advice about how to complete this in the best interest of the Council without giving any contractual commitment at this stage. The findings of this review are:

	- Council Chief Officers are in a position to recommend the appointment of the contractor named in the confidential appendix as the most economically advantageous tenderer for both stages of capital work (Design and Development and Construction) at Theatr Clwyd with an estimated value of £30m, having followed the procedure for a direct award under the Welsh Procurement Alliance framework agreement.; - This will be subject to the Council allocating capital funding to the Design and Development stage of the project and meeting the Council key actions around capital funding contributions, and progress on discussions about revenue sustainability; - There will be a clear break clause at the end of design and development phase to ensure that construction only progresses, and a further contract is only entered into with the contractor for the development, if and when the full capital contributions are in place. This mechanism will allow the Council to terminate the contract if funding is not available for the construction phase, or allow the Council to continue with the contract if funding is available to move forward to the construction phase. **Funding** The capital programme now includes provisional allocations subject to the funding being available through the achievement of capital receipts and the satisfactory completion of these actions
1.06	**Workforce Engagement**
1.06.1	In relation to this specific area, Cabinet, in October, were clear that Trade Unions and workforce should form part of workforce group to inform the work particularly around Unity House. Trade Unions have nominated officers to sit on the workforce group. A number of management teams have also visited Unity House and it would be from these groups that members of the workforce would be identified. In addition to the above an engagement session was held at the end of February with all current modern trainees to gauge their views and ideas around what a modern office workspace could look like and work.

2.00	**RESOURCE IMPLICATIONS**
2.01	**Financial Implications**
2.01.2	As noted within the report the funding options are as set for the various elements at paragraphs: 1.02.1 – Unity House, use of the dilapidations settlement; 1.02.2 – Demolition of Phases 3 and 4 and, use of the Councils own Capital Resources; 1.03.3 – Theatr Clwyd; use of the Councils Capital own resources and funding from other sources.
2.01.3	Moving workforce to Unity House will create a number of financial efficiencies for

	the Council. Further and more detailed analysis has been undertaken on the costed options relating to the rationalisation, demolition and redevelopment option. Within the current efficiency programme for financial year 2018/19 is a £300k efficiency target, this relates to business rate mitigation strategies on Unity House and Phases 3 and 4, County Hall partly using provisions set out in s44a of the Local Government Finance Act prior to demolition of Phase 3 and 4 of County Hall and the phased re-commissioning of Unity House during the fourth quarter of 2018-19. Thereafter there will be a £90k projected recurring budget efficiency which is likely to increase when running costs for Unity House are more fully understood. This efficiency will increase further at the end of year five following the redevelopment of the Mold campus site to £717k pa.
2.01.04	The Council received a financial sum from the previous tenant as an unconditional dilapidations payment upon expiry of the lease. Although the dilapidations payment does not need to be applied to renovation of the building it is fitting that it should be used in this manner. **Note:-** the dilapidations payment is the subject of a confidentiality agreement to protect Unilever's position in future property negotiations. Revealing that sum would open the council to risk of legal action for breach of that confidentiality agreement and a potential claim for damages.
2.02	**Human Resource Implications**
2.02.1	Preparatory work will take place with the Human Resource and Learning and Development teams to ensure workforce are ready and maximise the benefits of working in a modern and open plan building.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	With workforce and Trade Union colleagues through the workforce consultation group.

4.00	RISK MANAGEMENT
4.01	The main risks are minor cost overruns or time delays. A risk register has been developed and is being used on the project.

5.00	APPENDICES
5.01	Confidential appendix Part 2 item only.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	Cabinet Report – October 2018 **Contact Officers:** Ian Bancroft / Neal Cockerton **Telephone:** 01352 704511 / 01352 703169 **E-mail:** ian.bancroft@flintshire.gov.uk / neal.cockerton@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Capital Programme** - The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme. **Capital Receipt** - Receipts (in excess of £10,000) from the disposal of an asset.

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 March 2018 TO 31 August 2018**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
March					
Flintshire County Council	1/03/18	Chief Executive's	**Council Fund Budget 2017/18 and 2018/19 - Use of Reserves and Balances** To advise the Council on (1) the projected out-turn of reserves and balances at the close of the 2017/18 financial year and (2) the possibility of the release of further reserves and balances to supplement the planned schools funding budget for 2019/20.		
Flintshire County Council	1/03/18	Community and Enterprise	**Council Tax Setting for 2018-19** For County Council to agree the Council Tax charges and associated statutory resolutions for 2018-19		

