

# Public Document Pack



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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

16 January 2019

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 22nd January, 2019 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 - 18)**

**Purpose:** To confirm as a correct record the minutes of the meeting held on 18<sup>th</sup> December 2018.

TO CONSIDER THE FOLLOWING REPORTS

### **STRATEGIC REPORTS**

### **4 COUNCIL FUND BUDGET 2019/20 – THIRD AND CLOSING STAGE (Pages 19 - 44)**

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

**Purpose:** To review the third and final Stage 3 of the Council Fund Budget 2019/20 and to make recommendations to Council to set a legal and balanced Budget.

**5 WELSH GOVERNMENT INNOVATIVE HOUSING PROGRAMME – LAND AT ST ANDREW’S CHURCH, GARDEN CITY (Pages 45 - 58)**

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

**Purpose:** To advise of the in-principle award of a £1.1M grant from Welsh Government under the Innovative Housing Programme (IHP) for the Council to develop 12 apartments on land at St Andrew's Church, Garden City, Queensferry.

**6 REGIONAL CARERS STRATEGY (Pages 59 - 144)**

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

**Purpose:** To present the regional strategy which has been developed following the completion of the North Wales Population Needs Assessment and agreement of a series of action plans by the Regional Partnership Board.

**7 THEATR CLWYD BUSINESS PLAN 2019-2021 (Pages 145 - 178)**

Report of Chief Executive - Cabinet Member for Economic Development, Cabinet Member for Education

**Purpose:** To receive and approve the business plan for Theatr Clwyd.

**8 UPDATE ON THE FLEET CONTRACT (Pages 179 - 184)**

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

**Purpose:** To provide an update on the progress of the Countywide Fleet Contract introduced in 2016.

**OPERATIONAL REPORTS**

**9 REVENUE BUDGET MONITORING 2018/19 (MONTH 8) (Pages 185 - 206)**

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

**Purpose:** To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account – based on actual income and expenditure as at Month 8, and with forward projections to the year-end.

10 **REVIEW OF GARDEN WASTE CHARGES IN FLINTSHIRE** (Pages 207 - 212)

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

**Purpose:** To provide feedback on the garden waste collection service and the charging system introduced in April 2018.

11 **SIX MONTH REVIEW OF THE REVISED CAR PARKING CHARGES** (Pages 213 - 234)

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

**Purpose:** To review the impact of the new car parking charging and tariffs six months after their introduction.

12 **FIXED PENALTY NOTICES FOR FLY TIPPING EVENTS** (Pages 235 - 242)

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

**Purpose:** To enable powers under the Environmental Protection Act to be deployed to issue Fixed Penalty Notices for fly tipping.

13 **21ST CENTURY SCHOOLS PROGRAMME - CONNAH'S QUAY HIGH SCHOOL PROJECT - PROJECT UPDATE** (Pages 243 - 248)

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

**Purpose:** To provide an update on the project and request a variance to the contract amount.

14 **BUSINESS RATES – WRITE OFFS** (Pages 249 - 254)

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

**Purpose:** To seek approval of the write off of individual bad debts for Business Rates in excess of £25,000.

15 **EXERCISE OF DELEGATED POWERS** (Pages 255 - 256)

**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 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 public interest in withholding the information outweighs the public interest in disclosure until such time as those consultations/negotiations have been concluded.

**16 REVIEW OF WORKFORCE PAY MODEL (Pages 295 - 314)**

Report of Chief Executive, Senior Manager, Human Resources & Organisational Development - Cabinet Member for Corporate Management and Assets

**Purpose:** To provide an update on the progress of developing a new Pay Model.

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 public interest in disclosing the information is outweighed by the interest in withholding the information until such time as the proposed contract has been concluded.

**17 CAPITAL PROGRAMME - YSGOL CASTELL ALUN, HOPE (Pages 315 - 318)**

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

**Purpose:** To request that Cabinet consider supplementing the agreed capital project with pending S106 contributions.

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 public interest in disclosing the information is outweighed by the interest in withholding the information until such time as the proposed contract has been concluded.

18 **THE PROCUREMENT OF TRANSPORT ARRANGEMENTS FOR PARC ADFER** (Pages 319 - 322)

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

**Purpose:** To seek approval to procure regional transport haulage service for the transportation of waste material to the new Parc Adfer facility.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins  
Democratic Services Manager

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**CABINET**  
**18<sup>TH</sup> DECEMBER 2018**

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 18<sup>th</sup> December 2018.

**PRESENT: Councillor Aaron Shotton (Chair)**

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

**IN ATTENDANCE:**

Chief Executive, Chief Officer (Governance), Chief Officer (Housing and Assets), Chief Officer (Education and Youth), Chief Officer (Streetscene and Transportation), Corporate Finance Manager and Team Leader – Democratic Services.

**APOLOGY:**

Councillor Billy Mullin.

**OTHER MEMBERS IN ATTENDANCE:**

Councillors: David Evans, David Healey, Gladys Healey, and Patrick Heesom.

**272. DECLARATIONS OF INTEREST**

None.

**273. MINUTES**

The minutes of the meeting held on 20<sup>th</sup> November 2018 were approved as a correct record.

**RESOLVED:**

That the minutes be approved as a correct record.

**274. COUNCIL FUND BUDGET 2019/20 – UPDATED FORECAST AND PROCESS FOR STAGE 3 OF BUDGET SETTING**

The Chief Executive introduced the verbal item and provided copies of the presentation slides that had been delivered at County Council the previous week.

There had been no further information received since the details provided at the meeting of Council as the Final Settlement was due the following day. However, some intelligence had been received on the position on some minor grants.

A briefing paper would be available by the end of the week followed by a report to Cabinet on 22<sup>nd</sup> January and then to County Council on 29<sup>th</sup> January where a budget would be recommended for approval. Information would also be made available on reserves and balances, and borrowing through the Corporate Loans and Investment Account (CLIA).

A discussion on the budget had taken place at Corporate Resources Overview and Scrutiny Committee the previous week where Members were asked if they wanted to commission Cabinet to undertake any further work before January. They requested information on Out of County Placements and Streetscene as two areas of continued overspend year on year; a report would be presented to the Committee in January. The Chief Executive said he had responded to the comments to explain that it was unreasonable to ask for any detailed work on any new options this far on in the budget setting process. Members of Corporate Resources Overview and Scrutiny Committee accepted that unless there was significant savings to be found in those two areas, there was nothing more that could be done to identify further efficiencies, which Cabinet Members agreed with. The only available options to achieve a balanced budget - aside from an improved Settlement from Welsh Government (WG) - were an increase Council Tax, and limited use of reserves and balances.

The budget for the North Wales Fire and Rescue Authority had been approved the previous day which resulted in an increase on the levy of 5.14%.

Councillor Shotton explained that letters had been sent to Cabinet Secretaries at WG by the Chairs of Overview and Scrutiny at Flintshire and he thanked them for that.

On a comment on borrowing made to other local authorities by Councillor Attridge, the Chief Executive explained that this did take place and generated additional interest for the Council. Details on this and other areas of interest would be placed on the Council's website under the information section on the budget.

Councillor Bithell expressed his concern on the cumulative effect of Council Tax increases due to the unacceptable budget Settlements for local authorities.

On Out of County Placements, Councillor Jones explained that Flintshire did have some high cost placements, as did other local authorities, and alternative ways of working in the future were currently being looked into. This work would not impact on the budget in hand.

In response to a question from Councillor Thomas on the comments made at Corporate Resources Overview and Scrutiny Committee on the Streetscene and Transportation budget, the Chief Executive said he had explained to Members at the meeting that this was a complex budget which was possibly not sufficient for the services it delivered to the standards set by Council as policy. The Portfolio had been successful in achieving high levels of efficiencies over a series of budgets.

**RESOLVED:**

That the verbal update be received.

**275. FLINTSHIRE PUBLIC SERVICES BOARD: WELL-BEING PLAN FOR FLINTSHIRE 2017-2023 – MID YEAR REVIEW**

The Chief Executive introduced the Flintshire Public Services Board: Well-being Plan for Flintshire 2017-2023 – Mid Year Review report which provided an



overview of the work of the Board following adoption of the Well-being Plan in April 2018.

The report demonstrated that good progress against the delivery of the priorities within the Well-being Plan had been made and partnership working across the organisations remained strong.

When published in May 2018 there were five priority areas within the Plan which were:

- Community Safety;
- Economy and Skills;
- Environment;
- Healthy and Independent Living; and
- Resilient Communities.

For this year, the Public Services Board (PSB) had decided to concentrate on four of the five agreed priorities with the Economy and Skills priority to be put on hold pending clearer regional direction on the Growth Deal and Regional Economic Planning by Welsh Government (WG). The theme would be renewed in the next annual planning phase of the PSB.

Councillor Shotton welcomed the positive report which focused on social values and working together. He commented on the thanks given at a recent Overview and Scrutiny Committee where Councillor Paul Johnson paid tribute to the work that had been undertaken in the Holway on community development.

#### **RESOLVED:**

That Cabinet be assured of the level of progress that Flintshire Public Services Board has made to date.

#### **276. REGIONAL HOMELESS STRATEGY AND LOCAL ACTION PLAN**

Councillor Attridge introduced the Regional Homeless Strategy and Local Action Plan report which provided details on the regional strategy agreed by North Wales Councils along with a high level action plan which was informed by independent reviews in each county. The regional approach would enable sharing of best practice by developing a better understanding of the issues, and promotion of collaborative working where possible.

The objectives of the homeless strategy were to prevent homelessness and ensure suitable accommodation and satisfactory support was available for those who were homeless. Common themes had been adopted for the region - People, Homes and Services. Within those themes the local review and action plan in Flintshire had identified priority actions to take and prevent homelessness in the County. The key areas identified included youth homelessness; prison leavers; development of housing first approaches; improving access to accommodation; mitigating welfare reforms; and improved partnerships with health and social care.

Councillor Bithell commented on the possibilities for bringing empty properties back into use, particularly accommodation above shops. He welcomed any future work with landlords to bring such properties into use. Councillor Attridge explained that the Council did work with landlords and attended meetings of the Landlords Forum. There were town centre actions plans in place for this issue and that work was continuing. The Chief Officer (Housing and Assets) commented on the positive work already undertaken by officers and landlords in what was a challenging area.

**RESOLVED:**

- (a) That the North Wales Regional Homelessness Strategy and high level action plan be adopted; and
- (b) That the priority actions highlighted within the Flintshire Homelessness Local Action Plan be supported.

**277. SCHOOL TRANSPORT – CONCESSIONARY SPARE SEATS**

Councillor Thomas introduced the School Transport – Concessionary Spare Seats report which considered the costs of the concessionary fares for the 2019/20 school year.

Reports were submitted to Environment Overview and Scrutiny Committee and Cabinet in July 2018 following which Cabinet approved adoption of Option 2 - £300 per year or £100 per term, as the pricing structure for a concessionary bus pass for 2018/19, with a review to be carried out. This rate was still less than 50% of the full cost of providing concessionary seats which created financial pressures for the Authority. The Council's high level aim was to maximise revenue generation and achieve full cost recovery wherever possible.

The impact of the increase in the cost of the concessionary seats had not had a detrimental impact on the numbers requesting concessionary seats however, the number of pupils purchasing those seats were historically low in number. The greatest impact would be on those moving to the school buses from the publically supported bus service, when the subsidies to those routes was to end. Those pupils would be faced with a higher cost of concessionary fares; it was important to note that they were paying fares on the public services and the recommended charge for concessionary passes represented reasonable value, when set against the current charging levels for journeys to school on the public bus services. The options for future concessionary fares were detailed in the appendix to the report.

Whilst the long term aim would be full cost recovery for the service, it was considered unfair to raise the charges to that level over such a short period of time and therefore options 1 and 3 were not recommended at this point in time. Option 2 - £450 per year or £150 per term provided a balanced position against full cost recovery and the affordability of the scheme for parents, particularly those with a number of children travelling to school on those services and was therefore recommended for the 2019/20 school year. The charge would be introduced from September 2019 and the rate charged for concessionary seats would in future form part of the annual review of fees and charges across all Council services.

Councillor Roberts added that the school admissions form had been amended to include a 'tick box' for parents to indicate that they understood the transport policy and arrangements. He said the policy had been generous in previous years and it was the aim of the education department that all schools perform to the best possible standard and parental choice should be for their nearest school. If the required criteria was still met then transport would be provided.

**RESOLVED:**

- (a) That the information provided on revenue projections from the various options for concessionary fare prices be noted;
- (b) That Option 2 - £450 per year (£150 per term) as the preferred rate for concessionary seats in 2019/20 be approved.

**278. DISCRETIONARY TRANSPORT POLICY REVIEW: POST 16 COLLEGE & SCHOOL TRANSPORT AND BENEFITS ENTITLEMENT**

Councillor Roberts introduced the Discretionary Transport Policy Review: Post 16 College & School Transport and Benefits Entitlement report which outlined the two discretionary areas and a full range of options for consideration to ensure an open and transparent consultation process.

He stressed that no decision was being sought today with a range of options being proposed for a formal consultation process to begin. He provided assurance that there was no pre-determination of any of the options.

Consultation would be carried out with all stakeholders including those likely to be affected by the proposed change.

The Chief Officer (Education and Youth) said all stakeholders would be encouraged to respond and key partners had been informed that a consultation was being recommended to Cabinet. The Chief Executive added that it was important that stakeholders engaged constructively with the consultation exercise.

In response to a question from Councillor Bithell, the Chief Officer (Governance) explained that the Authority was not at risk of a challenge by way of judicial review as no decision was being taken.

**RESOLVED:**

That the range of options for formal consultation in Spring 2019 on the discretionary school transport policy areas of Post 16 provision and Benefits entitlement be approved.

## **279. ENVIRONMENTAL ENFORCEMENT**

Councillor Thomas introduced the Environmental Enforcement report which followed the decision of Cabinet in July 2018 that the contractual arrangement in place for environmental enforcement should not be extended beyond December 2018.

However, since August 2018 Kingdom had withdrawn their services from Flintshire and the residual in-house Enforcement Officer team had undertaken all of the enforcement activities in the County.

The report identified four possible options for delivering County-wide enforcement activities, in line with the Council's approved environmental enforcement policies.

A report had recently been considered at the Environment Overview and Scrutiny Committee where the preferred option was expressed as Option 2 – 'an enhanced in-house enforcement provision' – however, the Committee had recommended that discussions with neighbouring authorities be put on hold to allow the existing arrangement to stabilise following the departure of Kingdom. Informal discussions had taken place with neighbouring authorities which focussed on sharing back office facilities and Enforcement Officers patrolling in designated areas.

Councillor Thomas suggested that the 'zero tolerance' referred to in Option 2 should be changed to 'littering with intent' and that discretion be given to Enforcement Officers to determine whether dropping of litter had been intentional. If there was no intent then a fine would not need to be issued.

The Chief Officer (Streetscene and Transportation) explained that the two vacant Enforcement Officer posts had been filled, taking the team to seven and one supervisor. It was expected that part of the costs for any additional posts would be recovered through the additional revenue generated through issuing Fixed Penalty Notices (FPN's).

Councillor Attridge expressed concern on changing the wording from 'zero tolerance' to 'littering with intent', citing examples of where other forms of zero tolerance applied, such as parking on lines outside schools and dog fouling. The Chief Officer (Governance) commented that by not giving discretion to Enforcement Officers gave them protection as there was no challenge that could be made on the spot. Councillor Shotton suggested that the policy be discussed further and reported back to Cabinet at a future date. This was agreed.

Councillor Bithell said a more relaxed approach was not working and the streets were now not as clean as before. The Chief Officer (Streetscene and Transportation) confirmed that the zero tolerance element of the policy was still in force and any examples of parking outside schools and dog fouling would be actioned.

The Chief Officer (Governance) suggested a form of words for a third recommendation, based on the debate that had taken place, of "That an Enforcement Policy be prepared for Cabinet approval, and that the Policy explores the possibility

and implications of giving Enforcement Officers discretion over when and whether to issue a Fixed Penalty Notice”. This was supported.

**RESOLVED:**

- (a) That Option 2 (an enhanced in-house enforcement provision) for the future delivery of the environmental and car parking enforcement service within the County be approved. The additional cost of the service to be provided from the additional income raised from Fixed Penalty Notices and potential savings accrued from collaborative working opportunities;
- (b) That the request for officers to commence discussions with neighbouring authorities, with the aim of moving towards a collaborative in-house service delivery model, Option 3, be approved; and
- (c) That an enforcement policy be prepared for Cabinet approval and that the policy explores the possibility and implications of giving Enforcement Officers discretion over when and whether to issue a Fixed Penalty Notice.

**280. PLANNING ENFORCEMENT POLICY**

Councillor Bithell introduced the Planning Enforcement Policy report which set out how the Council intended to deliver the service. The policy provided clarity on the criteria the Council would take into account when considering the circumstances in which it would take enforcement action.

It also gave clarity and transparency to those against whom action could be taken and was a key tool in implementing operational and cultural change in the delivery of Planning Enforcement.

The Chief Officer (Planning, Environment and Economy) explained that the need for a revised Policy was identified in 2016 and also following an audit of Planning Enforcement. Planning Enforcement training would be delivered to all Members.

**RESOLVED:**

That the publication of the Planning Enforcement Policy be approved.

**281. COUNCIL PLAN 2018/19 – MID YEAR MONITORING**

The Chief Executive introduced the Council Plan 2018/19 – Mid Year Monitoring report which was an exception based report concentrating on under performance. The report also provided updates on the requests made at a previous meeting for an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which was available for Overview and Scrutiny Committees to draw upon for performance reporting.

Flintshire was a high performing Council as evidenced in previous Council Plan monitoring reports and the recent Annual Performance Report. The mid-year monitoring report for the 2018/19 Council Plan showed that 88% of activities were

making good progress with 81% likely to achieve their planned outcomes. 79% of the performance indicators had met or exceeded their targets. Risks were being managed with a minority of 18% being assessed as major.

**RESOLVED:**

- (a) That the following be endorsed and noted:
- The overall levels of progress and confidence in the achievement of activities within the Council Plan;
  - The overall performance against Council Plan performance indicators; and
  - The current risk levels within the Council Plan
- (b) That Cabinet be assured by plans and actions to manage the delivery of the 2018/19 Council Plan; and
- (c) That a further report be received in January with an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

**282. ARMED FORCES COVENANT – ANNUAL REPORT**

The Chief Executive introduced the Armed Forces Covenant – Annual Report which was the second annual report for Flintshire.

The Armed Forces Covenant was a promise from the nation that those who served or had served in the armed forces, and their families, were treated fairly. The Covenant was a national responsibility involving government, businesses, local authorities, charities and the public, encouraging local communities to support the Armed Forces in their area and to promote understanding and awareness.

The Council was committed to supporting the Armed Forces community by working with a range of partners who had signed the Covenant, including Flintshire Local Voluntary Council and the Royal British Legion. The purpose of the Flintshire Covenant was to encourage support for the Armed Forces community who worked and/or lived in Flintshire and to recognise and remember the sacrifices made by members of the Armed Forces community.

The report would be submitted to County Council on 29<sup>th</sup> January.

Councillor Attridge welcomed the report and thanked the Leader of the Council for the opportunity given to Councillor Dunbobbin to be the Champion for the Armed Forces Covenant which was positively recognised locally and nationally.

**RESOLVED:**

- (a) That the positive progress made in meeting the Armed Forces Covenant be endorsed and the commitments for further improvement supported; and

- (b) That the Armed Forces Covenant Annual Report be approved, prior to publication on the Council's website.

### **283. REVENUE BUDGET MONITORING 2018/19 (MONTH 7)**

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2018/19 (Month 7) report which provided the latest revenue budget monitoring position for 2018/19 for the Council Fund and the Housing Revenue Account. The report presented the position, based on actual income and expenditure, as at Month 7 of the financial year if all things remained unchanged.

The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control was:

#### **Council Fund**

- An operating deficit of £0.325m (£0.222m at Month 6)
- A projected contingency reserve balance as at 31<sup>st</sup> March 2019 of £7.347m which reduced to £5.447m when taking into account agreed contributions for the 2019/20 budget

#### **Housing Revenue Account**

- Net in-year revenue expenditure forecast to be £0.067m lower than budget; and
- A projected closing balance as at 31<sup>st</sup> March 2019 of £1.165m.

The report covered the Council Fund projected position; projected position by portfolio; out of county placements; disability services – health contributions; employers contribution to the Pension Fund; tracking of in-year risks and emerging issues; achievement of planned in-year efficiencies; other tracked risks; independent inquiry into child sexual abuse; income; recycling income; schools – risks and impacts; other in-year issues; reserves and balances and earmarked reserves.

Other than the information detailed in minute number 274 (information on Out of County Placements and Streetscene as two areas of continued overspend year on year), there were no further comments from Corporate Resources Overview and Scrutiny Committee to report.

#### **RESOLVED:**

- (a) That the overall report and the projected Council Fund contingency sum as at 31<sup>st</sup> March 2019 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

**284. TENDER FOR COLLECTION AND SALE OF HOUSEHOLD GOODS THROUGH SOCIAL ENTERPRISE**

Councillor Thomas introduced the report and explained that Financial Regulations required the Council to tender the work to ensure best value, even if the provider chosen as a result of the tender process were to be a charitable or third sector organisation.

Operatives at Household Recycling Centres (HRC's) reported that items were being disposed of which could be recovered for reuse. It was therefore proposed that the successful company of the tender process work more closely with individual local charities at each HRC to encourage reuse and provide some shared benefit to charitable organisations.

The proposal was for nominated charities to be associated to the particular HRC's listed below, and each site would be branded to match the charity supported at the site:

- Greenfield;
- Rockcliffe, Oakenholt;
- Mold;
- Buckley; and
- Sandycroft.

**RESOLVED:**

That a single competitive tender be approved for advertisement of both the bulky waste collection service and the deconstruction service. The procurement process should be ring fenced to all capable and suitable social enterprises, to ensure social value as well as value for money.

**285. EXERCISE OF DELEGATED POWERS**

An information item on the actions taken under delegated powers was submitted. The actions were as set out below:-

**Housing and Assets**

• **Council HRA Rents – Write off of Former Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The write off of unpaid rents in respect of three separate tenancies/cases has resulted in a requirement to write off a total balance of £19,691.78 against the Housing Revenue Account.

**286. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE**

There was 1 member of the press and no members of the public in attendance.



(The meeting commenced at 9.30 a.m. and ended at 11.40 a.m.)

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**Chair**

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## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Council Fund Budget 2019/20 – Third and Closing Stage
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager and Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Council has developed the budget for 2019/20 in three stages similarly to the budget setting process in recent years.

Under stages one and two the Council has already approved the proposals for cost estimate reductions for Corporate Finance and Service Portfolios respectively.

Under stage three, the closing stage, the Council will need to set a balanced budget to meets its legal duty. It is the collective responsibility of the whole Council to set the budget on the advice of Cabinet. Officers provide professional advice to both.

The options remaining to achieve a legal balanced budget are set out in this report for consideration. There is no scope for further reductions in Corporate Finance and Service Portfolios of any scale. The portfolio resilience statements which demonstrate the risks to service capacity and performance of any further budget reductions have been accepted by the Overview and Scrutiny Committees and Cabinet. The Council has been central to campaigning across Wales for an improved Financial Settlement for local government through the collective case-making of the Welsh Local Government Association and our own press and social media-based campaign #backtheask.

Whilst the funding position for local government and Flintshire has improved on the original forecast at three stages – at the Provisional Settlement (October), at the intervention of the out-going First Minister (November) and at the Final Settlement (December) – the Settlement is still inadequate to meet our funding requirements. Beyond a further financial intervention by Welsh Government the only remaining options to balance the budget are Council Tax income and drawing upon reserves and balances. The scope for the latter is limited.

The budget gap to be bridged to reach a legal and balanced budget stands at £3.102m, based on the calculations and assumptions set out within this report.

A full presentation of the report will be made at the Council meeting.

**List of Tables:**

Table 1: Stage One Budget Proposals Approved and Adopted

Table 2: Stage Two Budget Proposals Approved and Adopted

Table 3: Revised Financial Forecast

Table 4: Prudent Level of Reserves

Table 5: Proposed Budget 2019/20

Table 6: Medium-Term Forecast

**RECOMMENDATIONS**

1	Cabinet note the updated budget forecast position as the basis for setting a legal and balanced budget for 2019/20.
2	Cabinet advise Council that in the absence of an improvement in the Local Government Settlement by Welsh Government then the Council will have to rely on a Council Tax rise in the region of 8.5% to meet its own expenditure requirements for 2019/20 (excluding the increase in the levy of the North Wales Fire and Rescue Authority).
3	Cabinet invite Council to make a final request to Welsh Government for an improved Local Government Settlement in order to suppress Council Tax rises in Flintshire and across Wales.

**REPORT DETAILS**

<b>1.00</b>	<b>ARRIVING TO THIS FINAL STAGE OF THE BUDGET 2019/20</b>
1.01	<b>Budget Process and Timeline</b>  The annual budget for 2019/20 has been developed in three stages.
1.02	A report to Cabinet in April this year gave the first detailed overview of the financial forecast for 2019/20. At that stage the projected budget “gap” stood at £12.2m.  Internal workshops to brief Members on the updated financial forecast and the changing national budget position were held in two phases in July and September. A report to Cabinet in September provided the latest update on the financial forecast for 2019/20. At this stage the projected budget “gap” then stood at £13.7m.  The Provisional Local Government Settlement was announced on 9 October and resulted in an overall reduction of 1% in funding which had the effect of increasing the overall gap to £15.3m.

A report to Cabinet in November gave an update on the financial forecast and recommended to Council that the Stage One (Corporate Finance) and Stage Two (Service Portfolio) solutions be adopted. A special meeting of County Council approved both stages of the budget on 20 November.

**1.03 Stage One – Corporate Finance Solutions**

Prior to approval by County Council the Stage One budget proposals were reviewed by Corporate Resources Overview and Scrutiny Committee (on 15 November) and a summary is detailed below.

**Table 1: Stage One Budget Proposals Approved and Adopted**

<b>Corporate Budget Solutions</b>	<b>£m</b>
Council Tax (illustrative 4.5%)	3.635
New Income Streams	0.100
Reserves and Balances	1.900
Alternative Delivery Model (ADM)	
Subsidies	0.400
Reduction in Corporate Management	0.250
Housing Revenue Account (HRA) –	
Council Fund Recharges	0.158
Transport Cost Anomalies	0.100
<b>Cost Pressure Reductions:</b>	
- Inflation/Pensions	1.144
- Other Workforce Costs	0.250
<b>Total</b>	<b>7.937</b>

**Note 1:** full details of the above proposals can be accessed via the hyperlink listed under Background Papers at the end of the report.

**1.04 Stage Two - Service Portfolio Efficiencies**

The Stage Two budget proposals totalling £0.963m were also reviewed by Corporate Resources Overview and Scrutiny Committee (on 15 November) prior to approval by Council. The proposals contribute £0.630m to the budget once the income targets and workforce reductions, which are included in the Stage One solutions have been deducted.

**Table 2: Stage Two Budget Proposals Approved and Adopted**

Portfolio	£m
Corporate	0.360
Social Services	0.315
Education & Youth	0.076
Streetscene & Transportation	0.065
Planning, Environment and Economy	0.111
Housing & Assets	0.035
<b>Total</b>	<b>0.963</b>
<b>Budget Strategy</b>	
<b>Less:</b>	
Income	0.143
Targeted Employee Post Reductions	0.190
<b>Balance of Operational Efficiencies</b>	<b>0.630</b>

**Note 1:** details of the service portfolio business plan efficiency proposals can be accessed via the hyperlink listed under Background Papers at the end of the report.

### Final Local Government Settlement

1.05 The Final Local Government Settlement was announced by Welsh Government on 19 December. The head-line figures are detailed below.

#### Standard Spending Assessment (SSA)

The final SSA for 2019/20 is £269.127m (£267.547m at the Provisional Settlement stage) which is an *increase* of 1.8% on the SSA for 2018/19 (£264.333m)

#### Aggregate External Finance (AEF)

The final Aggregate External Finance for 2019/20 is £188.980m (£187.817m at the Provisional Settlement stage) which when compared to the adjusted 2018/19 AEF figure of £189.549m represents a *decrease* of 0.3% (All Wales average is an *increase* of 0.2%). AEF combines Revenue Support Grant (RSG) and National Non-Domestic Rates (NNDR).

The Final Settlement confirmed the two transfers into the Settlement as follows:

- Teachers Pay Grant (£0.694m)
- Free School Meals Grant (£0.257m)

There were no transfers out of the Settlement identified.

	<p>The Final Settlement advised of one additional new responsibility for increasing capital limits for residential care charging. The Council already has a pressure of £1.009m included in the budget forecast for this - therefore no adjustment is required.</p> <p>The impact of the Final Settlement improved the position for the Council by £1.163m with the funding floor (a limit beyond which no Council can be funded in detriment) being raised up to 0.3%. Flintshire County Council still remains at the floor level as at the Final Settlement stage.</p>
	<p><b>Other Changes to the Forecast</b></p>
1.06	<p>During the period December to January the following changes to the financial forecast have been made. The net impact is an increase of £0.170m to the budget 'gap' as shown in Table 3:</p> <p><b>North Wales Fire and Rescue Authority Levy (additional £0.381m)</b> Following a consultation period the North Wales Fire and Rescue Authority has now set its budget for 2019/20. The levy will be increased and the additional contribution required of Flintshire County Council as a constituent authority is £0.381m. The impact of this increase in the levy is a 0.583% increase in Council Tax.</p> <p><b>Social Care Commissioning Costs (reduction of £0.150m)</b> The level of fees for Independent Sector providers has now been agreed for 2019/20 with the overall costs being lower than the initial estimate.</p> <p><b>Reduction in Prior Year Pressure for Social Services – Learning Disabilities Day Services (reduction of £0.055m)</b> A budget pressure for the transition to a new model of service for Learning Disabilities Day Services in the base budget will now reduce by £0.055m in 2019/20.</p> <p><b>Regional Education Consortium GwE (reduction of £0.006m)</b> A reduction in annual operating costs of £0.006m has been agreed by GwE (a 1% decrease net of a 2% allowance for inflation) which will make a minor reduction in the contribution from the Council as a constituent authority.</p>
1.07	<p><b><u>Impact of Confirmed Grant Announcements</u></b></p> <p>Following the Provisional Settlement the First Minister announced some additional grants which have the following impact on the budget 2019/20:</p> <p><b>Schools - Teachers Pay Award (£0.375m)</b> A further £7.5m across Wales to meet cost pressures of implementing the teachers' pay award – an additional £0.375m for the Council.</p> <p><b>Children's Services (£0.110m)</b> A further £2.3m across Wales to help prevent children from being taken into care – an additional £0.110m for the Council.</p> <p>The following additional funding announcements made by Welsh Government also impact on the budget 2019/20:</p>

	<p><b>Social Care Grant (£1.410)</b> An amount of £30m across Wales to meet social care demand cost pressures – an additional £1.410m for the Council. It has been confirmed that there is flexibility around the grant conditions and qualifying criteria and that the funding can be used to meet the costs of existing demands on services.</p> <p><b>Social Care and Health (£0.705m)</b> An amount of £15m across Wales which will be allocated regionally through the Regional Partnership Boards via the Integrated Care Fund. The proportionate amount for Flintshire is £0.705m. The conditions and the distribution method are not yet confirmed at this stage. There is a risk that the Council will not secure this amount in full as the grant allocation for North Wales becomes available.</p>																
1.08	<p>The updated forecast, following approval of both Stages One and Two, the announcement of the Final Settlement, and other changes, is shown in Table 3 below. The remaining budget ‘gap’ still to be balanced stands at £3.102m.</p> <p><b>Table 3: Revised Financial Forecast</b></p> <table border="1"> <thead> <tr> <th>Item</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td><b>Revised Gap at Provisional Stage</b></td> <td><b>15.262</b></td> </tr> <tr> <td>Less: Stage 1 Budget Proposals Approved</td> <td>(7.937)</td> </tr> <tr> <td>Less: Stage 2 Budget Proposals Approved</td> <td>(0.630)</td> </tr> <tr> <td>Less: Final Settlement Revised Reduction in Grant</td> <td>(1.163)</td> </tr> <tr> <td>Less: Further Changes emerging Dec/Jan</td> <td>0.170</td> </tr> <tr> <td>Less: Impact of Grant Announcements</td> <td>(2.600)</td> </tr> <tr> <td><b>Revised Working Budget Gap at Stage Three</b></td> <td><b>3.102</b></td> </tr> </tbody> </table>	Item	£m	<b>Revised Gap at Provisional Stage</b>	<b>15.262</b>	Less: Stage 1 Budget Proposals Approved	(7.937)	Less: Stage 2 Budget Proposals Approved	(0.630)	Less: Final Settlement Revised Reduction in Grant	(1.163)	Less: Further Changes emerging Dec/Jan	0.170	Less: Impact of Grant Announcements	(2.600)	<b>Revised Working Budget Gap at Stage Three</b>	<b>3.102</b>
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	<b>STAGE THREE – THE CLOSING STAGE OF BUDGET SETTING</b>																
1.09	<p>There is no scope for further reductions in cost estimates for Corporate Finance and Service Portfolios for 2019/20 of scale. This position has been accepted by the Overview and Scrutiny Committees, Cabinet and Council.</p> <p>Specific requests have been made to Welsh Government for an improved Settlement for local government in Wales and for Flintshire. These requests, as summarised in the report to Council in December and in the #backtheask campaign have only been met in part. The Settlement on offer is not adequate to meet the funding needs of Flintshire.</p>																
1.10	<p>Beyond a financial intervention by Welsh Government the only remaining options to balance the budget are Council Tax income and drawing upon reserves and balances. These two options are explored in the sections which follow. Following a recent consultation meeting with local and regional Assembly Members, and local constituency Members of Parliament, a specific request has been made for an additional £33M to be made available for local authorities in Wales. Acceptance of this request would make a marked improvement on the budget forecast for the Council and would generate an estimated financial benefit of £1.6m. This would enable the Council to contain an annual Council Tax rise to between 6.0% and 7.0%. At this level the annual Council Tax rise would be (1) similar to that set for</p>																



	2018/19 and (2) in line with the budget planning assumption of Welsh Government that Council Tax will rise at an average of 6.5% across Wales.
	<b>Use of Reserves and Balances</b>
1.11	<p>Public bodies are encouraged to make strategic use of their reserves and balances to contribute to annual budget setting. The situation across local government in England and Wales is variable with some councils being 'reserve rich' and others being 'reserve poor'. Compared to many councils Flintshire has modest and limited reserves to call upon. We have an established protocol for openly reporting on the reserves held, and the purpose for retaining each of them, every quarter. This is seen as good practice in our sector. The Council has drawn on its reserves to (1) cross-fund one-off cost pressures (2) balance the budget as needed and (3) meet the costs of voluntary redundancies to reduce the Council workforce in recent years. Reserves can only be used once, and an over-reliance upon their use to balance annual budgets is not a sustainable way of funding services.</p> <p>Over the past three years the Council has utilised £6.179m from its reserves. In setting the 2018/19 budget the Council used £1.945m to help balance the budget with an additional £0.460m agreed on a 'one-off' basis to assist schools with their in-year cost pressures. This use of reserves is not a sustainable solution in funding the Council's recurring expenditure needs.</p>
1.12	<p>The Council has limited useable or 'un-earmarked' reserves to draw upon. The Month 8 Budget Monitoring Report for 2018/19 advises of a projected Contingency Reserve at 31st March 2019 of £7.689m. Stage One budget solutions already include use of £1.9m of reserves as part of the strategy to balance the 2019/20 budget – leaving £5.789m as a projected Contingency Reserve remaining for 2019/20. This is subject to change between now and the close of the financial year. The Council also holds earmarked reserves which are set aside for specific purposes. Some are restricted in their use by, for example, the terms and conditions of grant where their source is Government funding. An update on current projected levels of earmarked reserves shows that the amount is likely to reduce from £13.6m in 2018/19 to £7.3m by the end of the financial year as these reserves are 'drawn down' (See Appendix 9).</p> <p>The Council reviews its remaining earmarked reserves on an ongoing basis, and only those for which there is a strong business case will be retained with the remainder being released for use as part of the Medium-Term Financial Strategy.</p>
1.13	The Contingency Reserve, currently projected at £5.789m, is the Council's main 'defence' against in-year cost pressures. It is utilised to meet the impact of an overall overspend in any given financial year.
1.14	The Council could also be exposed to any of several significant additional cost pressures later in 2019/20. Reserves will need to be held back as an in-year 'buffer' to meet them. Known corporate in-year risks include the outcome of the ongoing pay modelling work, replenishment of earmarked reserves for the costs of redundancy, and potential exposure to a proportion of the cost of the increased employer contributions to teachers' pensions – something which is being negotiated at a UK national level. Other major risks we face are rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales which has resulted in a projected in-year overspend of £1.717m (noting that this cost pressure at this level has been addressed by the inclusion of

	an additional budget pressure in the budget proposals for 2019/20), and the impact of any new high-cost placements. National market conditions are also uncertain at a time of UK-European trade market access negotiations with risks to inflation levels for goods including food and fuel.																		
1.15	<p>Taking all of the above factors into account it is imperative that a prudent level of reserves is held to mitigate the impact of one or all of these factors. The table below details recommended levels to be maintained for these specific purposes.</p> <p><b>Table 4: Prudent Level of Reserves</b></p> <table border="1"> <thead> <tr> <th>Detail</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Contingency Reserve Available (Month 8)</td> <td>7.689</td> </tr> <tr> <td><b>Less:</b> Approved use of Budget 2019/20 (Stage One)</td> <td>(1.900)</td> </tr> <tr> <td>Revised Amount Remaining</td> <td>5.789</td> </tr> <tr> <td>Increased annual budget management tolerance level 2019/20 due to imminent national market uncertainties e.g. financial markets and inflation levels</td> <td>(2.600)</td> </tr> <tr> <td>Contingency against further variations in 2018/19 e.g. Out of County Placements</td> <td>(1.000)</td> </tr> <tr> <td>Investment in change to achieve future efficiencies to support the MTFS over the next three years</td> <td>(1.000)</td> </tr> <tr> <td>Known Corporate Risks: Pay Modelling costs, replenishment of earmarked reserves for the costs of redundancy, and potential exposure to teacher pension employer contributions.</td> <td>(1.000)</td> </tr> <tr> <td>Amount Remaining</td> <td>0.189</td> </tr> </tbody> </table> <p>As shown in the analysis above there is only a relatively small amount of £0.189m available to make a further contribution to the budget for 2019/20 - based on the recommended levels required to maintain a prudent level of reserves.</p>	Detail	£m	Contingency Reserve Available (Month 8)	7.689	<b>Less:</b> Approved use of Budget 2019/20 (Stage One)	(1.900)	Revised Amount Remaining	5.789	Increased annual budget management tolerance level 2019/20 due to imminent national market uncertainties e.g. financial markets and inflation levels	(2.600)	Contingency against further variations in 2018/19 e.g. Out of County Placements	(1.000)	Investment in change to achieve future efficiencies to support the MTFS over the next three years	(1.000)	Known Corporate Risks: Pay Modelling costs, replenishment of earmarked reserves for the costs of redundancy, and potential exposure to teacher pension employer contributions.	(1.000)	Amount Remaining	0.189
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	<b>Council Tax</b>																		
1.16	<p>Stage Three is the final and the closing stage of the 2019/20 budget process. Having taken account of all changes since the position reported in December there is still a remaining 'gap' of £3.1m to be bridged to achieve a legal and balanced budget.</p> <p>Beyond a financial intervention by Welsh Government the Council will need to rely on Council Tax to bridge the 'gap'. Welsh Government has made a budget planning assumption that Council Tax will rise at an average of 6.5% across Wales. There is no 'cap' which restricts the level at which any Council can set Council Tax. This is a decision devolved to local authorities.</p> <p>As the position stands the Council will have to rely on a Council Tax rise in the region of 8.4/5% to meet its own expenditure requirements for 2019/20 after the utilisation of the small use of reserves identified in para 1.15.</p> <p>The addition of the increase in the North Wales Fire and rescue levy will bring the overall Council Tax increase to 8.9%.</p>																		
	<b>STAGE THREE – OVERALL POSITION AND CONCLUDING ADVICE</b>																		

1.17 The table below summarises the overall position and the remaining budget 'gap' to be bridged through the limited budget balancing options which remain open to the Council.

**Table 5: Proposed Budget 2019/20**

<b>Funding</b>	<b>£m</b>
Aggregate External Funding (AEF)/RSG NNDR	188.980
Council Tax at 18/19 level (4.5% indicative increase)	79.148
<b>SSA/Budget Requirement</b>	<b>268.128</b>
Specific Grants (Estimated)	31.042
Use of Reserves	1.900
<b>Total Funding</b>	<b>301.070</b>
<b>Expenditure</b>	
Base Budget Rolled Forward	297.599
Transfers in/out of settlement (Appendix 2)	0.576
Previous Years Budget Decisions (Appendix 1)	(0.055)
Inflation (Appendix 3)	5.412
Cost Pressures and Investments (Appendix 4)	7.470
Fire Levy Increase (Appendix 4)	0.381
Efficiencies - Stage 1 (Appendix 5)	(1.664)
Efficiencies - Stage 1 Corporate (Appendix 5)	(2.402)
Efficiencies - Stage 2 (Appendix 6)	(0.630)
Efficiencies – Stage 3 (Appendix 7)	(2.231)
Less Specific Grants 2017/18	(31.326)
Plus Specific Grants 2018/19 (Estimated Appendix 8)	31.042
<b>Total Expenditure</b>	<b>304.172</b>
<b>Remaining Budget Gap</b>	<b>3.102</b>

1.18 To follow the commentary in 1.09 and 1.10 above it should be noted that in the Council's formal response to Welsh Government on the Provisional Settlement (dated 28<sup>th</sup> November) we did say that "*without an improved Settlement to this level (i.e. our campaign request) Welsh Government must accept that it is knowingly shifting the responsibility for paying for local services from national*

	<i>funding to the local Council Tax payer</i> ". We also said that "as with our approach last year we invite Welsh Government to review our budget plans and risk and resilience statements, to be assured that we have taken all reasonable steps to secure a balanced budget before turning to you for national support". The Council has not received a response to our letter or to this invitation.
	<b>Funding</b>
1.19	The budget expenditure proposals (unbalanced) set a budget requirement of £268.128m. This includes £188.980m of the Council's core grant (Revenue Support Grant and share of National Rates Pool) and £79.148m of Council Tax yield based the indicative increase in Council Tax that was approved as part of the Stage One budget solutions.
	<b>Expenditure Provisions</b>
1.20	<b>Previous Year Budget Decisions and Pressures</b>  Each year indicative amounts for pressures and investments from the previous year are included in the budget. These are updated as part of the ongoing review of the forecast and are summarised in Appendix 1. Details of all other pressures taken into account in the budget process are included in Appendix 4.
1.21	<b>Transfers Into/Out of the Settlement</b>  The transfers in and out of the settlement as confirmed in the Final Settlement are summarised in Appendix 2.
1.22	<b>Pay and Price Inflation</b>  A summary of the inflationary increases in the budget is included in Appendix 3. The impact of the two-year National Joint Council (NJC) pay awards is included. The pay modelling work to revise the Council's pay spine is ongoing. The cost of the preferred pay model exceeding the base provision in the draft budget remains an open risk.
1.23	<b>Specific Grants</b>  Appendix 8 provides the most up to date information on specific grants. The levels of funding for some specific grants have not yet been confirmed by Welsh Government.
1.24	<b>Managing the In-Year Position</b>  As an important organisational discipline we will continue to review all operational budgets and cost pressures throughout the year to (1) aim to stay within budgets and avoid a projected year-end overspend on the Council Fund and (2) identify operational efficiencies to either off-set cost pressures or release funds back into the Contingency Reserve.
	<b>Opinions of the Statutory Officers</b>
1.25	<b>Opinion of the Corporate Finance Manager</b>

	<p>Section 25 of the Local Government Act 2003 includes a specific duty on the Chief Finance Officer (for Flintshire this is the Corporate Finance Manager) to report to the Council when it is considering its budget and Council Tax setting on the robustness of the estimates and the adequacy of reserves. The Act requires the Council to have regard to this report in making its decisions on its budget.</p>
1.26	<p>The 2019/20 budget has again been set within the context of the Medium Term Financial Strategy. It presents a significant financial challenge. The Council's budget strategy for dealing with this has been clearly set out in detail in previous budget reports, supported by a series of member workshop sessions.</p>
1.27	<p>For the estimates contained within the budget, all figures are supported by a clear and robust methodology with the efficiency proposals considered achievable, but not without risk. The pressures are supported by evidenced method statements - some of which have been reviewed by the Council's internal auditors on a sample basis.</p>
1.28	<p>The Council's Reserves and Balances Protocol sets out how the Council will determine, manage and review the level of its Council Fund Balance and Earmarked Reserves taking into account legislation and professional guidance. An outcome of this protocol was to report to both Cabinet and Corporate Resources Overview and Scrutiny Committee the level of Earmarked Reserves held on a quarterly basis. This has been continued throughout 2018/19 through the monthly budget monitoring report. This process ensures that members can have a good understanding of all the reserves held by the Council.</p>
1.29	<p>The Council's overall level of reserves and balances is reviewed on an ongoing basis with the adequacy and purpose of reserves held being rigorously challenged. Any reserves no longer required at the level held are released for use.</p>
1.30	<p>I can confirm the reasonableness of the estimates contained in the proposed budget having regard to the Council's spending needs in 2019/20 and the financial context within which the budget is being set. It is clear that there are still some significant and open risks within the 2019/20 budget proposals - particularly around pay provision, social care demands, and the stability of the financial markets and inflation levels. Therefore, it is important that the Council protects its current level of reserves as far as possible to safeguard against these risks. A robust programme for the delivery of the efficiencies within the budget and to the timescales set together with effective and disciplined in-year financial management is essential to ensure that budgets are managed effectively - with prompt action taken to mitigate any impacts should variances occur.</p>
1.31	<p>In 2019/20 the Council was successful in the achievement of a significant VAT rebate which provided an additional £1.9m. This has been transferred into the Contingency Reserve. The budget proposals approved at Stage One include a commensurate contribution of £1.9m from Reserves and Balances. The rebate has provided a 'windfall' for the Council's reserves which are reducing in size. Use of this additional reserve in this way enables the Council to make a similar contribution to the 2019/20 budget as in previous years.</p>
1.32	<p>Within the context described above, I recommend that the Council should maintain sufficient general balances of £5.769m and retain a sizeable Contingency Reserve as a safeguard to manage any in-year cost pressures and variances as detailed in</p>

	paragraph 1.15. The over-use of reserves in the balancing of the annual budget would create a level of risk which I could not support.
	<b>Opinion of the Chief Executive</b>
1.33	My professional advice complements that of the Corporate Finance Manager, as set out above, and concentrates on the wider risks posed by the challenge of setting a legal and balanced budget.
1.34	The draft budget as presented follows the Medium-Term Financial Strategy adopted by the Council. It has been developed according to the budget setting model which has been recommended by the Constitution Committee. It is the most balanced approach possible for achieving an annual budget, as required by law and the principles of good governance, whilst attempting to protect the improvement objectives and public service duties and obligations of the Council. However, there are medium term risks – beyond 2019/20 - that the Council will not achieve its priority outcomes as set out in the Council Plan, or maintain performance to service standards, as it might have done, due to ongoing reducing budgets and reducing organisational capacity.
1.35	I cannot recommend making any further reductions of scale to service portfolio budgets without risking either (1) failure in meeting the Council’s mandatory duties (2) failure in meeting required service standards and/or (3) failing to implement adopted Council policy and service standards for non-mandatory services which the Council has decided to retain and protect. Neither can I support making any further reductions in management or workforce capacity without risking either (1) placing unfair expectations or undue pressure on individuals or teams (2) having sufficient capacity to manage and oversee all Council functions and systems and/or (3) safe corporate governance and legal compliance. The resilience statements shared with and accepted by each of the Overview and Scrutiny Committees demonstrate all of the above. I cannot recommend to the Council any option which would knowingly place any service in such a position that it would be unsafe or unsustainable, or fail in my/our duty of care to employees.
1.36	<b>Concluding Advice</b>  The final budget forecast position, and the limited options available to the Council to fulfil its collective responsibility to set a legal and balanced budget are set out within the report. The advice on which to base a decision is clearly set out. There is no other concluding advice to give Council.
	<b>THE MEDIUM TERM OUTLOOK</b>
1.37	The financial forecast for the medium-term - 2020/21 – 2022/2023 - has been reviewed to refresh the Medium-Term Financial Strategy. A high-level estimate on the major cost pressures predicted over the next three years following this budget is included in Table 6. The forecast assumes that annual pay increases will trend be at a 2% and that we will continue to have a similar level of commissioning cost pressures within Social Services. Any decision on the level of reserves used to balance the budget will also impact on the following year. The 2019/20 budget should be set within the context of the medium-term position.