Agenda Annex

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Flintshire County Council	1/03/18	Chief Executive's	**Financial Procedure Rules** To provide Constitution Committee with updated Financial Procedure Rules for recommendation to County Council.		
Flintshire County Council	1/03/18	Chief Executive's	**Minimum Revenue Provision - 2018/19 Policy** To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.		
Flintshire County Council	1/03/18	Chief Executive's	**Pay Policy Statement for 2018/19** All local authorities are required to publish their Pay Policy Statement by April annually.The Pay Policy Statement presented within this report is the sixth annual Statement published by Flintshire County Council.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	13/03/18	Streetscene and Transportation	**Quarter 3 Council Plan 2017/18 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	13/03/18	Streetscene and Transportation	**Flintshire County Council's Integrated Transport Strategy** To provide an update on the developing Integrated Transport Strategy in the County.	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	13/03/18	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Community and Enterprise	**Quarter 3 Council Plan 2017/18 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Deputy Leader of the Council and Cabinet Member for Housing, Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Community and Enterprise	**Flintshire Supporting People Programme Grant, Local Spend Plan and Regional Strategic Plan** To consider the proposed Commissioning Plan for 2018/19	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Community and Enterprise	**Next phase of Strategic Housing and Regeneration Programme (SHARP) schemes** To seek support to progress the next stages of the Council's Strategic Housing and Regeneration Programme (SHARP)	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Community and Enterprise	**SARTH** To consider proposed changes to the allocation policy for social housing	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	14/03/18	Community and Enterprise	**Flintshire Street Markets Review** To consider recommended options for the future of the markets in Flintshire	Operational	Cabinet Member for Economic Development
Corporate Resources Overview & Scrutiny Committee	15/03/18	Finance	**Quarter 3 Council Plan 2017/18 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/03/18	Chief Executive's	**Flintshire Public Services Board: Wellbeing Plan** To consider the Wellbeing Plan, following the All Member Workshop which was held on 8th February and before consideration by Cabinet and Council on 24th April.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15/03/18	Finance	**Revenue Budget Monitoring 2017/18 (Month 10)** The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 10).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15/03/18	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Joint Corporate Resources and Environment Overview & Scrutiny Committee	15/03/18	Streetscene and Transportation	**Consultation on Review of Car parking Charges** To consult the Corporate Resources and Environment Overview & Scrutiny Committees on the Review of Car Parking Charges	Operational	Cabinet Member for Streetscene and Countryside
Organisational Change Overview & Scrutiny Committee	19/03/18	Organisational Change	**Quarter 3 Council Plan 2017/18 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Corporate Management and Assets, Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	19/03/18	Organisational Change	**Aura Leisure and Libraries Progress Review** To review progress of Aura since establishment in 2017	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	19/03/18	Organisational Change	**NEWydd Catering and Cleaning Progress Review** To review progress of NEWydd since establishment in 2017	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	19/03/18	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the current Forward Work Programme.	Operational	Not Applicable
Cabinet	20/03/18	Chief Executive's	**Revenue Budget Monitoring 2017/18 (Month 10)** To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 10 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/03/18	Streetscene and Transportation	**Budget Stage 2: Review of Car Parking Charges** To seek approval for the revised car parking charges and the date for introducing car parking charges in Flint.	Strategic	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20/03/18	Chief Executive's	**Revision of the Corporate Operating Model** To revise the Chief Officer portfolio given changes to team personnel.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	20/03/18	Community and Enterprise	**Flintshire Street Markets Review** To provide an update on the markets review process and to recommend options for the future of the markets in Flintshire.	Operational	Cabinet Member for Economic Development
Cabinet	20/03/18	Community and Enterprise	**Approval of Costs for Batch 3 Strategic Housing and Regeneration Programme (SHARP) Schemes** To seek approval for the next batch of housing sites for development.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	20/03/18	Planning and Environment	**Urban Tree and Woodland Plan** To agree the vision, objectives and actions set out in the Urban Tree and Woodland Plan.	Strategic	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	20/03/18	Planning and Environment	**Invitation to Prepare a Strategic Development Plan** To respond to the Welsh Government proposal to prepare a Strategic Development Plan for North Wales	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	20/03/18	Education and Youth	**School Admission Arrangements 2019/20** To advise of the outcome of the statutory consultation exercise on the admission arrangements for 2019 and to recommend approval.	Operational	Cabinet Member for Education
Cabinet	20/03/18	Social Services	**A Place to Call Home** To agree a response to the work of the Older People's Commissioner for Wales on Flintshire's performance to the care home review.	Operational	Cabinet Member for Social Services
Cabinet	20/03/18	Organisational Change	**NEWydd Catering and Cleaning Review of Progress** To review progress of the first year of operation and agree the business Plan for 2018/19.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	20/03/18	Organisational Change	**County Hall Demolition, Relocation and Master Planning – Business Case Development** To provide a detailed update on the progress being made in relation to the office move to Unity House, County Hall Campus Redevelopment and the demolition of Phases 3 and 4.	Strategic	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Finance
Cabinet	20/03/18	Organisational Change	**Aura Leisure and Libraries Review of Progress** To review progress of the first year of operation and agree the Business Plan for 2018/19.	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	21/03/18	People and Resources	**Treasury Management Quarterly Update 2017/18** To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of February 2018.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	21/03/18	Chief Executive's	**Risk Management Strategy** Endorse the refresh of the Risk Management Strategy	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	21/03/18	Chief Executive's	**Certification of Grants and Returns 2016/17** To inform Members of the grant claim certification by Wales Audit Office for the year ended 31st March 2017.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	21/03/18	Chief Executive's	**Wales Audit Office (WAO) Audit Plan 2018** The Wales Audit Office, being the Council's external auditor, has prepared an audit plan for 2018 for the Council and the Clwyd Pension Fund which sets out their proposed audit work for the year along with timescales, costs and the audit teams responsible for carrying out the work.	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	21/03/18	Governance	**Public Sector Internal Audit Standards** To inform the committee of the results of the annual internal assessment of conformance with the Public Sector Internal Audit Standards (PSIAS).	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	21/03/18	Governance	**Internal Audit Strategic Plan 2018/2021** To present the proposed Internal Audit Plan for the three year period 2018/19 to 2020/21 for Members' consideration.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	21/03/18	Governance	**Action Tracking** To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	21/03/18	Governance	**Internal Audit Progress Report** To present to the Committee an update on the progress of the Internal Audit Department.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	21/03/18	Governance	**Forward Work Programme** To consider the Forward Work Programme of the Internal Audit Department.	Operational	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	29/03/18	Social Services	**Quarter 3 Council Plan 2017/18 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	29/03/18	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	29/03/18	Social Services	**A Place to call home** In November 2014, the Older People's Commissioner initiated a Care Home Review entitled "A place to Call home". This review evaluated 15 different elements of the quality of care homes for Local Authority, Health Boards and for Welsh Government. Flintshire's evaluation published in January 2018, finds that our services were "sufficient" which is the highest category available.	Operational	Cabinet Member for Social Services
Education and Youth Overview & Scrutiny Committee	12/04/18	Education and Youth	**Quarter 3 Council Plan 2017/18 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Cabinet Member for Education
April					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Education and Youth Overview & Scrutiny Committee	12/04/18	Education and Youth	**Youth Council** To provide an update on progress in establishing the Youth Council	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	12/04/18	Education and Youth	**Integrated Youth Services** To provide a detailed update on the overall provision of Integrated Youth Services	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	12/04/18	Education and Youth	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Environment Overview & Scrutiny Committee	17/04/18	Planning and Environment	**Greenfield Valley Museum Heritage Park visit and presentation** To receive an update on the developments at Greenfield Valley Heritage	Operational	
Environment Overview & Scrutiny Committee	17/04/18	Planning and Environment	**Regional Air Quality report** To provide an overview of the North Wales Air Quality assessment, and advise Members of the local systems and processes Flintshire County Council has in place for monitoring air quality.	Strategic	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	17/04/18	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	
Corporate Resources Overview & Scrutiny Committee	19/04/18	Finance	**'Equitable spending' Approach'** To consider how the information (and frequency) of the notice of motion on spend per towns to show the 'equitable spend' approach might be developed	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	19/04/18	People and Resources	**Appraisals Progress Report** To provide the Committee with an update	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/04/18	Finance	**Revenue Budget Monitoring 2017/18 (Month 11)** The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 11).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	19/04/18	Chief Executive's	**Draft Welsh Language Promotion Strategy** To approve the draft five year Welsh Language Promotion Strategy for formal consultation	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/04/18	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	24/04/18	Finance	**Revenue Budget Monitoring 2017/18 (MONTH 11)** To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 11 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/04/18	Community and Enterprise	**North Wales Regeneration Strategy and the Targeted Regeneration Investment programme** To approve the draft North Wales Regeneration Strategy and the proposed North Wales collaborative approach to the Targeted Regeneration Investment programme	Strategic	Cabinet Member for Economic Development
Cabinet	24/04/18	Chief Executive's	**Draft Welsh Language Promotion Strategy** To approve the draft five year Welsh Language Promotion Strategy for formal consultation.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	24/04/18	Chief Executive's	**Draft Council Plan 2018/19** To approve the outline of the Council Plan 2018/19.	Strategic	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Flintshire County Council	24/04/18	Governance	**Independent Remuneration Panel for Wales (IRPW) Annual Report for 2018** To enable the Council to receive the Independent Remuneration Panel for Wales (IRPW) Annual Report for 2018/19, which determines payments to elected and co-opted members for the next year.		
May					