**Table 6: Medium-Term Forecast**

<b>Cost Pressure Group</b>	<b>20/21</b>	<b>21/22</b>	<b>21/23</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Pay Inflation	3.326	3.393	3.460
Non Pay Inflation	0.759	0.759	0.759
Social Care/CLIA Pressures*	3.470	4.044	4.100
Repayment of Reserve from 2019/20	1.900	0	0
<b>Total</b>	<b>9.455</b>	<b>8.196</b>	<b>8.319</b>

*\*Excludes any impact of Actuarial Review and future borrowing costs*

There are a number of variables which will have a major impact on the forecast and its reliability, none of which are within our control. The level of funding for local government in future funding settlements, the continuity and funding level of key specific grants, increases in demand-led Social Services cost pressures together with global economic uncertainty will necessitate this initial forecast being subject to regular revision.

## **2.00 RESOURCE IMPLICATIONS**

2.01 As set out within the report.

## **3.00 CONSULTATIONS REQUIRED / CARRIED OUT**

3.01 Many people and organisations have been engaged in the development of the budget over seven months from July 2018 to now. There has been no singular consultation exercise or set period. There has been ample public communication and the opportunity for open debate on social media particularly through the #backtheask campaign. There has been no specific public consultation exercise – such as the series of public meetings held on each of the past three budget years – as there are no meaningful options on public services remaining on which to consult.

3.02 Engagement has taken place over this three-stage iterative budget setting process with:-

- Group Leaders
- Members through three stages of workshops in July and September
- MPs, AMs and Regional AMs
- Welsh Government
- Welsh Local Government Association
- County Forum (of local town and community councils)
- Flintshire Joint Trade Union Committee
- School Budget Forum
- Education Consultative Committee
- Primary and Secondary Heads Federation
- Flintshire Governors Association
- Headteachers and Chairs of Governors of all local schools
- Flintshire Local Voluntary Council

	<ul style="list-style-type: none"> <li>• Flintshire Public Services Board partners</li> <li>• Chief Officers</li> <li>• Service Managers</li> <li>• Portfolio Teams (through the business planning process)</li> <li>• the workforce (through two seminars with a combined attendance of 225)</li> </ul>
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The overall risks in setting the budget are set out within the report. The resilience statements for each Service Portfolio, which set out the specific risks to services of reducing base budgets further, have been shared with and accepted by the Overview and Scrutiny Committees. There are a number of open risks of specific grant certainty (paragraph 1.07) and in-year cost pressures (paragraph 1.30) set out within the report. The Council has a legal duty to set a balanced budget, based on the professional advice of its officers. Failure to do so would lead to the triggering of draconian statutory provisions which would restrict the ability of the Council to commit expenditure and thereby to function effectively.

<b>5.00</b>	<b>APPENDICES</b>
8.01	Appendix 1: Previous Year Budget Decisions Appendix 2: Transfers into/out of the Settlement Appendix 3: Inflation Appendix 4: Cost Pressures and Investments Appendix 5: Stage 1 Efficiencies Appendix 6: Stage 2 Efficiencies Appendix 7: Stage 3 Efficiencies Appendix 8: Specific Grants Appendix 9: Summary of Earmarked Reserves

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<a href="#">Cabinet Report – 20 November 2018</a> ; 2019/20 Council Fund Budget: Updated Forecast and Stage 1 and Stage 2 Budget Proposals  Council Meeting 11 December 2018 Slides – Council Fund Budget 2019/20: Stage 3 Update  <a href="#">Corporate Resources Overview and Scrutiny Committee 15 November 2018</a> – Presentation on the Stage 1 and Stage 2 budget Proposals
6.02	<b>Contact Officers:</b> Colin Everett, Chief Executive Gary Ferguson, Corporate Finance Manager <b>Telephone:</b> 01352 702101 <b>E-mail:</b> <a href="mailto:gary.ferguson@flintshire.gov.uk">gary.ferguson@flintshire.gov.uk</a>



**Medium Term Financial Strategy (MTFS):** 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.

**Local Government Funding Formula:** the system through which the annual funding needs of each council is assessed at a national level, and from which each council's annual AEF (see above) is derived. The formula is very complex. In summary, using information such as statistics on local population change and deprivation, the formula sets a guide for each Council's funding needs called the Standard Spending Assessment (SSA).

**Revenue Support Grant (RSG):** the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.

**Specific Grants:** An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.

**Aggregate External Finance (AEF):** represents the support for local revenue spending from the Welsh Government and is made up of formula grant. Formula grant includes the revenue support grant (RSG), and the distributable part of non-domestic rates (NDR). Amounts are determined annually and in advance of each new financial year as part of the Local Government Financial Settlement.

**The Settlement:** the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget and to individual councils one by one. The amount of Revenue Support Grant (see below) each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example, of population size and demographics and levels of social deprivation. The Provisional Settlement is the draft budget for local government published by the Welsh Government for consultation. The Final Settlement is the approved budget post-consultation.

**Budget:** a statement expressing the Council's policies and service levels in financial terms for a particular financial year.

**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.

**Earmarked Reserves:** Funding set aside that must be used for a specific purpose.

**Un-earmarked Reserves:** Funding set aside as a safeguard against unforeseen events and can be used for any purpose. The Council maintains a prudent base level.

**Contingency Reserve:** A reserve accumulated from historical underspends and used to mitigate in-year variations.

**Integrated Care Fund (ICF):** A regional grant allocated by Welsh Government which is administered by a regional partnership board. Local Authorities, Health and other partner agencies work in partnership to support older people, people with a learning disability and children with complex needs.

**Minimum Revenue Provision (MRP):** method for charging (debt-funded) Capital expenditure to the revenue account in local authority accounts. Full Council sets an MRP policy annually selecting from a range of options contained with Welsh Regulations set by Welsh Government.

**Welsh Local Government Association:** the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.

**Budget 2019/20**  
**Council Fund Revenue**

**Previous Year Budget Decision**

**One-off Items Dropping Out**  
**Approved 2018/19 Budget**

**2019/20**  
**£m**

**Social Services**

Work Opportunities Pressure Reduction

0.055

**Total Social Services**

**0.055**

**Total 2019/20 Budget**

**0.055**

**Budget 2019/20**  
**Council Fund Revenue****Transfers in/out of settlement**

<b>Transfers in:</b>	<b>£m</b>	<b>£m</b>
Teachers Pay Grant	0.319	
Free School Meals Grant	0.257	
Total Transfers in (Pressure)		0.576
<b>Net effect (Pressure)</b>		<b><u>0.576</u></b>

**Budget 2019/20  
Council Fund Revenue****Inflation**

	<b>Total £m</b>
<b>Pay (Non Schools)</b>	3.251
<b>NJC Pay Schools</b>	1.402
<b>Other Schools Inflation</b>	0.192
<b>Fuel</b>	0.034
<b>Energy/Water</b>	0.329
<b>Price</b>	0.204
<b>Total Inflation</b>	<b><u>5.412</u></b>

**Budget 2019/20**  
**Council Fund Revenue**

**Cost Pressures & Investments**

	<b>2019/20</b>	<b>2020/21</b>
	<b>£m</b>	<b>£m</b>
<b><u>Social Services</u></b>		
Social Care Commissioning	1.450	1.450
Transition to Adulthood	0.640	0.640
Out of County Placements (Joint with E & Y)	1.655	1.655
Residential Care Pressure	1.009	1.009
<b>Total Social Services</b>	<b>4.754</b>	<b>4.754</b>
<b><u>Streetscene &amp; Transportation</u></b>		
North Wales Waste Partnership	0.425	0.000
Waste Recycling Income	0.180	0.180
<b>Total Streetscene &amp; Transportation</b>	<b>0.605</b>	<b>0.180</b>
<b><u>Planning &amp; Environment</u></b>		
Local Development Plan	0.172	0.000
<b>Total Planning &amp; Environment</b>	<b>0.172</b>	<b>0.000</b>
<b><u>Education &amp; Youth (E &amp; Y)</u></b>		
Minority Ethnic A Grant	0.048	0.048
Additional Learning Needs (ALN) reforms	0.142	0.142
<b>Total Education &amp; Youth</b>	<b>0.190</b>	<b>0.190</b>
<b><u>Governance</u></b>		
Members Allowances	0.030	0.030
Universal Credit Support Funding Transfer	0.019	0.019
Contact Centre	0.100	0.100
Microsoft Licence Renewal	0.150	0.150
<b>Total Governance</b>	<b>0.299</b>	<b>0.299</b>
<b><u>Community &amp; Enterprise</u></b>		
Council Tax Care Leavers Discount Scheme	0.027	0.027
Council Tax Reduction Scheme (CTRS)	0.341	0.341
Bad Debt Collection - (one Year efficiency dropping out)	0.144	0.144
Single Person Discount - (one year efficiency dropping out)	0.300	0.300
<b>Total Community &amp; Enterprise</b>	<b>0.812</b>	<b>0.812</b>
<b><u>Housing &amp; Assets</u></b>		
County Hall - (one year efficiency dropping out)	0.300	0.300
Energy Efficiency Pressure	0.050	0.050
SHARP	0.020	0.020
<b>Total Planning &amp; Resources</b>	<b>0.370</b>	<b>0.370</b>
<b><u>Central &amp; Corporate</u></b>		
CLIA - Borrowing Costs	0.226	0.226
North Wales Fire & Rescue Levy	0.381	0.381
Coroners	0.042	0.042
<b>Total Central &amp; Corporate</b>	<b>0.649</b>	<b>0.649</b>
<b>Total Pressures and Investments</b>	<b>7.851</b>	<b>7.254</b>

**Budget 2019/20**  
**Council Fund Revenue**

**Stage 1 Efficiencies**

<b><u>Stage 1 Corporate Efficiency</u></b>	<b><u>£m</u></b>
Minimum Revenue Provision	1.400
Domiciliary Care Charging Cap	0.264
<b>Total Stage 1 Efficiency</b>	<b><u>1.664</u></b>

<b><u>Stage 1 Corporate Efficiency</u></b>	<b><u>£m</u></b>
New Income Streams	0.100
Management of Workforce and Inflation cost pressures	1.144
Workforce Terms and Conditions	0.250
ADM Subsidies	0.400
Reduction in Corporate Management Costs	0.250
HRA/Council Fund Recharges	0.158
School Transport	0.100
<b>Total Stage 1 Corporate Efficiency*</b>	<b><u>2.402</u></b>

\*Excluding Reserves and Council Tax

**Budget 2019/20**  
**Council Fund Revenue**

**Stage 2 Efficiencies**

**Stage 2 Business Planning Efficiencies**

**£m**

**Portfolio**

Corporate	0.150
Social Services	0.300
Education & Youth	0.076
Streetscene & Transportation	0.005
Planning & Environment	0.063
Housing & Assets	0.035

**Total Stage 2 Corporate Efficiency\***

**0.630**

\*Net of Stage 1 targets for income and targeted post reductions



**Budget 2019/20**  
**Council Fund Revenue**

<b><u>Stage 3 Efficiencies</u></b>	<b><u>£m</u></b>
Gwe Efficiency	0.006
Social Care Additional Funding	1.410
Childrens Services Additional Funding	0.110
Regional Allocation Health & Social Care	0.705
<b>Total Stage 3 Efficiency</b>	<b><u><u>2.231</u></u></b>

**Budget 2019/20**  
**Council Fund Revenue**

**Specific Grants**

		<b>Budget 2018-19*</b>	<b>Budget 2019-20</b>	<b>Variance</b>	<b>Confirmed (C) or Estimated (E)</b>
		<b>£</b>	<b>£</b>	<b>£</b>	
<b>Education &amp; Youth</b>					
Non Delegated	Promoting Positive Engagement (Youth Crime Prevention Fund)	196,143	196,143	0	E
	YOT / Youth Justice Board (inc. JAC)	221,956	221,956	0	E
	Welsh Network of Healthy School Schemes	101,380	101,380	0	E
	Youth Support Grant (Youth Service Revenue Grant)	126,820	126,820	0	E
	Free School Milk	245,891	245,891	0	E
	Families First	1,532,678	1,505,090	(27,588)	E
	Pupil Development Grant	2,977,000	3,587,850	610,850	E
	Education Improvement Grant for Schools	5,822,154	5,814,343	(7,811)	E
		<b>11,224,022</b>	<b>11,799,473</b>	<b>575,451</b>	
Delegated	6th Form Funding (Formally DCELLs)	4,756,182	4,729,890	(26,292)	E
		<b>4,756,182</b>	<b>4,729,890</b>	<b>(26,292)</b>	
<b>Social Services</b>	Social Care Workforce Development Programme	312,069	312,069	0	E
	Flying Start	2,904,700	2,904,700	0	E
	Out of School Childcare	97,877	97,877	0	E
		<b>3,314,646</b>	<b>3,314,646</b>	<b>0</b>	
<b>Streetscene &amp; Transportation</b>	Concessionary Travel	2,180,000	2,180,000	0	E
	Local Transport Services (Capital)	974,500	0	(974,500)	E
	Sustainable Waste - now Environment & Sustainable Development	852,852	852,852	0	E
	Bus Service Support Grant	557,000	557,000	0	E
	Welsh Young Person Travel Discount Scheme	60,000	60,000	0	E
		<b>4,624,352</b>	<b>3,649,852</b>	<b>(974,500)</b>	
<b>Planning &amp; Environment</b>	Safer Communities Fund	221,881	221,881	0	E
	Substance Misuse	522,744	522,744	0	E
	Crime Reduction and Anti Social Behaviour	31,566	31,566	0	E
	Domestic Abuse Co-ordinator Funding	92,400	92,400	0	E
	Environment & Sustainable Development Grant (non-Waste)	178,068	178,068	0	E
		<b>1,046,659</b>	<b>1,046,659</b>	<b>0</b>	
<b>Housing &amp; Assets</b>	Supporting People	5,809,818	5,950,819	141,001	E
		<b>5,809,818</b>	<b>5,950,819</b>	<b>141,001</b>	
<b>Chief Executives</b>	Free Swimming	121,500	121,500	0	E
	National Exercise Referral	123,750	123,750	0	E
	Active Young People	305,303	305,303	0	E
		<b>550,553</b>	<b>550,553</b>	<b>0</b>	
<b>Total</b>		<b>31,326,232</b>	<b>31,041,892</b>	<b>(284,340)</b>	

\*2018/19 Budget including estimated amounts not final

## Budget 2019/20

### Council Fund - Revenue

#### Summary of Earmarked Reserves

	Estimated Balance 01/04/19 £m	Estimated Balance 31/03/20 £m
<b><u>Service Balances</u></b>		
Planning, Environment & Economy	0.172	0.099
Education & Youth	0.000	0.000
Social Services	0.095	0.095
Streetscene & Transport	0.000	0.000
Housing & Assets	0.002	0.002
Strategic Programmes	0.000	0.000
Corporate Services	0.065	0.021
Theatre Clwyd	0.200	0.200
<b>Total</b>	<b>0.534</b>	<b>0.417</b>
<b><u>Corporate Balances</u></b>		
Single Status/Equal Pay	0.538	0.000
General Reserve - Investment in Organisational Change	0.525	0.338
<b>Total</b>	<b>1.064</b>	<b>0.338</b>
<b><u>Specific Reserves</u></b>		
Benefits Equalisation	0.318	0.318
County Elections	0.205	0.205
Local Development Plan	0.180	0.034
Building Control	0.013	0.013
Waste Disposal	0.120	0.060
Flintshire Enterprise Ltd	0.058	0.058
Design Fees	0.100	0.100
Winter Maintenance	0.215	0.215
Car Parking	0.022	0.022
Insurance Funds	1.805	1.805
Cash Receipting Review	0.084	0.084
Flintshire Trainees	0.476	0.000
Customer Services Strategy	0.103	0.103
Supervision Fees	0.049	0.049
LMS Curriculum	0.097	0.097
Emergency Remediation	0.048	0.048
Solar Farms	0.221	0.221
Grants & Contributions	1.618	1.618
<b>Total</b>	<b>5.731</b>	<b>5.049</b>
<b>Total Earmarked Reserves</b>	<b>7.329</b>	<b>5.805</b>

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## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Welsh Government Innovative Housing Programme – Land at St Andrews Church, Garden City
<b>Cabinet Member</b>	Deputy Leader of the Council and Cabinet Member for Housing
<b>Report Author</b>	Chief Officer (Housing & Assets)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report advises Cabinet of the in-principle award of £1.1M grant from the Welsh Government's Innovative Housing Programme (IHP) to the Council to develop 12 apartments on land at St Andrew's Church, Garden City, Queensferry.

The report details the background to the IHP, along with the bid application process followed, along with the proposed Modern Method of Construction to be utilised on the scheme.

Finally, the report provides information on the terms and conditions attached to the grant award, along with the on-going evaluation and appraisal of the scheme.

### RECOMMENDATIONS

1.	Cabinet approve the delivery of 12 new apartments on land at St Andrews Church, Garden City at a projected cost of £2.199m following the award of £1.1M capital grant through Welsh Government's Innovative Housing Programme (IHP).
2.	Cabinet approve Housing Revenue Account borrowing of £1.099m to fund the balance of the total projected scheme cost.

## REPORT DETAILS

1.00	<b>BACKGROUND</b>
1.01	In February 2017 the Cabinet Secretary for Communities and Children announced the Innovative Housing Programme (IHP). This followed the publication of the Farmer Report into the construction industry which indicated that the construction sector must <i>'Modernise or Die'</i> and the <i>'More: Better'</i> report into modern methods of construction. The latter was commissioned by Welsh Government.
	<b>Aims and Objectives of the IHP</b>
1.02	<p>The scheme seeks to support innovation in a broad context covering construction techniques, delivery pathways and housing types across all tenures. Refurbishment of existing residential dwellings is not eligible. The main aims of the IHP are to:</p> <ul style="list-style-type: none"> <li>• Increase the supply of affordable housing as part of the 20,000 additional affordable homes target, set by Welsh Government.</li> <li>• Do this in a way that aligns with the design and delivery of affordable housing with the seven goals of the Wellbeing of Future Generations Act (WFGA);</li> <li>• Address cost and value in new homes, and develop housing that meets specific current and future housing needs;</li> <li>• Provide support for those willing to innovate through the use of alternative approaches;</li> <li>• Demonstrate benefits associated with alternative approaches, with a view to encouraging wider uptake;</li> <li>• Harness opportunities to deliver jobs, skills training, and develop local industry;</li> <li>• Publicly disseminate key findings and maximise learning;</li> <li>• Help to tackle poverty by providing homes which are more energy efficient and cheaper to run;</li> <li>• Support wider regeneration and economic development.</li> </ul>
1.03	The IHP has a target of 1,000 affordable homes as part of the Welsh Government's 20,000 affordable homes target and has been approved for three years, with a budget over this period of £90 million. The Programme was launched in 2017/18. Twenty demonstrator affordable housing projects from housing associations and local authority projects were funded in 2017-18 – Year 1, with a total grant commitment of £19 million.
1.04	The bidding process for Year 2 started in April 2018 and for the first time allowed projects from both private companies and social landlords to be considered. The site identified by Flintshire County Council for the proposed IHP is situated to the west of Sealand Avenue and to the rear of the Church of St Andrew and the Curate's house (Appendix 1). In total, the size amounts to 0.41 acres and has combined land under the current ownership of the Council with land bought from the Church of Wales in March 2017 using

	Welsh Government Vibrant and Viable Places (VVP) capital grant funding.												
1.05	This enabled the church to release funds to reinvest towards the refurbishment of St Andrew's Church and the development of the St Andrews Hub which has been developed in partnership with Flintshire Social Services where support services are provided.												
1.06	<p>The table below provides details of the bid submission process followed by the Council for the IHP.</p> <table border="1"> <tr> <td>Application form and guidance issued by Welsh Government</td> <td>April 2018</td> </tr> <tr> <td>Welsh Government Application events</td> <td>May 2018</td> </tr> <tr> <td>Wales Design Commission Review and Presentation</td> <td>26 June</td> </tr> <tr> <td>Completed application form submitted</td> <td>Thursday 12th July 2018</td> </tr> <tr> <td>Welsh Government Clarification process (includes due diligence checks for PS bodies)</td> <td>October 1<sup>st</sup> 2018</td> </tr> <tr> <td>Ministerial announcement &amp; applicants informed</td> <td>Tuesday 16<sup>th</sup> October</td> </tr> </table>	Application form and guidance issued by Welsh Government	April 2018	Welsh Government Application events	May 2018	Wales Design Commission Review and Presentation	26 June	Completed application form submitted	Thursday 12th July 2018	Welsh Government Clarification process (includes due diligence checks for PS bodies)	October 1 <sup>st</sup> 2018	Ministerial announcement & applicants informed	Tuesday 16 <sup>th</sup> October
Application form and guidance issued by Welsh Government	April 2018												
Welsh Government Application events	May 2018												
Wales Design Commission Review and Presentation	26 June												
Completed application form submitted	Thursday 12th July 2018												
Welsh Government Clarification process (includes due diligence checks for PS bodies)	October 1 <sup>st</sup> 2018												
Ministerial announcement & applicants informed	Tuesday 16 <sup>th</sup> October												
1.07	The Minister for Housing announced on October 16 <sup>th</sup> that Flintshire had been successful with its submission for the development of 12 apartments with the flexibility to meet changing needs in social housing including apartment's size, wheelchair accessibility and supported living on land at St Andrews Church, Garden City.												
	<b>Modern Methods of Construction (MMC)</b>												
1.08	The scheme will be delivered through the Strategic Housing And Regeneration Programme (SHARP) and marks a new way of developing affordable homes for the Council. This will bring the total number of properties completed or approved by Cabinet, and delivered by SHARP, to 305. The properties will be managed within the Council's Housing Revenue Account (HRA) and will be sufficiently flexible to house a range of local people as well as enabling the Council to explore different delivery models.												
1.09	The IHP provides an ideal opportunity to challenge the norm of developing through traditional forms of construction given its site location, embedded within the land between the St Andrews Church and adjacent housing. A locally sourced timber frame form of construction will be utilised, manufactured off-site, which will provide the opportunity to manufacture the superstructure off the critical path and bring to site ready for immediate erection once the project has reached DPC. This will improve buildability with												

	<p>a watertight structure earlier in the process, allowing internal trades to progress more quickly. It also minimises the disruption to local properties and the ongoing operations at the Church, which can be caused from a lengthy traditional form of construction with brickwork intensive packages.</p>
1.10	<p>Consisting of 12 apartments - each with its own front door - the scheme will be flexible in design and can be easily adapted to meet a wide-range of housing needs (Appendix 2). A low maintenance façade will also be utilised with a mix of materials including through colour render and facing brickwork which will decrease any future lifecycle liability. Roof gardens will be utilised throughout the scheme to maximise the use of the available space and promote a feeling of home for new residents. The proposed housing mix is as follows:</p> <ul style="list-style-type: none"> <li>• 1 Bed apartments x 4</li> <li>• 2 Bed apartments x 8</li> </ul>
1.11	<p>The scheme will meet Welsh Development Quality Requirements, Lifetime Homes and Secured by Design, and has been designed to maximise wheelchair accessibility throughout the ground floor in order to future proof the development for Learning Difficulties provision. In addition, the large roof voids within the build will provide future potential to expand into the roof space to provide additional living accommodation with resilience designed in and able to adapt and respond to changing occupant requirements.</p>
1.12	<p>This scheme will ensure the Council will be in a position to provide an inclusive community that supports independence and the empowerment of vulnerable residents with Learning Difficulties.</p>
1.13	<p>The scheme will be used to address a number of key housing issues faced by the Council. A number of 3 bed Council properties in Garden City are under-occupied. The new scheme will provide an opportunity for the Council to release larger family homes by allocating to local people under occupying and also allow them to stay in their community where their social support networks are present, avoiding risk of social isolation and loneliness.</p>
1.14	<p>Another key challenge facing the Council is the rising cost of providing bed and breakfast/emergency accommodation for people who present as homeless. In response to this, the Council has established its Work Place Project, a partnership between Flintshire County Council Housing Solutions, Communities for Work and Job Centre Plus. The project aims to provide housing linked to support and employment for people who are currently subject to a homeless duty. Two units will have tenancies with conditionality, to seek and secure employment, and to achieve this the Council will provide the individuals with employment training to assist them into work and help them sustain their tenancy. Through the Project, an experienced mentor will be assigned specifically to support clients through the process ensuring that the client is on a work programme and pathway which is bespoke for the person.</p>
1.15	<p>It is intended that the new housing scheme will work closely with the St Andrews Hub where tenants could regularly access for social interaction, training and support. In addition, it is proposed that clients on the Work Place</p>



	Project will be given apprenticeships, job placement and training opportunities on this and other SHARP schemes utilising the St Andrews Hub for classroom-based training.
	<b>Delivery</b>
1.16	As a successful bidder, the Council must be able to provide a signed build contract by 5 March 2019 containing a start on site date no later than 30 April 2019.
1.17	The Council is planning to start on site at the beginning of April 2019 and is projecting a significant reduction in the number of weeks on site when compared to utilising traditional methods of construction.
	<b>Monitoring and Evaluation</b>
1.18	Meeting the research aims set out in the technical specification is integral to the success of the IHP. Welsh Government intends to build an evidence base of what works and what doesn't, to inform future policy and investment decisions.
1.19	All successful schemes will be required to participate in the monitoring and evaluation exercise as a condition of grant. Specific additional evaluation may be commissioned in order to investigate an individual scheme's innovation focus, and the nature of this evaluation will be discussed and agreed on a scheme specific basis.
1.20	After initial analysis the data collected will be open sourced to enable further analysis and research to take place.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The projected costs of the scheme are £2.199m. A capital grant offer of £1.1m has been received by the Council following the successful completion of all the checks and processes referred to above by Welsh Government. This is equivalent to £0.996m capital grant and £0.126m for the cost of innovation for the originally submitted scheme. The scheme meets the Council's payback requirements and will achieve pay back in year 35. A summary of financial assumptions is included in Appendix 3.
2.02	The properties will be managed within the Council's HRA, with the balance of £1.099m funded by prudential borrowing.
2.03	The timeframe to finalise these costs with Welsh Government is January 2019. Welsh Government were advised by the Council at the time of the original submission that these were indicative costs and that further work was being undertaken to finalise Stage 1 Cost Plan Costs.
2.04	Where final costs of successful schemes are higher than the estimate the rationale for the increase must be clearly stated and verified as being reasonable or unforeseeable by an independent cost consultant before the

	Grant Offer Letter is issued.
2.05	A Grant Offer Letter will only be issued when final costs are known and agreed.
2.06	Local housing authorities can only be paid in arrears.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	A consultation event has been undertaken with local residents as part of the formal planning process at St Andrews Church on Tuesday 4 <sup>th</sup> December 2018. The responses received from this event will be included in the planning application for the scheme.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	A Line of Balance Programme Plan is used to monitor progress against key milestones. This is monitored at weekly progress meetings between the Council and Wates Construction Limited.
4.02	Progress on the SHARP is also reported to the Council's Housing Programme Board. A strategic and operational Risk Register is also reported to this Board and details of proposed mitigation to emerging issues discussed and agreed.
4.03	Monthly meetings are held with between the Chief Officer for Housing And Assets and the Managing Director of Wates Construction Limited on a monthly basis.
4.04	All SHARP schemes are subject to robust design and financial appraisal and must be approved by both the Council Cabinet and NEW Homes Board respectively.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Site Layout of Proposed Scheme on land at St Andrew's Church, Garden City.
5.02	Appendix 2 – Block A Plans and Site Elevations of Proposed Scheme on land at St Andrew's Church, Garden City.
5.03	Appendix 3 – Financial Appraisal Summary


<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Office: Melville Evans</b> <b>Job Title: Housing Programmes Manager</b>

	Telephone: 01352 701436 E-mail: <a href="mailto:melville.evans@flintshire.gov.uk">melville.evans@flintshire.gov.uk</a>
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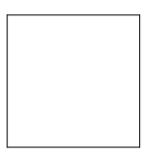
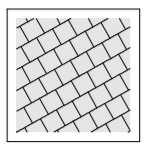
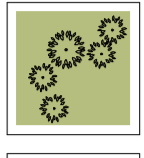
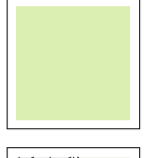
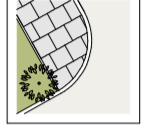
<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Modern Methods of Construction (MMC)</b> - collective term used to describe a number of construction methods. The methods being introduced into UK house building differ significantly from so-called conventional construction methods such as brick and block.</p> <p><b>Strategic Housing And Regeneration Programme (SHARP)</b> – Flintshire County Council House Building Programme which will build 500 new homes (200 Council) and 300 (affordable).</p>

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Rev.	Date	Initials	Remarks
A	20/10/2018	SKV	Site layout amended to account for Block A and Block B amendments.
B	16/11/2018	SKV	Site layout amended to account for Block A and Block B redesign - External layout amendments
C	-	-	-
D	-	-	-

Sealand Avenue, Garden City, Flintshire For Flintshire County Council			Drawn SKV	 <b>Paterson Macaulay &amp; Owens</b>
Innovative Housing Project: Sketch Scheme - Site Layout Plan			Checked SKV	
<small>© 2018 Paterson Macaulay &amp; Owens 01257. The drawings, details and information shown on this document are subject to the copyright of the architect Paterson Macaulay &amp; Owens &amp; are not to be used, reproduced or disclosed without their express permission. Likewise, third parties are not to have a licence or sub-licence to use the design without the architect's consent. This drawing, including dimensions are to be verified on site prior to commencement of work. Any discrepancies should be brought to the attention of Paterson Macaulay &amp; Owens immediately. Do not scale from this drawing.</small>			Job no 4774	Date July 2017 Scale 1:250 Rev B
			Orig no IHPL01	Bejington Telephone 0155 334 0569 Mold Telephone 01302 759763 E-Mail enquiries@pmao.co.uk www.pmao.co.uk

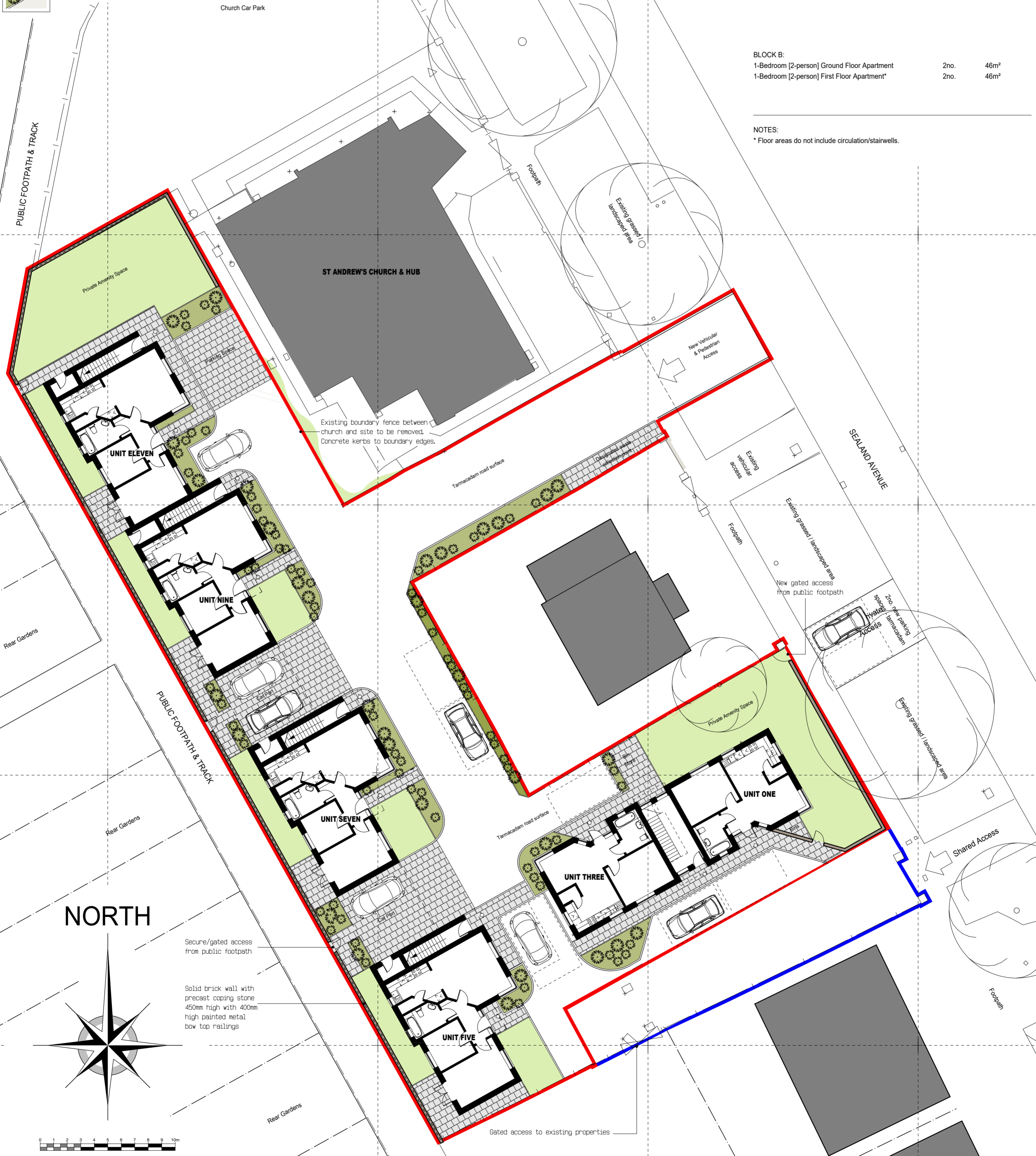
Preliminary Drawing

-  Public:  
Tarmacadam access road / vehicular route.
-  Private and semi-private zones:  
Contrasting concrete block paving to paths, car ports and patios.
-  Planter/Shrubbery
-  Lawn/grassed areas
-  Raised kerbs to demarcate floor finishes, public and private/semi-private zones.

**ACCOMMODATION SCHEDULE**

UNIT TYPE	QUANTITY	UNIT AREA
<b>BLOCK A:</b>		
2-Bedroom [3-person] Adapted Ground Floor Apartments	4no.	65m <sup>2</sup>
3-Bedroom [5-person] First Floor - 2-Storey Apartments*	4no.	95m <sup>2</sup>
<b>BLOCK B:</b>		
1-Bedroom [2-person] Ground Floor Apartment	2no.	46m <sup>2</sup>
1-Bedroom [2-person] First Floor Apartment*	2no.	46m <sup>2</sup>

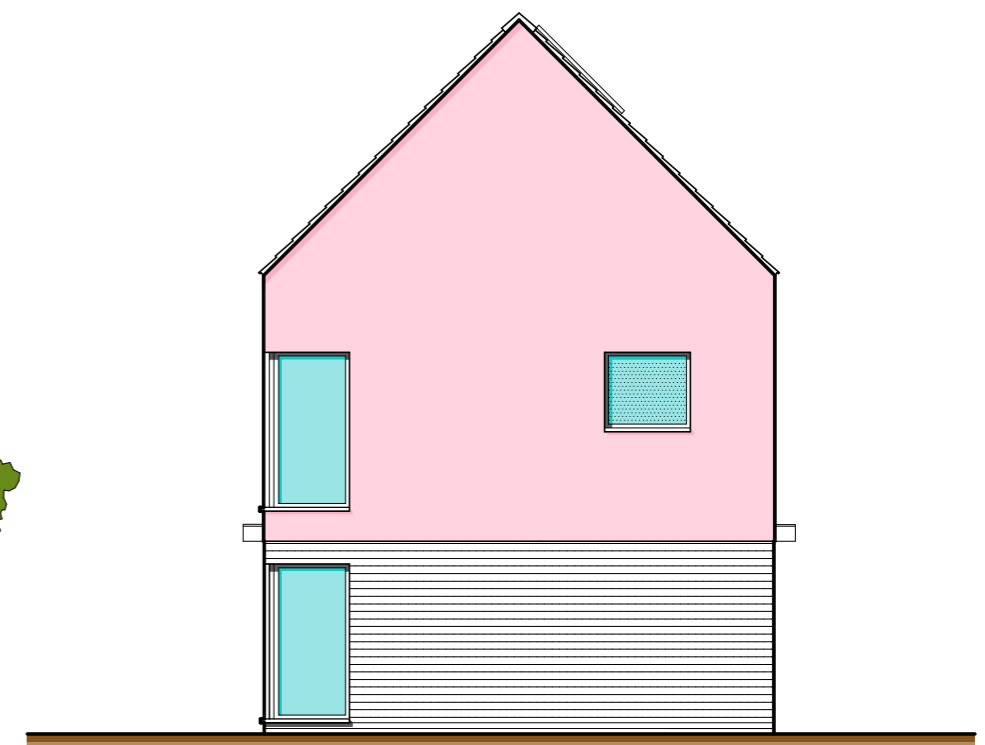
**NOTES:**  
\* Floor areas do not include circulation/stairwells.



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PROPOSED ENTRANCE ELEVATION - [SOUTH EAST]

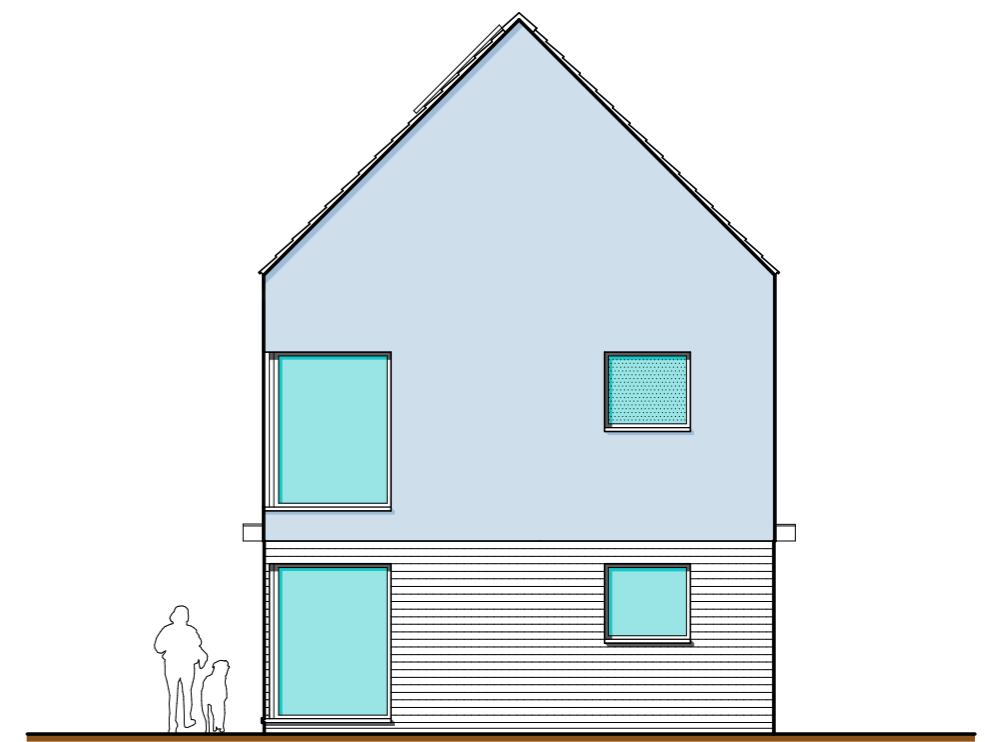


PROPOSED SIDE ELEVATION - [SOUTH WEST]

Page 55



PROPOSED ENTRANCE ELEVATION - [NORTH EAST]



PROPOSED SIDE ELEVATION - [SEALAND AVENUE - NORTH EAST]

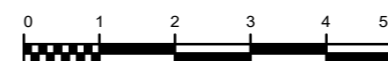
**MATERIALS:**

**WALLS:**  
Mix of brick slips and K-Rend render finish


**ROOFS:**  
Concrete tiles  
Velux rooflights  
Photo voltaic roof panels

**DOORS & WINDOWS:**  
Double glazed UPVC framed units [Grey]

**RAINWATER GOODS:**  
UPVC gutters and downpipes [Grey]



Rev.	Date	Initials	Remarks
A	27/09/2018	cm	Amendments to existing side elevation and new side elevation
B	09/10/2018	jskw	New side elevation - Amendments to existing elevations
D	-	-	-

Sealand Avenue, Garden City, Flintshire For Wates Residential		Drawn jskw	 <b>Peterson Macaulay &amp; Owens</b>
BLOCK B: 1-Bedroom / 2-Person Flats Plans & Elevations		Checked gws	
		Date Nov 18	Belfington Telephone 0151 294 0599 Mold Telephone 01956 795709 E-Mail enquiries@petersonarchitects.com www.petersonarchitects.com
		Scale 1:100	
<small>COPYRIGHT Peterson Macaulay &amp; Owens © 2017. The drawings, details and information shown on this document are subject to the copyright of the architect Peterson Macaulay &amp; Owens &amp; are not to be used, reproduced or disclosed without their express permission. Likewise, third parties who do not have a license or sub-license to use the design will not be entitled to use the drawings without the architect's consent. This drawing, including dimensions are to be verified on site prior to commencement of works. Any discrepancies should be brought to the attention of Peterson Macaulay &amp; Owens immediately. Do not scale from this drawing.</small>		Job no 4774	Draw no IHPP02 Rev C

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## Financial Summary

### Garden City Innovative Housing Programme

HRA Scheme Costs	
Works	£ 2,099,632
QS Fees	£ 18,897
Clerk of Works	£ 4,704
SHARP Adviser	£ 5,669
Contingency	£ 43,123
S106 (Play)	£ 8,796
S106 (Education)	£ 18,469
Land Acquisition	£ -
<b>Total Scheme Cost</b>	<b>£ 2,199,290</b>

Costs Per Unit	
Average Scheme Cost Per Unit	<b>£ 183,274</b>

No. of Units	
1 bed apartments	4
2 bed apartments	8
<b>Total HRA Units</b>	<b>12</b>

Funding	
HRA Borrowing	£ 1,099,290
IHP Grant Allocation	£ 1,100,000
Grant %	50%
<b>HRA Payback Year</b>	<b>35</b>

### Scheme Assumptions

Rent Inflation	2.0%
Price Inflation	2.0%
Interest Rate	4.3%

Annual Costs	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5+
Management	400	400	400	400	400
Maintenance	100	200	200	400	400
Void/Bad Debts	2.50%	2.50%	2.50%	2.50%	2.50%
Cyclical	0	0	0	0	0

Asset Replacement	Renew after	1/2 bed apartment £	2/3 bed House £	Bungalow £
Boiler	10 Yrs	£ 1,200	£ 1,200	£ 1,200
Kitchen	15 Yrs	£ 4,500	£ 4,500	£ 4,500
Bathroom inc. WC	25 Yrs	£ 4,200	£ 4,200	£ 4,200
Windows/Doors	20 Yrs	£ 4,500	£ 6,500	£ 6,500
Radiators	20 Yrs	£ 1,000	£ 1,500	£ 1,500
Electric Upgrade	15 Yrs	£ 350	£ 350	£ 350

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## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Regional Carers Strategy
<b>Cabinet Member</b>	Cabinet Member for Social Services
<b>Report Author</b>	Chief Officer (Social Services)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report summarises for cabinet the key decisions and activities undertaken to develop a North Wales Carers Strategy. The report provides a summary of the key elements of the strategy which are firstly a North Wales vision for carers, secondly service standard for carers and thirdly an action plan to implement the strategy. The carer's strategy has been developed to respond to issues arising from the North Wales population needs assessment and has been led by the Regional Partnership Board. Flintshire is well represented on all the key groups which have developed the strategy including, the North Wales Carers Operational Group and The North Wales Young Carers Operational Group. A key element for Flintshire is to consider our responsibility as a major employer along with other partners to identify carers within the organisation and to adopt carer friendly policies including flexible working practices were reasonable and practicable.