Social & Health Care Overview & Scrutiny Committee	10/05/18	Social Services	**Comments, Compliments & Complaints** To consider the Annual Report on the Social Services Complaints and Compliments Procedure	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	10/05/18	Social Services	**Flintshire Local Voluntary Council** Annual review of the social care activity undertaken by the third sector in Flintshire	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	10/05/18	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	14/05/18	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Community and Enterprise	**New Homes Board** To receive an update on the work of the New Homes Board	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Community and Enterprise	**Welsh Housing Quality Standard (WHQS) Environmental Programme** To be consulted on the proposed WHQS Environmental Programme	Operational	Deputy Leader of the Council and Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Community and Enterprise	**Targeted Regeneration Investment Programme** To consider the Targeted Investment Programme	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	16/05/18	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	17/05/18	Chief Executive's	**Diversity and Equality Policy** To approve the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	17/05/18	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	17/05/18	Finance	**Revenue Budget Monitoring 2017/18 (Month 12)** The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 12).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	22/05/18	Finance	**Revenue Budget Monitoring 2017/18 (MONTH 12)** This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 12, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	22/05/18	Community and Enterprise	**Welfare Rights** To provide an update on collaboration service delivery and performance.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	22/05/18	Chief Executive's	**Diversity and Equality Policy** Approve the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Education and Youth Overview & Scrutiny Committee	24/05/18	Education and Youth	**Additional Learning Needs Bill Legislation** To provide an update on implementation plans arising from the Additional Learning Needs Bill Legislation	Operational	Cabinet Member for Education
June					
Audit Committee	6/06/18	Chief Executive's	**Annual Improvement Report of the Auditor General for Wales** To receive the Annual Improvement Report from the Auditor General for Wales and note the Council's response.	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	6/06/18	Governance	**Audit Committee Self-Assessment** To inform Members of the results of the Audit Committee self-assessment which will feed into the preparation of the Annual Governance Statement 2017/18. It will also form the basis for the provision of any further training required by the committee.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Audit Committee	6/06/18	Governance	**Internal Audit Progress Report** To present to the Committee an update on the progress of the Internal Audit Department.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	6/06/18	Governance	**Action Tracking** To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	6/06/18	Governance	**Forward Work Programme** To consider the Forward Work Programme of the Internal Audit Department.	Operational	Cabinet Member for Corporate Management and Assets
Environment Overview & Scrutiny Committee	12/06/18	Streetscene and Transportation	**Review of Highway and Car Park Safety Inspection and Intervention Level and Response to Policy** To review the above policy in line with the revised national guidelines	Operational	Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	14/06/18	People and Resources	**Workforce Information Report – Quarter 4** To consider the Workforce Information Report for Quarter 4 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	14/06/18	Chief Executive's	**Strategic Equality Plan Annual Report 2016/17** To review the Annual report for the Council's Strategic Equality Plan, noting progress made and areas for further improvement.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	**Betsi Cadwaladr University Health Board** To maintain regular meetings and promote partnership working.	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	14/06/18	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	19/06/18	Finance	**Revenue Budget Monitoring 2017/18 (OUTTURN)** This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 12, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/06/18	Education and Youth	**Area Review - Brynford and Lixwm Schools** To receive the consultation report for the area review of Brynford and Lixwm Schools.	Strategic	Cabinet Member for Education
Cabinet	19/06/18	Education and Youth	**Self-Evaluation of Education Services** To update on overall service performance and the new Estyn framework for the inspection of Local Government and Education Services.	Strategic	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	19/06/18	Chief Executive's	**Capital Programme 2017/18 (Outturn)** To provide Members with the outturn capital programme information for 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/06/18	Chief Executive's	**Strategic Equality Plan Annual Report 2016/17** To review the Annual report for the Council's Strategic Equality Plan, noting progress made and areas for further improvement.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	19/06/18	Chief Executive's	**Prudential Indicators - Actual 2017/18** To provide Members with 2017/18 (actual) Prudential Indicator figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Organisational Change Overview & Scrutiny Committee	25/06/18	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	27/06/18	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	28/06/18	Education and Youth	**Regional School Effectiveness and Improvement Service (GwE)** To receive an update on progress with the development of the regional school effectiveness and improvement service, and update on how the new model is being received and embedded.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28/06/18	Education and Youth	**School Modernisation** To update Members on the progress made with School Modernisation	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	28/06/18	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
July					
Corporate Resources Overview & Scrutiny Committee	12/07/18	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
August					

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Agenda Annex

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