### RECOMMENDATIONS

1	To consider the North Wales Strategy and commit the Council to sign up to it.
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## REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND</b>
1.01	<p>The vision and development for the North Wales Carers Strategy has been led by:</p> <ul style="list-style-type: none"> <li>• North Wales Carers' Strategic Group</li> <li>• North Wales Carers' Operational Group</li> <li>• North Wales Young Carers' Operational Group</li> <li>• Carers Reference Group</li> </ul>
1.02	<p>The strategy has been developed following the completion of the North Wales Population Needs Assessment and subsequent action plans and has been supported by the Regional Partnership Board. Flintshire has been represented on both the North Wales Carers' Operational Group and North Wales Young Carers' Operational Group and has had the opportunity to feed in information from a Flintshire Perspective.</p>
1.03	<p>Flintshire residents who attend the Case Reference Group have also had the opportunity to contribute to the development of this strategy. Wider consultation with Flintshire residents and staff has not been completed on the strategy itself. However, general feedback gathered from Flintshire carers and social services staff on what is important to carers was fed into the operational groups.</p>
1.04	<p>The feedback received from carers highlighted that good quality reliable support for the person cared for is of paramount importance and contributes to their well-being as carers and that carers value the range of support provided by third sector organisations. Carers also appreciate being listened to, being recognised, respected and heard by people responsible for designing and providing services for them and the person they care for.</p>
1.05	<b>Summary of the Strategy</b>
1.06	<p>The strategy is made up of three parts:</p> <ol style="list-style-type: none"> <li>1. A North Wales Vision for Carers Services</li> <li>2. Service Standards</li> <li>3. An Action Plan</li> </ol>
1.07	<p>The Vision for services is made up of a number of wellbeing outcomes and each organisation committed to the strategy will agree to achieving following:</p> <ul style="list-style-type: none"> <li>• <b>Promote general awareness</b> of carers and caring to the wider population and to all relevant staff in the health and care sector.</li> <li>• <b>Think</b> carer in commissioning and assessing needs, with attention to rurality and those furthest from services for other reasons.</li> <li>• <b>Involve</b> carers of all groups and communities in decision-making and planning processes.</li> <li>• <b>The early identification</b> of carers at first contact with services.</li> </ul>
1.08	<p>Also as employers, partners will be ask to:</p> <ul style="list-style-type: none"> <li>• Identify carers in the organisation</li> <li>• Adopt a carer friendly infrastructure</li> </ul>

	<ul style="list-style-type: none"> <li>• Commit to equitable provision for carers</li> <li>• Provide opportunities to hear the voice of carers in the workplace</li> <li>• Allow flexible working practices, where reasonable and practicable</li> </ul>
1.09	The Standards within the document are adopted from the Triangle of Care, which are felt to be particularly relevant to local authorities and BCUHB. Partners working on the strategy feel these standards provide a strong base on which to develop services, with and for carer, across the region.
1.10	The Standards also require partner to ensure Carers can: <ul style="list-style-type: none"> <li>• Access information and advice (and where appropriate formal advocacy) services tailored to the needs of carers in different life stages (e.g. young carers, parent carers, carers of adults), circumstances and conditions, and stages of the caring journey</li> <li>• Access training on the new skills carers may need when they begin or adapt to their new caring role and access to peer support when appropriate</li> <li>• Access an assessment (what matters conversation) as a carer in their own right.</li> </ul>
1.11	The Standards also require partners to: <ul style="list-style-type: none"> <li>• Ensure carers and the essential role they play are identified at first contact or as soon as possible thereafter</li> <li>• Develop a general care and support plan</li> <li>• Signpost to appropriate services</li> <li>• Determine eligibility for support to the carer to care</li> <li>• Ensure support plans are centred on personal well-being outcomes that carers have identified themselves, setting out the support to help them achieve their personal well-being outcomes. This will be subject to regular reviews by local authorities, and re-assessment of needs if a carer's circumstances change.</li> </ul>
1.12	Partners are also required to ensure that: <ul style="list-style-type: none"> <li>• Carers' views and knowledge are sought, shared, used and regularly updated as overall care plans and strategies are co-produced</li> <li>• Staff are carer aware and trained in carer engagement strategies from the outset</li> <li>• Staff are aware of and welcome the valuable contribution carers can make and be mindful of carers' own needs. (Staff need knowledge, training and support to become carer aware)</li> <li>• A carer focused introduction to the service and staff is available, with a relevant range of information across the care pathway</li> <li>• Policy and practice protocols on confidentiality and sharing of information are in place</li> <li>• Defined post(s) responsible for carers are in place (carers leads)</li> <li>• A range of carer support services are available.</li> </ul>
1.13	Finally, the Strategy asks that local, sub-regional and regional commissioning gives carers a voice in local decision-making and makes sure that all services in the area become more carer aware and carer

	friendly. Commissioners are also asked to ensure services with carer expertise are able to raise the carer awareness of all agencies in an area. It is also incumbent on the commissioners to ensure services designed to find carers and help them to identify their needs and that commissioning support services for carers with particular support needs and /or entitlements.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	<p>The main resources for the strategy are taken forward by the Regional Partnership Team which supports the Regional Partnership Board.</p> <p>Flintshire contributes towards these arrangements as part of an overall regional infrastructure but no specific financial resources are required for the implementation of this carers strategy. Flintshire already provides significant financial support to voluntary organisations working with carers, which will continue.</p>
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	As referred to in Section 1.02 and 1.03 above, consultation was carried out by the North Wales Regional Partnership Board.
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	Not applicable to this report.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	The North Wales Carer's Strategy – June 2018
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<p><b>Contact Officer:</b> Jane Davies, Senior Manager Safeguarding and Commissioning  <b>Telephone:</b> 01352 702503  <b>E-mail:</b> <a href="mailto:jane.m.davies@flintshire.gov.uk">jane.m.davies@flintshire.gov.uk</a></p>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<b>North Wales Population Needs Assessment:</b> This report is an assessment of the care and support needs of the population in North Wales, including the support needs of carers. It has been produced by the six North Wales Councils
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	and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales, to meet the requirements of the Social Services and Wellbeing Act (Wales) 2014.
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GOFAL A LLESIANT **GOGLEDD CYMRU**

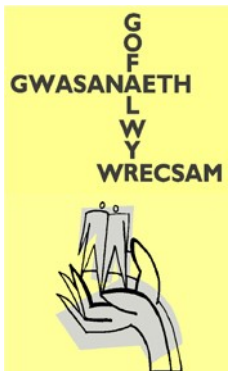
**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE



## North Wales Carers' Strategy

- A strategy for carers of all ages

June 2018



Credu - connecting young carers in Wrexham, Conwy and Denbighshire  
Credu - yn cysylltu gofalwyr ifainc Wrecsam, Conwy a Sir Ddinbych

North Wales Regional Partnership Board

Project leads: Morwena Edwards

Bethan Jones Edwards

Ffion Johnstone



CYDWEITHREDFA GWELLA GWASANAETHAU  
GOFAL A LLESIANT **GOGLEDD CYMRU**

**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

## North Wales Carers' Strategy

- a strategy for carers of all ages

June 2018

### Introduction

The North Wales Regional Partnership Board recognises the key role that carers of all ages have in the health and social care environment and that they need to be valued for the support they provide. The partnership also recognises that they need to be supported in this vital role. This strategy acknowledges the importance of working in partnership with carers throughout their contact with services and is based on the principles of the Triangle of Care model developed originally as a guide to best practice in mental health care in England.

This is also in line with the Social Services and Well Being (Wales) Act 2014 (SSWBA) which legislates for enhanced rights for carers of all ages and simplifies and consolidates the law, giving them for the first time equivalent rights to the person they care for. The act also gives carers the absolute right to choose whether and to what extent they are or remain carers. Carers have the right to say no to taking on a carer's role as well as a right not to continue in their role as carer, and to be supported in this.

When referring to carers, we mean unpaid carers of all ages (including young carers and young adult carers) and background who look after a relative or friend who is ill, frail or is a disabled person, who cannot manage to live at home without the carer's practical or emotional unpaid support. Whilst acknowledging that carers will have different responsibilities, such as carers of people with long term conditions, carers of people with dementia, carers of individuals with mental health problems or carers of substance misusers, it is acknowledged that a carer's needs are unique to the individual and can differ substantially from the needs of the person cared for.

The Social Services and Well Being (Wales) Act 2014 defines a carer as a person who provides or intends to provide care for an adult or child. This definition includes carers of all ages.

Young carers are defined as carers who are under the age of 18, and young adult carers as being aged 16-25.

Carers often do not see themselves as carers. They will describe themselves as a parent, husband, wife, partner, son, daughter, brother, sister, friend or neighbour, but not as a carer.

A *parent carer* is a parent or guardian who has additional duties and responsibilities towards his/her child because his/her child has an illness or disability. Parent carers will often see themselves as parents rather than carers, but they may require additional services in order to meet or continue to meet the needs of their child.

Carers of all ages in North Wales currently benefit from a range of services including information, advice and support. These services include one to one support, support groups, forums, cafes, emotional support, counselling, training, therapies, benefits advice, carer breaks, peer support, activities, advocacy, support for carers of people with long term conditions as well as direct payments, support budgets and one off grants. Carers are also supported by third sector organisations to access life-long learning, employment and volunteering opportunities. Carers services also provide carer awareness training for professionals, e.g. student nurses, social work staff and GPs and are able to attract sources of external funding to support the work that they do.

Whilst there is quantitative data available on services available for carers, this report focuses on looking through the eyes of carers to understand what matters to them and what will contribute to the well-being and improving their circumstances. Partners have talked to carers of all ages about what helps them to be a carer, to continue being a carer and to live their life the way they want to.

The scope of this work has included:

1. Understanding where we are at and what success looks like.
2. Understanding our priorities should be in terms of getting there.
3. Being clear on funding and the sustainability of services for the future.
4. Understanding added value of working together regionally as well as collaboratively.

It has not included an evaluation of current services, nor has it undertaken a cost benefit analysis or a return on investment assessment of those services that are currently delivered.

Carers of all ages have told us that good quality reliable support for the person cared for is of paramount importance and contributes to their well-being as carers. They've also said that they really value the range of support provided by third sector organisations. Importantly also, they've said that they appreciate being listened to, being recognised, respected and heard by people responsible for designing and providing services for them and the person they care for.

This has enabled us to work together as partners to produce our vision for carers' services in North Wales which is to:

- Think carer

- Involve carers of all groups and communities in decision-making and planning
- Work in partnership to design and co-produce services around the carer

Partners' vision for carers' services in North Wales has led to the development and co-production of the offer for carers in North Wales which incorporates standards of service that partners are committed to achieving.

# North Wales Carers' Strategy - Summary

## The offer for carers in North Wales

Partners' vision for carers' services in North Wales has led to the development and co-production of the offer for carers in North Wales by the following groups:

- North Wales Carers' Strategic Group
- North Wales Carers' Operational Group
- North Wales Young Carers' Operational Group
- Carers Reference Group

## Personal well-being outcomes for carers

Partners want to achieve the following personal well-being outcomes for all carers in North Wales, with the needs of the carer depending on the needs of the person cared for:

- That individual carers' needs, including language needs are met in the best way
- That carers come to mind as soon as the person cared for

In doing this, we also want to make sure that:

- We provide services that are consistent
- There is added value by working collaboratively
- Services and funding are not duplicated
- We adhere to best practice

To achieve this, partners will commit to:

- **Promote general awareness** of carers and caring to the wider population and to all relevant staff in the health and care sector
- **Think carer** in commissioning and assessing needs, with attention to rurality and those furthest from services for other reasons
- **Involve carers** of all groups and communities in decision-making and planning processes
- **The early identification** of carers at first contact with services

Also, as employers, partners will:

- Identify carers in the organisation
- Adopt a carer friendly infrastructure
- Commit to equitable provision for carers
- Provide opportunities to hear the voice of carers in the workplace
- Allow flexible working practices, where reasonable and practicable

## Standards of service

The following standards were adopted from the Triangle of Care and are particularly relevant to local authorities and BCUHB. Partners agreed these standards provide a

strong base on which to develop services, with and for carer, across the region.

- Carers' views and knowledge are sought, shared, used and regularly updated as overall care plans and strategies are co-produced
  - Staff are carer aware and trained in carer engagement strategies from the outset
  - Staff need to be aware of and welcome the valuable contribution carers can make and be mindful of carers' own needs
- Staff need knowledge, training and support to become carer aware
  - A carer focused introduction to the service and staff are available, with a relevant range of information across the care pathway
- Carers and the essential role they play are identified at first contact or as soon as possible thereafter
- Policy and practice protocols on confidentiality and sharing information are in place
- Defined post(s) responsible for carers are in place (carers leads)
- A range of carer support services is available

These standards will have implications for all partners when services for carers are commissioned and delivered:

- Local, sub-regional and regional commissioning:
  - agencies designed to give carers a voice in local decision-making and make sure that all services in the area become more carer-aware and carer-friendly
  - services with carer expertise able to raise the carer awareness of all agencies in an area
  - services designed to find carers and help them to identify their needs and entitlements
  - support services for carers with particular support needs and/or entitlements
- Ready access to information and advice (and where appropriate formal advocacy) services tailored to the needs of carers in different life stages (e.g. young carers, parent carers, carers of adults), circumstances and conditions, and stages of the caring journey
- Access to training on the new skills carers may need when they begin or adapt to their new caring role and to peer support when appropriate
- The right to an assessment (what matters conversation) as a carer in your own right:
  - to develop a general care and support plan
  - signpost to appropriate services; and
  - determine eligibility for support to them to care
- For eligible carers:
  - A support plan centred on personal well-being outcomes they have identified themselves.
  - It will set out the support to help them achieve the personal well-being outcomes identified.
  - Support plans will be subject to regular reviews by local authorities, and re-assessment of needs if their circumstances change.

In accordance with the standards agreed, the following headline plan outlines the actions and lead responsibility for implementation.

No	Standards	Action	Regional responsibility for action	Local responsibility
1.	Engagement with carers and carers voice	Carers views and knowledge are sought, shared, used and regularly updated as overall care plans and strategies take shape.	NWCSG	All partners
		Agencies designed to give carers a voice in local decision making and make sure all services in the area become more carer-aware and carer-friendly	NWCSG	All partners
2.	Induction and training for carers and staff	A carer focused introduction to the service and staff are available, with a relevant range of information across the care pathway	NWCOG, in collaboration with NWYCOG	All partners
		Staff are trained in carer awareness and engagement strategies.	NWCOG, in collaboration with NWYCOG	All partners
		Carers need access to training on the new skills they may need when they begin or adapt to their new caring role and to peer support when appropriate	NWCOG/NWYCOG	All partners
3.	Assessment and support for all carers	Carers to be part of an assessment (what matters) conversation in their own right	NWCOG/NWYCOG	Local authorities
		A support plan centred on personal well-being outcomes they have identified themselves to achieve the personal well-being outcomes identified and subject to regular reviews and re-assessment of needs if circumstances change	NWCOG/NWYCOG	Local authorities working with partners
		Ready access to information, advice and peer support (and where appropriate formal	NWCOG, in collaboration with NWYCOG	All partners

No	Standards	Action	Regional responsibility for action	Local responsibility
		advocacy) services tailored to the needs of carers in different life stages, circumstances and conditions and stages of the caring journey		
		A range of flexible carer breaks is available	NWCSG	Local authorities working with partners
		Specialist advocacy, including for Continuing Health Care and for young carers	NWCSG	Local authorities, BCUHB working with partners
4.	Policy and practice protocols	Policy and practice protocols on confidentiality and sharing information are in place.	NWCSG	All partners
5.	Adopt employer standards	<ul style="list-style-type: none"> <li>Identifying carers in the organisation</li> <li>Adopting a carer friendly infrastructure</li> <li>Committing to equitable provision for carers</li> <li>Providing opportunities to hear the voice of carers in the workplace</li> <li>Allow flexible working practices, where reasonable and practicable</li> </ul>	NWCOG	All partners
6.	Carer leads	Defined posts responsible for carers are in place	Local authorities, BCUHB	
7.	Develop success measures and data collection arrangements	Performance measures agreed	NWCSG	All partners
		Data collection arrangements agreed and underway	NWCOG/NWYCOG	All partners



Noted below are the proposed headline success measures as agreed by partners. These will be collated by the NWCOG and progress monitored by the NWCSG to improve services and inform future planning. Two of the measures are the same as those in the Welsh Government Outcomes Measures Framework, with the others considered to be important to measure the progress of our strategy in North Wales. These success measures place a strong focus on improving the life circumstances of carers, listening to their views and involving them in the design of services.

- Carers of all ages report satisfaction with the assessments and personalised support they receive, have access to the services they need and have an understanding of their rights under the Social Services & Wellbeing (Wales) Act.
- Social workers and other care practitioners can evidence that they are applying the well-being principle in all their adult social care decisions.
- The number of assessments in 2018 has increased in line with the Regional Partnership's own estimate.
- Carers reporting they felt involved in designing the care and support plan for the person that they care for (Welsh Government, 2015)
- Carers reporting they feel supported to continue in their caring role
- If a carer is facing a crisis, they know how to access a rapid response service to assess and respond to their need.

Taken together, the vision, standards and delivery by partners of good quality services for carers of all ages in North Wales will contribute to improving their circumstances and well-being.



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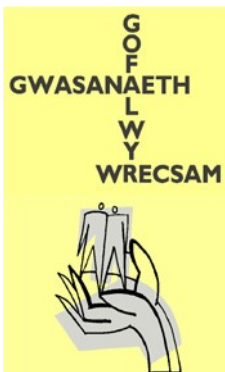
**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE



# North Wales Carers' Strategy

- A strategy for carers of all ages

June 2018



North Wales Regional Partnership Board

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CYDWEITHREDFA GWELLA GWASANAETHAU  
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**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

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## 1.0 Context and background

Carers of all ages have a key role in the health and social care environment; the North Wales Regional Partnership Board places great value on this and also recognises that it needs to act to ensure that carers are well supported in all circumstances. This strategy acknowledges the importance of working in partnership with carers throughout their contact with services and is based on the principles of the Triangle of Care model developed originally as a guide to best practice in mental health care in England.

When referring to carers, we mean unpaid carers of all ages (including young carers and young adult carers) and background who look after a relative or friend who is ill, frail or is a disabled person, who cannot manage to live at home without the carer's practical or emotional unpaid support. Whilst acknowledging that carers will have different responsibilities, such as carers of people with long term conditions, carers of people with dementia, carers of individuals with mental health problems or carers of substance misusers, it is acknowledged that a carer's needs are unique to the individual and can differ substantially from the needs of the person cared for.

## 2.0 The Social Services and Well Being (Wales) Act 2014

The importance of supporting carers is also aligned with the Social Services and Well Being (Wales) Act 2014 (SSWBA) which legislates for enhanced rights for carers of all ages and simplifies and consolidates the law, giving them for the first time equivalent rights to the person they care for. The act also gives carers the absolute right to choose whether and to what extent they are or remain carers. The Act re-defines the responsibility of individuals and families for maintaining their own health and wellbeing, and requires a change in culture that provides a greater focus on promoting resilience, independence, self-care and community support. The Act recognises that carers have a key role in the preventative service approach and local authorities should therefore help ensure that carers are able to live their own lives as independently as possible. Carers have the right to say no to taking on a carer's role as well as a right not to continue in their role as carer and to be supported in this. These requirements are stated both in Part 9 of the Act as well as throughout all other parts of the Act.

The Act defines a carer as a person who provides or intends to provide care for an adult or child. This definition includes carers of all ages.

Young carers are defined as carers who are under the age of 18, and young adult carers as being aged 16-25.

Carers often do not see themselves as carers. They will describe themselves as a parent, husband, wife, partner, son, daughter, brother, sister, friend or neighbour, but not as a carer.

A *parent carer* is a parent or guardian who has additional duties and responsibilities towards his/her child because his/her child has an illness or disability. Parent carers will often see themselves as parents rather than carers, but they may require additional services in order to meet or continue to meet the needs of their child.

The Act:

- Ensures that carers can access a wider range of appropriate services in a more flexible way, including access to comprehensive information in relation to all types of support and services that can be accessed without a need for formal assessment.
- Creates a duty for local authorities to carry out carers' needs assessments where a carer appears to have support needs. The assessment of need of the individual in their own right is central as well as their capacity to carry on caring.
- Requires assessments to be proportionate to ensure that more energy is focused on delivering community-based support, and support from third sector organisations.
- Requires local authorities to provide advocacy support for individuals including carers. This provision will include independent professional advocacy as well as informal advocacy.

The Act also sets out a new national eligibility framework to determine whether assessed carers with greater support needs will meet the criteria for services as set out in the new framework. Carers with eligible needs will have a support plan centered on personal well-being outcomes they have identified themselves. It will also set out the support to help them achieve the personal well-being outcomes identified. Support plans will be subject to regular reviews by local authorities, and re-assessment of needs if their circumstances change.

### **3.0 National priorities**

On 24 November 2017, Carers Rights Day, the Minister for Children and Social Care announced an allocation of £1m in 2018-19 for health boards and trusts to work collaboratively with all partners to enhance the lives of carers in line with the national priorities, which are:

- Supporting life alongside caring – all carers must have reasonable breaks from

their caring role to enable them to maintain their capacity to care, and to have a life beyond caring

- Identifying and recognising carers – fundamental to the success of delivering improved personal well-being outcomes for carers is the need to improve carers' recognition of their role and to ensure they can access the necessary support
- Providing information, advice and assistance – it is important that carers receive the appropriate information and advice where and when they need it

#### **4.0 About carers in North Wales**

The Population Needs Assessment published on 1 April 2017 states that carers provide a crucial role in the provision of care and support and it is estimated that they provide between 75% and 95% of care, saving £7.72 billion every year in Wales (Yeandle and Buckner, 2015; Welsh Government 2016).

The main findings from the needs assessment were that:

- The number of carers in North Wales is increasing, particularly in north-west Wales
- People aged 50 to 64 are the most likely to provide unpaid care
- Half of all carers in North Wales are in employment: for carers in employment the support of their employer and colleagues is vital to helping them continue in their caring role
- The increase in need for social care identified in other chapters of the population assessment report is likely to lead to greater numbers of people providing unpaid care and providing care for longer
- There are over 1,000 young carers identified across North Wales, which is an increase over the past few years

#### **5.0 Priorities for carers in North Wales**

Evidence from the Population Needs Assessment, what carers have told us and the resource mapping considered by partners have led us to the following priorities. If carers are appropriately supported by society then the vast majority of negative consequences can be avoided proactively. Further work on these will be reflected in the work programmes of the partnership's North Wales carers' groups:

##### **5.1 Engagement with carers and carers' voice**

Listening to carers and hearing their voice provides a valuable insight into their lives and circumstances, and demonstrates the importance of engaging with them. This section highlights some of the issues carers have raised to demonstrate how they need to influence the planning and delivery of services.

The main findings from engagement activities carried out for the population needs assessment and from previous consultations carried out by each local council and health demonstrated that the needs of the carer could be supported by better meeting the needs of the cared for person:

- Equipment and adaptations and assistive technology can provide valuable services, although issues can include training needs and waiting lists
- Carer breaks (respite), including short-term carer breaks
- Continuing Health Care (CHC) assessments to include short term breaks for carers
- More activities for people cared-for, particularly individuals with dementia
- Good quality reliable support for person cared for
- Support when carer is ill, both in emergency and planned treatment
- Reliable hospital transport that includes transport for the carer. Carers need equal access to transport even when the cared for person is not with them to enable them to collect prescriptions for example
- Health and social care workers – having workers that can help with medication as well as personal care

Other aspects of support specifically for carers which are valued are:

- Accessible information and advice (preferably in one place)
- Local information surgeries, hubs, single point of access (SPOA), talking points and drop-in services
- Advocacy for the carer
- One to one support for the carer, such as a listening ear and telephone support 24 hours a day
- Socialising and carer groups in local community
- Access to leisure activities
- Volunteering opportunities
- Education, skills and employment
- Recognition and respect, consultation as partners in care, including when a person enters long-term care
- Better communication between all parties included in providing support for carers and the person cared for
- Third sector support – carers really value the range of support provided by the third sector organisations
- Support for the carer when their caring role comes to an end, including employment, benefit and housing issues

Mapping carers journeys has told us that a single point of access to services can work well for carers, in enabling some carers to refer themselves to services, holding the initial what matters conversation, signposting carers to information and carer support services, and understanding the circumstances and unique situation of the carer.

Carers' stories demonstrate that care giving, as well as being a practical function, is also an emotive role, with carers reporting feelings of guilt, loneliness, anxiety, worry, distress, isolation, fear, frustration, difficulty in dealing with change and transition. These will occur at different times within the carer's timeline of experience, and each carer will require bespoke support.

The main themes arising from carers' stories and case studies can be summarised as follows:

- The isolation of the caring role
- Stress experienced by carers of all ages
- The value carers of all ages place on the support of third sector organisations and local authorities
- The impact of the person cared for's well-being on the carer's well-being
- Carers' need for breaks
- Carers' need for information
- The need to be employed, or to return to employment
- Rural issues

The things that matter to **young carers** are often the same things that would matter to any young person. Their situation as a young carer however can at times have an effect on the way that they live their lives, and opportunities that are taken for granted by young people without caring responsibilities can be difficult to access for young carers. Findings from the consultation and engagement with young carers as part of the North Wales Population Needs Assessment found that areas that young carers found challenging were: concentrating, communicating, being confident and making friends.

In addition to this, young carers have told us that the health and well-being of the person for whom they are caring is important to them, e.g. not wanting their parent to start drinking again. Also important for young carers is acceptance both by their peer group and by teachers. Whilst what people think of them can be important for many young people, the impact that their caring responsibilities can have on their lives mean that this issue is sometimes heightened for young carers, e.g. attitudes that people might have towards them because of them not being able to join in social activities, or not being able to complete homework. One young carer said that whilst other young people messed around in class, that he strived to get all his work done at school as he wouldn't be able to do so at home.

*"If my mum got better. If I had better memory. If I was faster at doing work. If I could see my friends out of school more often."* Young carer, Anglesey.

Young carers' ability to concentrate amidst other responsibilities and concerns is an issue, e.g. whilst the person for whom they are caring is ill. Also, the need to talk to others about their problems and feelings, e.g. family, friends, neighbours, other young carers as well as professionals in the public and third sector.

Play and recreation facilities have also been voiced by young carers as important. In the same way as young people without caring responsibilities, young carers enjoy contributing to the development of services, and are looking for a positive attitude and an openness to new ideas from community leaders to support them to do this.

Parent carers report that they often have to battle to ensure that their child's condition is acknowledged, and also to receive attention afterwards e.g. from schools. This can lead to feelings of frustration and a perception that the system is not there to facilitate matters for them. This can also have an impact on sibling carers.

*"The pressure that is put upon me as a carer to make decisions that I am not always comfortable with them and if I object the feeling that I am judged."* Parent carer, Gwynedd.

Many carers will say that they do not need support, and that if the person cared for's needs are met, that they also feel that they are supported as carers. This highlights the importance of ensuring that the carer's views are sought as part of the person cared for's needs assessment.

## 5.2 Induction and training

If carers' experiences and stories are listened to, they will provide a sound basis from which to deliver day to day services and support for carers. One important element to underpin this is staff induction and training. Supporting staff with a good introduction to carers' needs, raising their awareness of carers and their role will contribute greatly to influencing the way that carers are treated as part of the culture of organisations responsible for services to carers of all ages. Good peer support and mentoring from more experienced members of staff and strong leadership will also be vital to support a carer aware culture.

Carers themselves need to be supported with training on the new skills they may need when they begin or adapt to their new caring role or when that role evolves. This may involve training on caring for specific conditions, e.g. administering medication (young carers) dementia, moving and handling, interpersonal skills, financial issues, delivering personal care, as well as other skills to support the person cared for's well-being. Third sector organisations already provide this training which is based on what carers say that they need and is highly valued by them.

## 5.3 Assessment and support for all carers

Local Councils have a new duty to offer an assessment to any carer where it appears to the local authority that a carer may have needs for support. If the local council determines that a carer's needs meet the eligibility criteria then they must consider what could be done to meet those needs. Previously, it was the responsibility of the carer to request an assessment.

A carer's needs meet eligibility criteria for support if:

- a) The need arises as a result of providing care for either an adult or child
- b) The carer cannot meet the need whether
  - Alone
  - With the support of others who are willing to provide that support, or
  - With the assistance of services in the community to which the carer has



- access, and
- c) The carer is unlikely to achieve one or more of their personal well-being outcomes which relate to the specified outcomes in part 3 of the act

The local council may now carry out a joint assessment, where an assessment of the cared for person and the carer is carried out at the same time if both parties are willing and it would be beneficial to do so. This is good practice although there are concerns that the assessment of the carer may be compromised by focussing on what the carer can and can't do for the cared for person rather than looking at their desired personal well-being outcomes in their own right.

The carer's element of the assessment needs to focus on 'what matters' to the carer and the carer's needs in their own right, for example, their employment, education and training needs.

The local council must involve the carer in the assessment and include:

- The extent to which the carer is willing to provide the care and to continue to provide the care
- The personal well-being outcomes the carer wishes to achieve

An assessment of a carer must also have regard to whether the carer wishes to work and whether they are participating or wish to participate in education, training or leisure activities.

Carers will need to be very clear about what they can and can't do and any differences between their expectations and that of the person cared for. The people carrying out the assessments will need to be skilled in drawing out this information. The act says carers need to be asked what they can do, so this will need to be monitored to make sure it happens in practice and is included in the assessment. It is important that the individual feels that they are an equal partner in their relationship with professionals.

With regard to **young carers**, the Code of Practice relating to the act includes a range of examples relating to young carers including:

- The child is unlikely to achieve development goals
- The individual is/will be unable to access and engage in work, training, education, volunteering or recreational activities

In assessing, the council must have regard to the importance of promoting the upbringing of the child by the child's family, in so far as doing so is consistent with promoting the well-being of the child.

Where the carer is a child the council must have regard to his or her developmental needs and the extent to which it is appropriate for the child to provide the care. This should lead to consideration by the council of whether a child carer is actually a child with care and support needs in his or her own right.

Providers of support services for young carers report that short term funding, lack of resources for transport, money for trips places constraints on the support and breaks that they can offer young carers. Ensuring that young carers are provided

with support according to their age-related needs is also a challenge.

The act sets out a new national 'eligibility framework' to determine whether or not a carer who has been assessed and who has support needs will meet the criteria for service. Carers with eligible needs will have a support plan centered on personal well-being outcomes they have identified themselves. It will also set out the support to help them achieve the personal well-being outcomes identified. Support plans will be subject to regular reviews by local councils, and re-assessment of their needs if circumstances change.

#### 5.4 Information, advice and assistance

The Population Needs Assessment engagement demonstrated that accessible information and advice (preferably in one place) matter to carers as well as local information surgeries, hubs, talking points and drop-in services.

Evidence from carers' stories and 'what matters' conversations suggests that many carers are unaware of their rights and also unaware of the information and support services that are available to them.

*"The family never accessed any statutory services and she was never aware of any services to support Carers. Her main contact was always with the GP but he never informed her of any services available to her, or her right to a Carer Assessment."* Case Study, Denbighshire.

Lack of information on financial issues can also lead to carer anxiety:

*"Mr A was not in receipt of any benefits and was not aware that he could claim Carers Allowance. He didn't know of the support available to Carers in Denbighshire."* Case Study, Denbighshire.

A parent of a child with Down's Syndrome told us that she had not received sufficient information:

*"When looking back at the early period I did not receive information about organisations such as "Down Syndrome Association" or the Carers Outreach Service which could have been of assistance for me as a parent."* Parent Carer's Story, Gwynedd.

Young carers also need information, which sometimes needs to come from people they know:

*"Would like to be told more about brother's condition."*

*"Would like support from an autism charity – want a better understanding of the condition."* Young carer, Anglesey

**Carer breaks** have traditionally been referred to as 'respite', and it is worth noting at the outset that there is no real national definition for 'respite'. The term has also been associated with respite from something that is a burden. For the purpose of this strategy, the term 'carer breaks' will be used.

Local authorities and BCUHB invest significantly in carers' services that provide short term breaks in the form of sitting services and/or replacement care. Although there are services delivered to the cared for person, they are sometimes regarded as carers' services. Some third sector organisations also draw in external funding for these types of services.

The population needs assessment identified insufficient range, availability and flexibility of respite and short breaks for carers.

This is supported by the resource mapping which tells us that carer break services are provided in the field of older people, learning disability and mental health. In older people's and learning disability services the carer break is delivered in the form of a sitting service or replacement care. In mental health services, the service offers a mental break, support and skills development for the carer. However, following discussions by partners at the workshop, the amount invested of £1.25m depicted in the resource mapping is not thought to be an accurate reflection of carer breaks. The resource mapping encountered challenges as:

- All carer breaks could not be identified, as monies paid to independent domiciliary care providers could not be separated out
- Differentiating between a break for the carer and the person cared for was not a simple task
- Whether the carer break provides the carer with a complete break or not, e.g. are they using their time to catch up on household chores
- Carer breaks in all service areas may not be accurately reflected

The main message that carers are telling us is that the break they need from caring is in response to their needs, situation and home environment. They want to be listened to, and each carer will have different needs. They do not appreciate being told what service can be provided to them, do not necessarily need a regular carer break service which sometimes causes overprescribing of services, leading to wastage.

In a situation where in-home respite is being provided, carers have told us that it is important that the person cared for is familiar with the individual providing the care, otherwise it may not be worthwhile. In situations where the individual providing the sitting service is on holiday, the person cared for or carer may decide to delay the arrangement until the individual who usually provides the carer break is available. Consistency and continuity of service is therefore of paramount importance to both the carer and person cared for.

Continuing Health Care (CHC) is a sensitive area in terms of carer breaks. Carers have told us that when an individual becomes eligible for CHC funding, then this can lead to changes in the support that both the carer and person cared for can expect to receive. For example, BCUHB will be contracting with different

providers to those providing care through local authority commissioning arrangements, therefore resulting in a change in the care giver.

If the person cared for is CHC funded, the health service recognises that carers need a break and places value on the support that the carer offers in meeting the person cared for's needs. The health service recognises its duty to meet all of the person cared for's needs, particularly in the absence of the carer being able to care for them. This could involve the care co-ordinator developing an application for 'additional funding'.

It is also important that carer breaks can be provided on a flexible and short notice basis in order for the carer to continue to live their lives the way they want to, e.g. joining social gatherings at short notice, and not having to make arrangements too long before hand.

Voucher schemes are in operation in some areas of North Wales to facilitate flexibility for carers. Eligible carers, upon completion of a carer's needs assessment, are provided with a time-limited voucher for flexible short-term breaks. Whilst the development of innovative flexible schemes such as this is positive, it is important also that regular evaluations are carried out to ensure that lessons are learnt.

Young carers would like to spend time apart from the person they care for doing the activities that they enjoy with their peers, e.g. activities in leisure centres, making use of local amenities such as parks, cycle pathways, and participating in sports.

Carers living in **rural areas** wish to receive the same level of service as carers living in towns.

Carers report that living in rural areas creates problems for them in terms of:

- Accessing support or carer breaks
- Travel time being taken out of the time allocated for direct service
- Isolation

*"There are no learning disability facilities, support group activities for my daughter to attend in Llangollen although there appears to be far more in Denbigh and some in Ruthin, but she is unable to get transport to these places." Carer, Denbighshire*

Some carers want to receive **services in Welsh**, in the language of their choice. Consultation and engagement as part of the Population Needs Assessment highlighted the importance of care and support services being available in Welsh. Services should ensure Welsh language services are built into service planning and delivery and that services are offered in Welsh to Welsh speakers without them having to request it. Although information from the service mapping exercise suggests that services are available in both Welsh and English for carers, it is unclear whether services reach the 'More than just words' standards,

whether they are instantly available or whether arrangements need to be made before hand to arrange the services.

## **5.5 Policy and practice**

Partners need to ensure that standard policy and practice protocols are in place with relation to confidentiality and the sharing of information. The piloting of the Triangle of Care model in mental health rehabilitation services within BCUHB has enabled discussions to take place around consent and confidentiality when working with carers.

Staff recognise the importance of carer inclusion but admit that they struggle when there is no consent from the cared for or consent fluctuates depending on situation or mood. Guiding principles endorsed by the Triangle of Care Lead for England, as well as the BCUHB Carers Lead Officer are that staff:

1. Talk about what they are aware of.
2. Provide carers with non-sensitive information in a form which helps the carer to understand. For example: condition specific information, or information around medicines management.
3. Signpost carers to sources of information and support.
4. You can receive third part information from carers.
5. Tell carers information for themselves.
6. Carers are entitled to confidentiality for themselves.

Staff have welcomed these guiding principles and also welcome bespoke training on carers and confidentiality.

## **5.6 Employer standards**

All partners involved in the design and delivery of carers services in North Wales will want to ensure that their organisations commit to the following:

- Identifying carers in the organisation
- Adopting a carer friendly infrastructure
- Committing to equitable provision for carers
- Providing opportunities to hear the voice of carers in the workplace
- Allow flexible working practices, where reasonable and practicable

## **5.7 Carer Leads**

Carer lead posts in the North Wales six local authorities and in BCUHB are of significant importance particularly with regard to developing and promoting carers services locally, working with community teams to engage with carers and understanding what matters locally, collating and analysing data, understanding service needs and identifying gaps in services. These officers can also facilitate teams to develop and pilot new models of working with carers, as well as providing training. They will also support corporate leads to ensure that employer standards are met. Carers leads will also be working with their local carers

partnership to implement the carers offer as well as working regionally to design services and contribute to learning and improvement work nationally.

Where the carer lead officer is not also the lead officer for young carers, the organisation will need to be clear how the development and promotion of carers services happens in children's services.

These posts can influence and impact the perception of carers within organisations and facilitate working towards 'think carer' and raising carer awareness.

## **6.0 How services for carers are currently funded**

Funding for carers services have been unstructured, with allocations for carer breaks accounted for, for example, in core budgets. The Carers' Transitional Grant received by BCUHB from Welsh Government to manage the transition from the Carers Strategies (Wales) Measure 2010 (Carers Measure) to the SSWBA has been allocated on a short term annual basis.

On 24 November 2017, Carers Rights Day, the Minister for Children and Social Care announced an allocation of £1m in 2018-19 for health boards and trusts to work collaboratively with all partners to enhance the lives of carers in line with the national priorities. A decision was taken by the Regional Partnership Board on the expenditure of the grant following consideration to the carers' work stream and the offer for carers in North Wales.

Local authorities have received an allocation for respite (carer breaks) for carers of all ages during 2018-19 through their Revenue Support Grant (RSG), and Integrated Care Fund (ICF) guidance refers to the national priorities for carers.

The resource mapping demonstrates that funding is received from a variety of sources:

- Local authority
- Third sector
- Welsh Government
- Health Board
- Chargeable services

The resource mapping also reflects the unsustainability of funding with providers not knowing whether funding streams will be available from one year to the next, creating uncertainty amongst the workforce and staff turnover, which in turn affects the continuity of service to the carers. The mapping also tells us that third sector providers have been successful in attracting external sources of funding as well as sponsorship.

Providers have reported on the inefficiency of preparing more than one performance report for the same commissioner, as well as having to report on management data, rather than focusing on the real personal well-being outcomes for carers.

Providers also mentioned the need for security for a skilled and specialist workforce in the field. This would then support what is agreed as part of the carers offer relating to being carer aware. Providers report that 3+2=5 years contracts are valued and provide stability for the service as well as an opportunity to plan and develop services for the future.

Whilst Direct Payments provide a personalised form for individuals to access services, take up by carers is understood to be low. The effective delivery of Direct Payments services is essential to the implementation of the Social Services and Well-being (Wales) Act 2014.

The explanatory memorandum to the regulations that accompany the Act<sup>1</sup> underlines this:

*“Direct Payments are crucial to achieving the Welsh Government’s aim of improving the well-being of people who need care and support to achieve their well-being outcomes and carers who need support to achieve their well-being outcomes. They provide the mechanism to increase independence, choice and control, and are an enabler of co- production in care planning which affords individuals the freedom to plan flexible and innovative ways to maximise their well-being outcomes.”*

Whilst the main impetus for increasing take-up generally is likely to come through the work done with individuals when they are first assessed for services and begin discussing care and support plans with the staff doing those assessments, therefore, work would need to be undertaken regionally and locally to look at the possibility of increasing the take-up of Direct Payments.

There are positive examples of adult carers taking up Direct Payments to provide them with flexibility in their caring role in North Wales. Further discussions on the possibility of Direct Payments as an enabler to facilitate flexibility in carer services are needed.

## **7.0 The offer for carers in North Wales**

**The partners’ offer to carers in North Wales has been developed and co-produced by the following groups:**

- North Wales Carers’ Strategic Group
- North Wales Carers’ Operational Group
- North Wales Young Carers’ Operational Group
- Carers Reference Group

**Partners want to achieve the following personal well-being outcomes for all carers in North Wales:**

- That individual carers’ needs, including language needs are met in the best way

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<sup>1</sup> Explanatory Memorandum to the Care and Support (Direct Payment) (Wales) Regulations 2015  
Welsh Government 2015

- That carers come to mind as soon as the person cared for
- Services that are consistent

In doing this, we also want to make sure that:

- There is added value by working collaboratively
- Services and funding are not duplicated
- We adhere to best practice

#### **Partners will commit to:**

- **Promote general awareness** of carers and caring to the wider population and to all relevant staff in the health and care sector
- **Think carer** in commissioning and assessing needs, with attention to rurality and those furthest from services for other reasons
- **Involve carers** of all groups and communities in decision-making and planning processes
- **The early identification** of carers at first contact with services

#### **What partners will do as employers**

- Identify carers in the organisation
- Adopt a carer friendly infrastructure
- Commit to equitable provision for carers
- Provide opportunities to hear the voice of carers in the workplace
- Allow flexible working practices, where reasonable and practicable

## **8.0 Standards of service**

The following standards were adopted from the Triangle of Care and are particularly relevant to local authorities and BCUHB. Partners agreed these standards provide a strong base on which to develop services, with and for carer, across the region.

- Carers' views and knowledge are sought, shared, used and regularly updated as overall care plans and strategies are co-produced
  - Staff are carer aware and trained in carer engagement strategies from the outset
  - Staff need to be aware of and welcome the valuable contribution carers can make and be mindful of carers' own needs
- Staff need knowledge, training and support to become carer aware
  - A carer focused introduction to the service and staff are available, with a relevant range of information across the care pathway
- Carers and the essential role they play are identified at first contact or as soon as possible thereafter and help is available to them in the simplest and quickest way possible
- Policy and practice protocols on confidentiality and sharing information are in place
- Defined post(s) responsible for carers are in place (carers leads)
- A range of carer support services is available



These standards will have implications for all partners when services for carers are commissioned and delivered:

- For local, sub-regional and regional commissioning:
  - agencies designed to give carers a voice in local decision-making and make sure that all services in the area become more carer-aware and carer-friendly
  - services with carer expertise able to raise the carer awareness of all agencies in an area
  - services designed to find carers and help them to identify their needs and entitlements
  - support services for carers with particular support needs and/or entitlements
  - Direct Payments are offered to those who want them
- Ready access to information and advice (and where appropriate formal or independent advocacy) services tailored to the needs of carers in different life stages (e.g. young carers, parent carers, carers of adults), circumstances and conditions, and stages of the caring journey
- Access to training on the new skills carers may need when they begin or adapt to their new caring role and to peer support when appropriate
- The right to an assessment (what matters conversation) as a carer in your own right:
  - to develop a general care and support plan
  - signpost to appropriate services; and
  - determine eligibility for support to them to care
- For eligible carers:
  - A support plan centred on personal well-being outcomes they have identified themselves.
  - It will set out the support to help them achieve the personal well-being outcomes identified.
  - Support plans will be subject to regular reviews by local authorities, and re-assessment of needs if their circumstances change

In accordance with the standards agreed, the following headline plan outlines the actions and lead responsibility.

No	Standards	Action	Regional responsibility for action	Local responsibility
1.	Engagement with carers and carers voice	Carers views and knowledge are sought, shared, used and regularly updated as overall care plans and strategies take shape.	NWCSG	All partners
		Agencies designed to give carers a voice in local decision making and make sure all services in the area become more carer-aware and carer-friendly	NWCSG	All partners
2.	Induction and training for carers and staff	A carer focused introduction to the service and staff are available, with a relevant range of information across the care pathway	NWCOG, in collaboration with NWYCOG	All partners
		Staff are trained in carer awareness and engagement strategies.	NWCOG, in collaboration with NWYCOG	All partners
		Carers need access to training on the new skills they may need when they begin or adapt to their new caring role and to peer support when appropriate	NWCOG/NWYCOG	All partners
3.	Assessment and support for all carers	Carers to be part of an assessment (what matters) conversation in their own right	NWCOG/NWYCOG	Local authorities
		A support plan centred on personal well-being outcomes they have identified themselves to achieve the personal well-being outcomes identified and subject to regular reviews and re-assessment of needs if circumstances change	NWCOG/NWYCOG	Local authorities working with partners
		Ready access to information, advice and peer support (and where appropriate formal	NWCOG, in collaboration with NWYCOG	All partners

No	Standards	Action	Regional responsibility for action	Local responsibility
		advocacy) services tailored to the needs of carers in different life stages, circumstances and conditions and stages of the caring journey		
		A range of flexible carer breaks is available	NWCSG	Local authorities working with partners
		Specialist advocacy, including for Continuing Health Care and for young carers	NWCSG	Local authorities, BCUHB working with partners
4.	Policy and practice protocols	Policy and practice protocols on confidentiality and sharing information are in place.	NWCSG	All partners
5.	Adopt employer standards	<ul style="list-style-type: none"> <li>Identifying carers in the organisation</li> <li>Adopting a carer friendly infrastructure</li> <li>Committing to equitable provision for carers</li> <li>Providing opportunities to hear the voice of carers in the workplace</li> <li>Allow flexible working practices, where reasonable and practicable</li> </ul>	NWCOG	All partners
6.	Carer leads	Defined posts responsible for carers are in place	Local authorities, BCUHB	
7.	Develop success measures and data collection arrangements	Performance measures agreed	NWCSG	All partners
		Data collection arrangements agreed and underway	NWCOG/NWYCOG	All partners

## 9.0 Success measures

Noted below are the proposed headline success measures as agreed by partners. These will be collated by the NWCOG and NWYCOG and progress monitored by the NWCSG to inform future planning. Two of the measures are the same as those in the Welsh Government Outcomes Measures Framework, with the others considered to be important to measure the progress of our strategy in North Wales. These success measures place a strong focus on improving the life circumstances of carers, listening to their views and involving them in the design of services.

- Carers of all ages report satisfaction with the assessments and personalised support they receive, have access to the services they need and have an understanding of their rights under the Social Services & Wellbeing (Wales) Act
- Social workers and other care practitioners can evidence that they are applying the well-being principle in all their adult social care decisions.
- The number of assessments in 2018 has increased in line with the Regional Partnership's own estimate
- Carers reporting they felt involved in designing the care and support plan for the person that they care for (Welsh Government)
- Carers reporting they feel supported to continue in their caring role (Welsh Government)
- If a carer is facing a crisis, they know how to access a rapid response service to assess and respond to their need

## 10.0 Conclusion

Listening to what carers of all ages have to say about their experiences has shown that there is a high quality level of provision available for carers in North Wales, and that when things go right, that this is greatly appreciated. What carers have also told us is that services provided by knowledgeable and informed staff can make all the difference to their well-being and circumstances.

Whilst there are numerous good practice examples of support for carers in North Wales, those responsible for implementing this strategy and its related action plans will work to ensure that those services become more consistent across the region and that local provision in all areas will reflect the regional standards which have been agreed.

Those firstly coming into contact with carers, possibly in primary health care, schools or local authorities need to listen to carers, think carer and encourage them to be aware of their role and understand that they can access the information and support that's available for them.

### Appendices:

**Appendix 1: What matters to carers**

**Appendix 2: Carer pathways**

**Appendix 3: Resource mapping**

**Appendix 4: North Wales Carers Strategic Group (NWCSG) Action Plan**

**Appendix 5: North Wales Carers Operational Group (NWCOG) Action Plan**

**Appendix 6: North Wales Young Carers Operational Group (NWYCOG) Action Plan**

**Appendix 7: Carers Reference Group (CRG) Action Plan**

Draft



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**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

## Carers' strategy: What matters to carers report

June 2018

### Introduction

Carers' stories and experiences provide an useful snapshot of what matters to them, what helps them to carry on in their caring role and what aspects challenge them. The main themes arising from carers stories and case studies can be summarised as follows:

- The isolation of the caring role
- Stress experienced by carers
- The value carers place on the support of third sector organisations and local authorities
- The impact of the person cared for's well-being on the carer's well-being
- Carers' need for breaks
- Carers' need for information
- The need to be employed, or to return to employment
- Rural issues

The stories and case studies below are only some examples of those which have been offered by third sector organisations, BCUHB and local authorities.

### Isolation of caring role and stress experienced by carers

*"Feeling of isolation at times and would find it less stressful if I had more social time for myself" Carer, Anglesey*

*"Mrs B is unable to return to work since her husband's operation, and sometimes finds it difficult to cope with life. They have a bungalow in rural Wales, 9 miles away from the nearest supermarket. Mrs B feels isolated, and misses her old life where she was able to socialise and spend time with friends and family. Mrs B told me that she feels she is "existing not living" and at times feels so low that life doesn't seem worth living." Case Study, Conwy*

*"During a conversation with a parent carer of an adult with learning disabilities, carer broke down explaining that she was under tremendous pressure. Her daughter had not been able to attend day care for over a month as she had been ill. Carer was not*

getting any sleep because of this and her partner had his own health issues and she herself was waiting to have an operation on her knee.

At the end of the telephone call, carer stated that being able to talk to someone about her worries with someone she could trust made her feel that the weight of the world had been lifted from her shoulders. Carer explained that she doesn't get the opportunity to talk about her worries as she doesn't feel comfortable talking to others. It was decided that I would phone her on a regular basis during this difficult time. Carer feels so much better knowing that she can share all her worries with me. Emotional support continuing with carer." Case study, Carers Outreach

The things that matter to young carers are often the same things that would matter to any young person. Their situation as a young carer however can at times have an effect on the way that they live their lives, and opportunities that are taken for granted by young people without caring responsibilities can be difficult to access for young carers. Findings from the consultation and engagement with young carers as part of the North Wales Population Needs Assessment found that areas that young carers found challenging were: concentrating, communicating, being confident and making friends.

Young carers and young adult carers also talk of the pressure that they are under at times:

*"Remember everything (e.g. chores, being told to do things like put rubbish out). Work fast.*

*"Mr A is a young adult carer caring for his father with multiple health conditions and significant mobility problems. Mr A was having problems with moving and handling. Father was a wheelchair user. He had become very isolated because of his caring role. He had not pursued any further education since leaving school and had never been in employment.*

*Mr A also had his own health issues and was experiencing acute anxiety attacks. He had neglected his own health and had not visited his GP for some considerable time" Case study, Denbighshire*

Young carers' ability to concentrate amidst other responsibilities and concerns is an issue, e.g. whilst the person for whom they are caring is ill. Also, the need to talk to others about their problems and feelings, e.g. family, friends, neighbours, other young carers as well as professionals in the public and third sector.

## **The value carers place on the support of third sector organisations and local authorities**

Carers are telling us that they value the support services that they receive, that they do not appreciate services that are working well with them being taken from them, particularly at short notice. If it hasn't been communicated to them why the service is ceasing, they feel frustrated and do not have an understanding of why it has happened.

*"I saw a NEWCIS brochure at the GP surgery and decided to contact them. One of the staff came out to meet us both. Over the years we have received lots of support and without them I don't think I could have gone on. They helped us to go to CAB for financial help and supported us to gain aids. I now meet other carers at NEWCIS carer group and it gets me out of the house and I meet people in similar situations." Case study, NEWCIS*

*"My learning has all been from accidental apart from Carer's Outreach and when I did need to go and get a carer's assessment I went to Dinerth Road, she was very good the Social Worker there and organised crossroads sitting service for me, which was very good. It was the best service ever, brilliant I can't praise them enough."*  
Carer's story, Conwy

*"Carer is looking after his wife who has dementia; she has deteriorated rapidly in the past 6 months. He finds the situation immensely stressful and is struggling to cope with her questions etc. He contacted the office to request help with coping strategies for managing stress.*

I have been supporting the carer for the last 2 months and he is very appreciative of having someone understanding to talk to. I have visited him at his home where we discussed different ways of coping and responding to the situation to minimise the effects on himself. He said this was very helpful and gave him ideas for different things he could try to deal with the situation without getting tense and worked up. I also gave him a Dementia Red key fob to show discreetly when out with his wife, so that he does not have to explain anything verbally or feel embarrassed or apologetic for her behaviour. I subsequently referred him to the Alzheimer society to request a dementia support worker to help and advise him. I followed this up with a couple of phone calls to encourage him, offer support, and see what else I can help with. Increased respite hours are being put in place through SS, and a visiting clinical psychologist is offering to help him with anxiety. Recently I sent him information regarding the Snowdon train trip organised by Awyr Las for those diagnosed with dementia and their carers, and the dementia support day at Alltwen hospital. He is immensely grateful for all the support and information and I have offered to keep in touch with him for the foreseeable future." Carer's story, Carer's Outreach.

*"Referral received from Specialist Nurse at the hospital. Patient carer requiring support as she is the sole carer for her husband who has dementia. He requires 24/7 care and for several months the carer has been sleeping downstairs next to her husband as there is no heating upstairs and her husband is unable to manage the stairs due to his poor mobility.*

She has been told that she requires treatment and she is concerned how this is possible as she cannot leave her husband alone and will not be physically capable of caring for her husband following the operation and chemotherapy treatment.

Emotional Support- discussed the concerns of Carer



Contact made with CPN and What Matters conversation completed to review care needs and respite services available- for Carer needs support for her husband whilst she is having treatment.

Benefit check completed- No Attendance Allowance (AA) in payment for cared for and he is totally reliant on Carer. DWP referral for AA1, Pension Credit ( PC ) ( calculations completed with carer) and Council Tax Exemption applicable once PC awarded. Once this is awarded referral via Nest Heating scheme

Funding- Health and Social funding explained re cared for if admitted into a Care Home.

Blue Badge application completed

At 4 week review following meeting with carer at YG

-“I would not have known about any of the above without the help of Carers’ Support Officer, Ysbyty Gwynedd” Case study, Carers Outreach.

“Mrs D cares for her mum and now her husband, leaving her feeling very isolated with no time for anything else – “being a carer is what my whole life now consisted of.

Visiting the Centre with my husband is the first time that I have felt my carer role being acknowledged. The staff are caring and responsible, if they know that you are having any difficulty at all they are keen to help, as they recognise that the health and welfare of the carer is just as important.” Carer’s story, Denbighshire

Some carers want to receive services in Welsh, in the language of their choice. Consultation and engagement as part of the Population Needs Assessment highlighted the importance of care and support services being available in Welsh. Services should ensure Welsh language services are built into service planning and delivery and that services are offered in Welsh to Welsh speakers without them having to request it. Although information from the service mapping exercise suggests that services are available in both Welsh and English for carers, it is unclear whether services reach the ‘More than just words’ standards, whether they are instantly available or whether arrangements need to be made before hand to arrange the services.

## **Carers’ need for information**

Evidence from carers’ stories and What Matters conversations suggests that at times carers are unaware of their rights and also unaware of the information and support services that are available to them.

“The family never accessed any statutory services and she was never aware of any services to support Carers. Her main contact was always with the GP but he never informed her of any services available to her, or her right to a Carer Assessment.” Case Study, Denbighshire.

It is also important for carers to be given relevant information at the most appropriate time,

“I just think it’s the memory clinic for me would have been the place to give a pack or information to me and say go home and when you get a minute do this and once you have done this everything will be so much better for you.” Carer, Conwy

Lack of information on financial issues can also lead to carer anxiety:

“Mr A was not in receipt of any benefits and was not aware that he could claim Carers Allowance. He didn’t know of the support available to Carers in Denbighshire.” Case Study, Denbighshire.

A parent of a child with Down’s Syndrome told us that she had not received sufficient information through the health service:

“When looking back at the early period I did not receive information about organisations such as “Down Syndrome Association” or the Carers Outreach Service which could have been of assistance for me as a parent.” Parent Carer’s Story, Gwynedd.

## **The impact of the person cared for’s well-being on the carer’s well-being**

Carers will often say that they do not need support, and that if the person cared for’s needs are met, that they also feel that they are supported as carers.

“Son was taken ill and I cared for him on my own. He received services from the Community Mental Health Team. There is far too much talk and not enough action. The support worker takes him for regular blood tests. On Tuesdays, he goes on a ‘walk and talk’, which is only for an hour, but it gives breathing space. I’ve been asking for that for years, but there’s far too much talking. Support for the cared for is also indirect support for carers...

...I’ve had to cancel a holiday offered by my other son. You worry while you’re away, and the cared for would have had to go somewhere else...

...The support worker is the most productive and alleviates the stress for the carer.” Carer’s story, Gwynedd

Young carers have told us that the health and well-being of the person for whom they are caring is important to them, e.g. not wanting their parent to start drinking again, and that their family is important, *“because I can talk to them all the time”*. Also important for young carers is acceptance both by their peer group and by teachers. Whilst what people think of them can be important for many young people, the impact that their caring responsibilities can have on their lives mean that this issue is sometimes heightened for young carers, e.g. attitudes that people might

have towards them because of them not being able to join in social activities, or not being able to complete homework. One young carer said that whilst other young people messed around in class, that he strived to get all his work done at school as he wouldn't be able to do so at home.

"If my mum got better. If I had better memory. If I was faster at doing work. If I could see my friends out of school more often." Young carer, Anglesey.

## **Carers' need for breaks**

The main message that carers are telling us is that the break they need from caring is in response to their needs, situation and home environment. They want to be listened to, and each carer will have different needs. They do not appreciate being told what service can be provided to them, do not necessarily need a regular carer break service and sometimes there is overprescribing of services, leading to wastage.

In a situation where in-home replacement care or a sitting service is being provided, carers have told us that it is important that the person cared for is familiar with the individual providing the care, otherwise it may not be worthwhile. In situations where the individual providing the service is on holiday, the person cared for or carer may decide to delay the arrangement until the individual who usually provides the service is available.

It is also important that carer breaks can be provided on a flexible and short notice basis in order for the carer to continue to live their lives the way they want to, e.g. joining social gatherings at short notice, and not having to make arrangements too long before hand. Another issue also is the need for enough flexibility in the care available to allow for care in emergency situations and in out of hours situations.

"There is nowhere that you could phone and get emergency or pre planned care for a couple of hours for a young person with dementia where you know that you would be leaving them with someone they know and trust if you have no family or friends that can help." Carer, Anglesey

"It's just a shame because often there is a choice and things on at the same time as well during the week but nothing at the weekend and I understand it's the weekend but that is a big thing for a lot of people." Carer, Conwy.

Carer breaks also need to be tailored to the needs of the individual, "Assessment completed, Carer A has had a discussion with her family over the Christmas period about wanting respite from her caring role. This was declined by her husband and he stated he is happy for his wife to go to her groups in the evenings as he feels capable of managing his own medication. Carer A is now attending evening groups and using this as her respite. Carer A has also used this time to attend church and seek support through her faith." Carer, Conwy.

At times, the carer will want to have the carer break outside the home environment. At other times, they will want someone to provide replacement care. Another option would be to have a break for the carer and person cared for together.

“Miss C is a carer for mum who is also supported by another family member..Miss C’s mum requested day care in order to regain community connections and increase activity and stimulation.

Both carers attended the day centre to support a period of settlement but the centre staff were able to focus on both the carers and Miss C to allow all three individuals to have some respite and attend and partake in some meaningful activities...

..The centre affords both carers to have time away from mum, safe in the knowledge that any personal care needs required in their absence will be delivered by well trained staff.” Carer’s story, Denbighshire.

“I cannot believe NEWCIS have given us the opportunity to have a break away with other carers and supportive NEWCIS staff. Being away with other carers and their loved ones, who are in a similar situation to ourselves enabled us to enjoy comfortable surroundings, with good company and feel less isolated. I could relax as I knew there was someone there for me and my wife, to support us if we needed help”.

“We have not had a break away from home and I have not had a break from my caring role for many years. This is due to our financial situation and because I would be frightened to take my wife away without support”.

“This break has allowed me to rest, clear my head, not think about cooking or cleaning and has given us time together to make memories. I love her so much and we enjoyed spending quality time together. Thank you”. Carer’s story, NEWCIS.

Parent carers also have specific needs for a break:

“What keeps me going?...Family and friends but also what is important to me is time away from caring, I sometimes row but opportunities for the “golden time” as I call it are very few and far between, nobody to babysit I for example. I would also like to spend “golden time” with T (I’s little brother) and as a parent I worry if he is given fair play as out days out as a family tend to be around I’s needs.” Parent Carer’s story, Gwynedd.

## **The need to be employed, or to return to employment**

Carers’ stories about trying to return to work or balancing work with caring responsibilities feature often. Carers need to build their confidence in order to do this and they benefit from the support that they are given to achieve what is important to them in the world of work.

“One of the concerns the carer has about moving her mother into a residential home is whether or not she will have her own identity after she’s lost her caring role. During a home visit, we talked about getting back into paid employment. The carer

shared her worries about not having the confidence or skills to jump back into the workplace

We decided to have a discussion, focusing on what skills she has gained from her caring role. The patience, the commitment, the sacrifices. All good personal attributes that can be included in her CV and application forms. The carer agreed and acknowledged that her skills could be just as valuable, or even more valuable than those who have studies and learnt from books.” Carer’s story, Conwy.

“After the initial phone call, a home visit was arranged and a Carers’ Needs Assessment (CNA) was conducted. The CNA was to identify the full carers’ situation. The CNA identified that the Carer needed support around her rights in the workplace and knowing what her options were. The Carers UK Carers Rights booklet was passed to the Carer and options was discussed with her about how employers can help – flexible working, job share, time off for emergencies etc. The Carer was signposted to look at her employers Carers policy and if she wanted to, she could discuss her situation with her employer. Her employer already knew she was a Carer.

Direct Payments and Penderels Trust was discussed and Carer wanted to know more information regarding this. It was discussed that a Social Worker was needed for her to access Direct Payments.

Social Services agreed direct payments at panel and the Carer is now looking for a care worker through Penderels to entitle her to have regular breaks from her caring role.” Case study, Third sector organisation.

“Someone’s life can change within seconds...from being an industrious person who has travelled the world to be a mother with a child with additional needs – I can no longer work full time since I have so many medical appointments – Audiology, Cardiology, Language Therapy, Paediatrics etc, I have attended so many hospital appointments with I that I have lost count, this in turn having a Financial effect on me...Working part time can be a struggle...particularly if I am unwell (lack of sleep)...but as a parent the “Carer’s Allowance” is far from sufficient and I feel that there is no other option but to work. It can also be difficult to find work since I am dependent on my employer to have an understanding of my situation as a carer.” Parent *Carer’s story, Gwynedd.*

## Rural issues

Carers living in rural areas wish to receive the same level of service as carers living in towns.

Carers report that living in rural areas creates problems for them in terms of:

- Accessing support or carer breaks
- Travel time being taken out of the time allocated for direct service
- Isolation

*“There are no learning disability facilities, support group activities for my daughter to attend in Llangollen although there appears to be far more in Denbigh and some in Ruthin, but she is unable to get transport to these places.” Carer, Denbighshire*

Carers have noted that travel time when replacement care is arranged is not factored in. Replacement care maybe arranged for three hours, but in rural locations it may take the carer a large proportion of time to travel to the closest shops/activities etc and they then only get a short amount of time to do what they want to do. Problems are compounded in rural areas; simple tasks such as picking up prescriptions, appointments, travelling can be very difficult for the carer. Carers contributing to this work in North Wales discussed the possibility of a rural carers’ assessment component and that a premium for rural replacement care is reflected. Contingency planning in rural areas can be particularly difficult.

## **Conclusion**

Carers’ stories demonstrate that care giving, as well as being a practical function, is also an emotive role, with carers reporting feelings of guilt, loneliness, anxiety, worry, distress, isolation, fear, frustration, difficulty in dealing with change and transition. Some carers may also experience feelings of denial surrounding their cared for person’s condition. These feelings will occur at different times within the carer’s timeline of experience, and each carer will require bespoke support.

Listening to carers’ stories and experiences provides an insight into their lives, demonstrates the importance of support, and emphasises issues involved with the caring role. This work has helped partners ensure that services are designed with the carer at the centre.

Work needs to continue to listen to carers and to gather their stories. This will help us measure what progress we are making and understand about what works well, what is appreciated and what we need to do change or improve services.

The contribution of carer stories and case studies is greatly valued and appreciated and many thanks are extended to all carers and professionals who have been involved.



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**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

# Carers' strategy: mapping carers journeys report

June 2018

## Introduction

As part of the discussions on the North Wales Regional Partnership's Carers Work stream, it became apparent that in order to understand better what carers' experiences of current services are, that it would be useful to map their journeys.

The purpose of mapping carers' journeys was to:

- Establish to what extent the carers' experiences are different to the process
- Identify who in the process can support carers
- Understand what needs to change and improve

## Method

In order to complete this work, we worked with our local authority and health partners to look at carers' cases. This work focused on carer journeys through statutory services including how well services worked with the third sector to provide what matters to carers.

The time available meant that only a small number of cases could be looked at.

Conwy: 3 cases – carers of older people

Denbighshire: 1 case – carer of individual with learning disability

Wrexham: 1 case – carer of an older person

BCUHB – 1 case – mental health rehabilitation patient, Llanfairfechan

In Gwynedd, we looked at the support service for mental health service user in one area of the county and understood its impact on a small number of cases.

The journey mapping task had two aspects to it:

- 1) Mapping the process
- 2) Mapping how the individual goes through the process (the carer's journey)

Working with relevant professionals in local authorities and health, we understood from their experiences and from case files and notes how things are for carers. As discussions took place, the process and carer's involvement was documented on paper, leading to a discussion on how things could be improved. An example is included below.



**CAREER PATHWAY WORK.**  
**CARREG FAWR. M/H REHABILITATION UNIT.**  
**REBECCA JONES, STAFF NURSE**  
**AIMEE DANZI, CARERS LEAD OFFICER.**

OFFICIAL  
PROCESS

CARER

AREA TO  
IMPROVE

**① REFERRAL PROCESS.**

EXAMINE UNDERSTANDING  
BY HEALTH PROFESSIONALS  
IS TO SUPPORT THEM.  
• RECOGNISE  
• ASSESS THE LEVEL OF  
SUPPORTING THEM TO  
• SUPPORTING THEM TO  
• SUPPORTING THEM TO

UNDERSTANDING AS  
NO INVOLVEMENT  
FROM HEALTH STAFF

TREATMENT AS  
PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

**② DESKTOP REVIEW ASSESSMENT.  
(IDENTIFIED / REQUESTED BY MANAG.)**

RESEARCHING/LOOKING  
UPON PEOPLE WHO  
WANT TO TAKE  
BY HEALTH STAFF

CARE NUMBER IDENTIFIED  
WHERE IT IS  
UNDERSTANDING  
BY HEALTH STAFF

EXPLICIT QUESTIONS  
• IDENTIFIED CAREER  
• SUPPORTING THEM TO

**③ ADMISSION.**

PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

UNDERSTANDING OF  
PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

INVOLVEMENT IN  
THEIR CARE  
BY HEALTH STAFF

**④ TIME WITHIN PLACEMENT.**

PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

UNDERSTANDING OF  
PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

INVOLVEMENT IN  
THEIR CARE  
BY HEALTH STAFF

**⑤ DISCHARGE.**

PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

UNDERSTANDING OF  
PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

INVOLVEMENT IN  
THEIR CARE  
BY HEALTH STAFF

PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

UNDERSTANDING OF  
PEOPLE WHO DO NOT  
WANT TO TAKE  
BY HEALTH STAFF

INVOLVEMENT IN  
THEIR CARE  
BY HEALTH STAFF

It is important to emphasise that the case examples taken were not representative of the whole carer population across the region. They were however, drawn from different service areas across North Wales and provided an opportunity to learn from individuals' experiences.

## **What the journey mapping tells us**

The work demonstrates individual carers' journeys and has been useful to add to the qualitative evidence partners have already drawn together in the carers' stories and case studies.

From this work we have been able to understand better how things are for carers and learn what's working well, what could work better, and what needs to change. All of this has been considered alongside other things that we have learnt from carers.

Although the journey mapping work looked at a small number of carers' cases across the region, it reflected the following:

### **About the carer:**

- That many carers refuse a carers assessment. This may be partly because many carers consider themselves a parent, husband, wife, partner, son, daughter, brother, sister, friend or neighbour, rather than as a carer.
- That carers tend to wait until they reach crisis point until they contact social services
- That carers are grateful for the support that they do receive and do not tend to ask for more
- That carers are ready to provide their feedback and opinion on the sufficiency of the service that they receive when invited to do so
- That person centred reviews focusing on what's going well, and what's not going well are beneficial to the carer
- That there are examples of carers making self-referrals to the Single Point of Access Service (SPOA)
- That carer involvement may at times lead to carer overwhelm
- That carers need emotional support

### **About local authority and health services:**

- There are examples of SPOA services and GPs working well in identifying carers and having 'what matters' conversations with them
- That there is good practice in terms of carer engagement within BCUHB, e.g. treating the carer as an equal partner, welcoming the carer, providing information, documenting family circumstances, inviting the carer to talk, involving the carer in discharge planning, carer viewing of the person cared for's accommodation, involving the carer in the person cared for's treatment planning

- That it is important in some cases to meet the carer outside of the home environment and to ask their preferred method of communication
- That Direct Payments work well to offer flexibility to carers and in avoiding over prescribing of carer breaks (i.e. a set number of hours delivered by a contracted provider)
- That getting the right support for the person with learning disabilities can be crucial to the well-being of the carer. In one case the person cared for was eligible for an integrated care and support plan. Once that was in place the carers' well-being outcomes were able to be met with some support from the third sector and by signposting to other support in the local community.
- That advocacy is important to make sure the wishes and needs of the carer and the person being cared for are fully considered
- That there are examples of 'sitting' services providing additional services for the person cared for, e.g. taking them on outings, making the most of the time with the person cared for
- That there is a gap in carer break 'sitting' services for mental health service users
- The term 'sitting service' may be misleading; whilst a sitting service is not the same as replacement care, it does however refer to a service that regularly offers more than sitting with the person cared for
- That group support in mental health services cannot work in areas where the population is more dispersed and depends on one to one support services
- That carers are referred for expert information and assistance to the third sector organisations

#### **About our workforce:**

- That good quality services are provided by carer aware professionals who are committed to their work and to thinking creatively to tailor the service around the person cared for and carer
- That committed and dedicated professionals can add value to services and think outside 'process pathways' in order to create a pathway that suits the individual carer and person cared for
- That there are several points along the person cared for's journey where practitioners need to consider the carer, offer a carers assessment and check how the carer is coping or whether anything has changed. We saw good examples of this.
- That auditable formal carer pathways supported by the guiding principle of placing the carer at the centre of the service may facilitate culture change

- Although professionals can work to ensure that the carer pathway is a smooth one within their service, the carer may not have had a positive experience prior to their encounter with that service, or after their encounter with that service
- That good communication between the professional who is supporting the carer and professionals who are supporting the person cared for is crucial
- That supporting the carer to become more confident, promote their independence, maintain their identity and maintain and build resilience is important
- That social services link with third sector support services and other services (e.g. OPUS) where it's been identified that that is useful but that professionals need to be reminded and updated of third sector support that is available

### **To what extent are the carers' experiences different to the process?**

Whilst there are clear processes within health and social services to establish what matters to carers and to support them, the work undertaken suggests that the most important aspect is to be carer aware, to be guided by the needs of the carer and to work together with the carer and person cared for, placing them at the centre of the service.

### **Who in the process can support carers?**

Different areas of service may be providing good quality services for carers, however, it is important that the experience of the carer is consistent throughout their journey. This may mean looking at the consistency of the carer's experience within one organisation as well as along a journey where the carer will be coming into contact with different organisations.

### **What do we need to do to change and improve?**

- Further work needs to take place to understand the reasons why individuals with caring responsibilities refuse carer assessments
- Look at the possibilities of Direct Payment to enable flexibility in carer break services for carers
- Work in partnership to ensure that the carer journey is a smooth and seamless one from their first encounter with services that might be able to support them
- Ensure that carers are supported in their involvement with services, e.g. through briefings and de-briefings, and staff prompts where appropriate
- Consider whether carer champions within organisations would be helpful
- Consider the possibility of extending the principles of Triangle of Care (which have been piloted in BCUHB mental health services) to other service areas
- Ensuring that professionals are aware of third sector and other support services available to carers

- Consider how well the processes work when people move from one local authority to another.



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**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

# Carers' strategy: resource mapping

May 2018

## Introduction

This resource mapping was carried out as part of the Regional Partnership Board's carers work stream. The aim was to identify the services available for carers in North Wales, the main funders and an estimate of the amount of investment.

The project scope was to include services provided specifically for carers, although we know that many of the services that are provided for the person cared for also have beneficial personal well-being outcomes for carers.

The mapping gives us a snapshot of the resources available at the time the data was collected.

## What the mapping can tell us

- It can provide an overview of the services available for carers in North Wales and an estimate of the investment in those services.
- It can facilitate an understanding of how current investments support what carers are telling us that matter to them.
- It can be used alongside the agreed 'offer for carers in North Wales' to highlight gaps where more provision may be needed to provide consistent services for carers in North Wales.
- It can help to identify opportunities to better co-ordinate services supported by different organisations.
- It can highlight areas we need to investigate further.

## What the mapping can't tell us

- It can't tell us whether there is enough provision or investment in each area to align with what carers are telling us that matter to them.
- It can't tell us whether there is duplication between services. It can highlight areas to investigate but similar services in the same location may be reaching different groups of people or with different preferences or slightly different needs.

- It doesn't give us an up-to-the-minute picture of carers' services. Due to the constantly changing nature of services we have provided a snapshot at a particular point in time.
- It can't give us a full picture of the investment in carers' services. The way some services are funded made it difficult to identify exactly what funding was supporting carers directly, so there will be some undercounting.
- It can't tell us what should change as a result. This data only forms part of the picture and needs to be considered alongside carers' stories, feedback from the workshops, commissioners, the population assessment findings and so on. The analysis needs to involve all partners to co-produce recommendations.

## Methods

A form was circulated to partners in North Wales during 2017 asking what services were available in the area (see [Appendix \(i\)](#)). This information was then collated into a spreadsheet and circulated to local authority and health commissioners and service providers including third sector organisations for checking. A draft version was discussed at the carer's workshop on 19 March which included members of the Carers Strategic Group, Carers Operational Group, Young Carers and young adult carers sub group and Carers Reference Group. There was an opportunity to make further amendments after the event until 30 March 2018.

## Findings

[Appendix \(ii\)](#) shows an overview of services in North Wales. This shows a wide range of information, advice and assistance available across North Wales to support carers. It also identified gaps, including the lack of a hospital liaison post at Ysbyty Glan Clwyd and that employment support projects for carers are available across North Wales apart from in Wrexham. While there are generic services for carers of individuals with substance misuse problems, the resource mapping didn't demonstrate that there were specific services for these carers. There were also a number of different projects offering information and advice to carers of people living with dementia across North Wales, which may mean a risk of duplication.

Analysis of the investment in services found over £5 million of investment into services for carers across North Wales as shown in table 1. The funding comes from both statutory and third sector organisations (see table 3). This is an underestimate of the total funding available due to the difficulty of separating out the funding directly supporting carers in some contracts.

**Table 1:** Investment in carers services by service type

Service type	Service Cost (£ each year)
Assistance and support	2,100,000
Carer breaks	1,400,000
Young carers	1,000,000
Carers information and advice	660,000
<b>Total</b>	<b>5,200,000</b>

*Data has been rounded so may not sum*

Table 2 shows that around half of the funding identified is available to support all carers. Just over £1 million is available to support young carers and £600,000 is available to support parent carers. The majority of investment in services based on specific conditions is to carers of people with dementia, followed by mental health.

**Table 2:** Investment in carers services by carer group (needs of the person cared for)

Carer group	Service Cost (£ each year)
All carers	2,600,000
Young carers	1,000,000
Carers of people with a specific condition	930,000
Dementia	550,000
Mental health	370,000
Neurological conditions	12,000
Parent carers	600,000
<b>Total</b>	<b>5,200,000</b>

*Data has been rounded so may not sum*

The majority of funding comes from local authorities as shown in table 3, with a significant amount raised by third sector partners through grants and other fundraising. Funding from Welsh Government includes funds distributed through local authorities and the health board such as Carers Transitional Funding, Families First, ICF and Welsh Government.

**Table 3:** Investment in carers services by type of funder

Type of funder	Total
Local authority	3,000,000
Third sector grants and fundraising	800,000
Welsh Government	580,000
Health Board	520,000
Chargeable services	65,000
<b>Total</b>	<b>5,200,000</b>

*Data has been rounded so may not sum*

The data collection included end dates of contracts where known which highlighted the insecurity of much of the funding. The full spreadsheet has been made available to local authority and health commissioners to support local commissioning.



## Appendix i: Resources for carers questionnaire

Gwasanaeth/ <b>Service</b>	
Darparwr/ <b>Provider</b>	
Disgrifiad byr o'r gwasanaeth/ <b>Brief description of the service</b>	
Canllawiau mynediad i'r gwasanaeth/ <b>Eligibility criteria</b>	
Sut i gyfeirio i'r gwasanaeth/ <b>How to refer to the service</b>	
Oriau gwasanaeth/ <b>Hours of service</b>	
Lleoliad y gwasanaeth/ <b>Location of service</b>	
Iaith/ <b>Language</b>	
Lefelau Staffio/ <b>Staffing Levels</b>	
Cyfyngiadau/ <b>Constraints</b>	
Cost Gwasanaeth/ <b>Service Cost</b>	
Dyddiad diwedd y cytundeb/ <b>Expiry date of contract</b>	
Incwm a ffynhonnell / <b>Income and source</b>	
Unrhyw fater arall/ <b>Any other issues</b>	
Darparwyd yr wybodaeth gan/ <b>Information provided by</b>	

## Appendix ii: Overview of carers' services in North Wales

Type of support	Services available	Summary/gaps	Anglesey	Gwynedd	Conwy	Denbighshire	Flintshire	Wrexham
Information	Local authority: websites, leaflets	Information provided on local authority websites, and through leaflets for carers	Available	Available	Available	Available	Available	Available
	Carers organisations: leaflets, packs, specialist information	General information as well as information on specific conditions provided by third sector organisations.	Available	Available	Available	Available	Available	Available
	Dewis Cymru	Information about well-being and local services.	Available	Available	Available	Available	Available	Available
	Specialist organisations: information on specific conditions	Information provided by specialist organisations on specific conditions, with general information available on websites, with some local projects providing additional support.	Available	Available	Available	Available	Available	Available
	Dementia carer information	National and local information as well as coping strategies provided to improve family, friends' and carers understanding of dementia.	Available	Available	Available	Available	Available	Available
	Hospital liaison posts	Hospital liaison posts in Ysbyty Gwynedd and Wrexham Maelor. No post at Ysbyty Glan Clwyd. Access to the service is determined by which hospital people attend rather than where they live e.g. someone from Conwy attending Ysbyty Gwynedd could still access the service.	Available	Available			Available	Available
	GP Liaison and hospital discharge: social prescribing; local area coordination	Service provided to facilitate the early identification of carers, carer support at the point of discharge. Also, community based services provided for carers to access support and well-being services locally. These services may be known under different names locally, and also have different models of delivery.	Available	Available	Available	Available	Available	Available
Advice	Single Points of Access to health and social care	Provided by local authorities/health across North Wales together with third sector organisations.	Available	Available	Available	Available	Available	Available

	Carers advice and information projects	Provided by third sector organisations as well as in-house teams.	Available	Available	Available	Available	Available	Available
	Money and benefits advice	Welfare advice for carers provided either through local authorities, carer third sector organisations or by signposting to other providers of welfare rights services.	Available	Available	Available	Available	Available	Available
Assistance and support	Advocacy	Advocacy provided through specialist advocacy services for carers. Third sector organisations also provide informal advocacy for carers. Advocacy covers a range through from informal to formal advocacy, with a service available specifically for young carers.	Available	Available	Available	Available	Available	Available
	Assessment of carers' needs	Local authorities, with one local authority commissioning a third sector organisation. Although third sector organisations may also be providing informal assessments of carers' needs, which may reduce the demand for formal local authority needs assessments, these are not included in the needs assessment data.	Available	Available	Available	Available	Available	Available
	Direct payments, support budgets	Offered by local authorities. The way they are promoted and used varies across counties.	Available	Available	Available	Available	Available	Available
	Carers' emergency support	Type of emergency support may vary across counties. It is unclear to what extent contingency arrangements are in place in various areas when carers fall ill or are no longer able to care.	Available	Available	Available	Available	Available	Available
	Carers grants	Provided through third sector organisations across the region. Third sector organisations also can provide access to other sources of grant funding.	Available	Available	Available	Available	Available	Available
	Carer breaks	Provided by third sector organisations and/or domiciliary care providers, across North Wales.	Available	Available	Available	Available	Available	Available
	Carer peer support and networking	Provided by third sector carer organisations and condition specific organisations, also providing an element of respite.	Available	Available	Available	Available	Available	Available

Training	Provided by third sector carer organisations and condition specific organisations.	Available	Available	Available	Available	Available	Available
Emotional support and counselling	Third sector carer organisations and condition specific organisations offer emotional support across North Wales. Counselling is offered through carer organisations in some areas. Counselling is also available for young carers.	Partly available	Partly available	Partly available	Available	Available	Available
Changes and transitions	Local authorities, third sector carer organisations and condition specific organisations. Type of support may vary across counties and could involve emotional support and counselling. Peer support and networking will also support carers in times of transition.	Available	Available	Available	Available	Available	Available
Support to access employment	Provided through an European Funded project in some areas, as well as through a third sector organisation. Support to access employment is unavailable in Wrexham.	Available	Available	Available	Available	Available	
Support to access social/leisure activity	Could include discounted leisure membership, support with costs, information about informal social/leisure activities. Provided by local authorities, third sector carer organisations and condition specific organisations. Type of support may vary across counties and based on 'what matters' conversation.	Available	Available	Available	Available	Available	Available
Health and well-being	Whilst carers' well-being will be an integral part of their needs assessment, services recognised as services to support well-being will vary. One local authority area employs an officer to support the local authority's duty to focus on the well being of carers. The lottery funded project in the North East places an emphasis on supporting carers' well-being.	Available	Available	Available	Available	Available	Available
Whole family support	Local authorities, third sector carer organisations and condition specific organisations. Type of	Available	Available	Available	Available	Available	Available

		support may vary across counties and based on 'what matters' conversation.						
	Housing support	Not aware of direct housing support but carers' organisations will signpost to other organisations.						
	Support to access / maintain attendance at school (young carers)	Provided by third sector organisations working with young carers. Pilot project underway with some schools in North Wales.	Available	Available	Available	Available	Available	Available
	Support for young carers	Provided by third sector organisations across North Wales.	Available	Available	Available	Available	Available	Available
Carers shaping policy and services	Opportunities to be involved in shaping policy and services	Regional carers reference group. Local opportunities through local partnerships, local authorities and health and third sector organisations. Type of opportunities vary across counties.	Available	Available	Available	Available	Available	Available



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## North Wales Carers Strategic Group Action Plan – June 2018

Carers have a key role in the health the health and social care environment in Wales and need to be recognised and valued for the support they provide. They themselves also need support in this vital role, and local authorities should therefore help ensure that carers are able to live their own lives as independently as possible. This is also in line with the Social Services and Well Being (Wales) Act 2014 (SSWBA) which legislates for enhanced rights for carers and simplifies and consolidates the law, giving them for the first time equivalent rights to the person they care for.

### The action plan is based on:

The offer for carers in North Wales as agreed at the Workshop on 19 March 2018 – Regional standards, local commissioning

- i) The Welsh Government's national priorities for carers:
  - Supporting life alongside caring – all carers must have reasonable breaks from their caring role to enable them to maintain their capacity to care, and to have a life beyond caring
  - Identifying and recognising carers – fundamental to the success of delivering improved personal well-being outcomes for carers is the need to improve carers' recognition of their role and to ensure they can access the necessary support
  - Providing information, advice and assistance – it is important that carers receive the appropriate information and advice where and when they need it
- ii) The North Wales Population Assessment Regional Plan 2018-2023

The action plan reflects the regional standards, local commissioning approach involved in the offer for carers. The carers offer has been aged as a region, with much of the delivery happening on a local level led by local organisations. This group will have a role in monitoring progress, providing support and facilitating joint work where appropriate, with the North Wales Carers Operational Group collaborating to deliver services which meet the offer for carers and identifying opportunities to work better together.

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
	<b>The offer for carers</b>					
<b>1.</b>	<b>Carers views and knowledge are sought to co-produce plans and strategies</b>	For carers to be involved in the design of services	All partners	WG survey undertaken by local authorities  Patient satisfaction survey undertaken by BCUHB  Case studies collected as part of monitoring services	Information from case studies and surveys to be reviewed and used to inform the carers strategy in North Wales.	
<b>2.</b>	<b>Carers being involved in local decision making</b>	Agencies designed to give carers a voice in local decision making and make sure all services in the area become more carer-aware and carer-friendly	All partners	Evidence needed to establish current situation	Links to be made with Public Service Boards and their Well-being plans	
<b>3.</b>	<b>Policy and Practice Protocols</b>	Policy and practice protocols on	All partners	Confirmation needed of current situation and sharing of		

		confidentiality and sharing information are in place.		information arrangements		
4.	<b>Success measures</b>	Success measures are available to inform the progress of the carers strategy	All partners		Carers strategy measures to be adopted	
<b>Social Services and Well Being Act 2014</b>						
5.	Specialist advocacy available	All carers in North Wales to be able to access specialist advocacy, including for Continuing Health Care and for young carers	Local authorities, BCUHB	Informal advocacy available, with need to ensure that formal advocacy support is available across the region	Increased understanding needed of why carers need advocacy, with a view to learning and improving the way services are provided, which could lead in reduced demand for advocacy.  To consider the possibilities of support for self-advocacy.	



Population Needs Assessment						
6.	<b>Flexible carer break provision</b>	The need for carers to access flexible and bespoke breaks in accordance to what matters to them	Local authorities  Health  Third sector	Discussion held with NASH regarding the possibilities of more innovative use of Direct Payments to support carer breaks.  NWCOG work programme in action: Contributing to National Carers Officers Learning and Improvement Network work stream on alternative carer breaks.  Third sector innovative carer break projects.  Local initiatives as part of third sector led projects	Local discussions needed to build business cases locally for using Direct Payments to facilitate flexible carer breaks.	

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			Social prescribing/community navigators		
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## North Wales Carers Operational Group Action Plan – April 2018

Carers have a key role in the health the health and social care environment in Wales and need to be recognised and valued for the support they provide. They themselves also need support in this vital role, and local authorities should therefore help ensure that carers are able to live their own lives as independently as possible. This is also in line with the Social Services and Well Being (Wales) Act 2014 (SSWBA) which legislates for enhanced rights for carers and simplifies and consolidates the law, giving them for the first time equivalent rights to the person they care for.

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  - Identifying and recognising carers – fundamental to the success of delivering improved personal well-being outcomes for carers is the need to improve carers' recognition of their role and to ensure they can access the necessary support
  - Providing information, advice and assistance – it is important that carers receive the appropriate information and advice where and when they need it
- ii) The North Wales Population Assessment Regional Plan 2018-2023

The action plan reflects the regional standards, local commissioning approach involved in the offer for carers. The carers offer has been aged as a region, with much of the delivery happening on a local level led by local organisations. The North Wales Strategic Group will have a role in monitoring progress, providing support and facilitating joint work where appropriate, with the North Wales Carers Operational Group collaborating to deliver services which meet the offer for carers and identifying opportunities to work better together.

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
	<b>The offer for carers</b>					
1	<b>Carers and the essential role they play are identified at first contact or as soon as possible thereafter</b>	Need to identify, support and signpost carers at the earliest point	Local authorities  Health	Unclear whether all carers are identified.  Some carers do not wish to be identified.  Mapping carer pathways  Triangle of care work incorporates this and is implemented in mental health services (BCUHB)	Extension of Triangle of Care work to Acute services, Community Mental Health services and Dementia services.	

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
				<p>Acute hospital discharge support has been strengthened with support available in all 3 hospital sites</p> <p>GP facilitator work under review</p>	<p>Exit strategy needed</p> <p>Data needed on GP/community hospital model under pilot in NEWCIS</p> <p>Synergy in outcomes and outputs.</p> <p>Royal College of General Practitioner resources to be looked at as well as the possibility of designing</p>	

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
					<p>posters to be displayed in GP surgeries. Need to work towards standards for GPs.</p> <p>Letter to be drafted from the RPB to GPs from the partnership board stating what the offer for carers from the primary carer needs to be and what the benefits to them are. Copy to staff.</p> <p>A statement to be made to carers stating what they can expect.</p>	

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
2	<p><b>Carers' views and knowledge are sought, shared, used and regularly updated as overall care plans and strategies take shape</b></p>	<p>Need to involve carers in the planning of services, also as part of the evaluation of locally run projects</p>	<p>Local authorities  Health  Third sector organisations</p>	<p>Local partnerships, local engagement and strategy development work involves carers</p> <p>Partnership Carers Reference Group meets regularly</p> <p>Case studies are collated</p> <p>Surveys – Partnership and local authorities for WG statistics</p>		

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
3i)	Staff are 'carer aware' and trained in carer engagement strategies	Staff need to be aware of and welcome the valuable contribution carers can make and be mindful of carers' own needs. Staff need knowledge, training and support to become carer aware.	Local authorities  Health	Training available, but unclear as to whether this is consistent across services.  Triangle of care incorporates training needs  Social Care Wales have commissioned Carers Wales to co-produce a new national online carers awareness training which will be appropriate for health, local authority and third sector workers.	Training needs analyses needed.	



	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
3ii)	<b>Carers' training needs are being addressed</b>	Training needs of carers to be fed into the Social Care Workforce Development Plan (SCWDP).	Local authorities	Training delivered for carers by third sector organisations.  Carers have access to SCWDP training.	Carer training needs should be incorporated into SCWDP, with consideration given to training already provided by third sector	
4	<b>Policy and practice protocols on confidentiality and sharing information are in place.</b>	Staff need to be confident in sharing of information with carer	Local authorities  Health	Triangle of care incorporates understanding of confidentiality and sharing of information.		
5	<b>Defined post(s) responsible for carers are in place (carers leads)</b>	Role of carer lead officer needs to be able to influence discussions on strategic direction within organisations.	Local authorities  Health	Each local authority has a carers lead officer post. Responsibilities vary from area to area.	Post of BCUHB lead officer needs to be funded from core budget.	
6	<b>A carer focused introduction to the service and staff is available, with a relevant</b>	Carers need to be thought of on an equal basis	Local authorities  Health	Carer leaflets available from local authorities.	Understanding needed of gaps in provision.	

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
	range of information across the care pathway.	as the person cared for		Triangle of care incorporates a standard for introductory materials	Audit needed, as part of Triangle of care work where possible.	
7	A range of carer support services is available.	Capacity to provide bespoke services to carers according to what matters	Local authorities  Health  Third sector	A range is available across North Wales, with differences from area to area in terms of how service is delivered.	Local partnerships to work together to ensure that support services are commissioned in response to what matters to carers.	
<b>Social Services and Well Being Act 2014</b>						
8	Carers' needs assessments	To carry out needs assessments where a carer appears to have support needs and to conduct regular reviews	Local authorities	Needs assessments carried out, but lack of clarity and consistency in data.  One authority commissions a third sector provider to carry out assessments on its behalf	Link to carer surveys. What are carers telling us about the sustainability of their caring role.	

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
9	Advocacy	Independent professional advocacy as well as informal advocacy	Local authorities	A range of advocacy services are available.		
<b>Population Needs Assessment</b>						
10	Flexible carer break provision	The need for carers to access flexible and bespoke breaks in accordance to what matters to them	Local authorities Health Third sector	Contributing to National Carers Officers Learning and Improvement Network work stream on alternative carer breaks.  Third sector innovative carer break projects.  Local initiatives as part of third sector led projects		

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
				Social prescribing/community navigators		
11	Supporting carers in employment	Employers to develop	Local authorities Health Third Sector Carers Wales	Carers Wales Employers for Carers scheme underway.  BCUHB policy for carer absences adopted but not implemented.  NEWCIS Carer Friendly Employment Recognition Standards available		
12	Young adult carers supported	Bespoke support needed for young adult carers	Third sector  Local authorities  Health	Gaps in services identified, namely more intensive and tailored support around employment, training, confidence building and housing.	Consider the possibility of a third sector led a regional bid to the People and Places lottery fund to improve services for	

	INDICATOR/RISK	NEED	LEAD/KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
					young adult carers.	

Draft



**North Wales Young Carers Operational Group: Action Plan January 2018**

Welsh Government defines young carers as carers who are under the age of 18. The Code of Practice for Part 3 of the SSWWA 2014 defines young adult carers as being ages 16 to 25. This action plan is inclusive of the needs of all young and young adult carers up to age 25 years.

The needs and indicators have been extracted from Annex 1 of Code of Practice on the exercise of social service functions in relation to Part 3 SSWWA 2014 (COP) <http://gov.wales/docs/dhss/publications/151218part3en.pdf> and from the North Wales Population Needs Assessment Carers Chapter <https://www.northwalescollaborative.wales/wp-content/uploads/2017/04/7-Carers-chapter.pdf> pages 223-230 (PNA).

**Guiding Principles of the North Wales Young Carer Action Plan.**

- That the action plan is based on what matters for young carers/young adult carers
- That we involve young carers/young adult carers in service design
- That we develop robust, sustainable and flexible services in partnership to support young adult carers

	INDICATOR / RISK	NEED	LEAD/ KEY PARTNER	WHERE ARE WE NOW?	FUTURE ACTION	PROGRESS R/A/G
1	The individual is/will be unable to access support to maintain or develop family or other significant personal relationships (COP)	Need for peer support, counselling and carer break services (PNA)	Local Authority  Health  Carer support services.	Additional carer break funding for LA`s.  School counselling services do exist.	Strengthen link with CAMHS and ACEs leads.  Link in with MH Primary Care and Well-Being pathway.	

				<p>YC and schools based services re: peer support.</p> <p>Carer support services provide the majority of support.</p>	<p>Map how available formal counselling is.</p> <p>Query: Health Representative from Childrens Services.</p>	
2	<p>The individual experiences loss of control, or is likely to experience loss of control, over their immediate environment and/or day-to-day life including financial stability.(COP)</p>	<p>Young carers may feel insecure about their housing as they are not able to receive benefits or take on responsibility for paying council tax themselves (PNA)</p>	<p>Local Authority</p> <p>Carer support services.</p>	<p>Currently we don't know we need to explore: Links with housing, contingency planning YC services, access to benefits advice, welfare rights etc?</p>	<p>Work with L/A to research need and uptake for tenancy/housing related support for YC.</p> <p>Map what services are available and is there a need?</p>	
3	<p>The individual is unable to undertake, or is likely to be unable to undertake family and social roles and responsibilities that enable them to meet personal well-being outcomes for themselves or others (COP).</p>	<p>Need for carer breaks and opportunities to socialise (giving them time to be a child) (PNA)</p>	<p>Local Authority</p> <p>Carer support services.</p>	<p>YC services and LA provide these provisions.</p> <p>What is the current uptake of Carers Assessment? Carers assessments should identify and signpost to achieve these personal</p>	<p>YC Services to adopt regional Young Carer Assessment protocol currently being developed (Vicky Allen)</p>	

				well-being outcomes.		
4	The individual's social support systems are or could be at risk (COP).	Preventative measures to prevent the social support systems becoming at risk (PNA)	Local Authority  Carer support services.	Team Around the Family (TAF)/Team around Child (TAC); Family Group meetings; and YC services address these issues.	Further work to be done around community support and inclusion.	
5	The individual is unable to attain or experience good physical and/or mental health (COP).	Need for support to improve resilience, emotional wellbeing and self-esteem. Need for peer support networks with other young carers who understand. Counselling services and support with their own health needs (PNA)	Health  Local Authority  Support services.	YC Services and School based counselling. Some discounted leisure centre access.	Further work to be done with CAMHS, primary mental health services and GPs.  Updated mapping of current leisure opportunities for YCs  Training opportunities on-line re: Mental Health information and resilience. What else is available?	
6	The individual is/will be unable to access and engage in work, training, education, volunteering or	Need for support with education and learning Young adult carers miss or cut short on average 48 days of	Local Authority  Education services.  Carer support services.	YCiS programme.  Pilot YCiS in primary schools from Transitional Funds.	Potential to work with Pupil Referral Service and Careers service to capture YC's in transition?	



	recreational activities (COP)..	school each year (nearly 5 weeks). This among other factors can have a negative impact on achievement and future attainment (PNA).			Make links with Challenge Advisors.  Need to establish links with Directors of Education and Cluster Leads to be involved in this work.	
7	Lack of awareness and respect by some professionals, particularly in health (PNA)	Need for advocacy, especially when dealing with professionals in order to have their voices heard (PNA).	Local Authority  Health	YC Services  National ID card being proposed by WG.  Childrens Advocacy Service (unclear if this is open to YCs)  Training and promotion in and for primary care health professionals ongoing.  Medicines management  Triangle of Care	Advocacy for YC as with adults? Potential to map  Triangle of care approach for YC`s in MH  WCPPE leading on work around training on medicines management for YCs	
8	Accessible user friendly information	Access to appropriate	All Partners.	YC services	SS&WB ACT General Functions	

	either online or one to one without using jargon (PNA).	information, advice and assistance (PNA)		Local Authority IAA systems  Health support and further IAA internally.	350. In addition, alignment to the standards within the National Standards and Quality Assurance Framework for Information Services for Young People is recommended. <a href="http://www.promo-cymru.org/resources-2/national-standards-quality-assuranceframework">http://www.promo-cymru.org/resources-2/national-standards-quality-assuranceframework</a>  Promote information for YC in the wider community.	
9	Problems making GP appointments and wider issues within primary care services (PNA)	Improve identification and understanding within primary care (PNA).	Health  Carer support services.	Targeted interventions and GP facilitators work on-going.  New model of primary care facilitators being assessed to see if this has a better impact.	Governance around accessible healthcare and how we can promote from this angle.  Continued engagement with managed practices to show the benefit of engaging with YC`s.	

					Targeted campaigns for GP`s, checklist why beneficial to be inclusive.	
10	Very young carers, those under the age of eight, are at particular risk and have been excluded from some young carers' assessments and services in the past on the grounds that a child under eight shouldn't have any caring responsibilities (PNA).	Commissioners need to make sure there is support in place for these young people whether through young carers' services or other services for vulnerable children (PNA).	All Partners.	Work with primary schools via YCiS programme and YC services.  YC services some working from age 5.  Eligibility for care and support Part 3	Establish better and targeted links with Health visitors, school nurse and GPs.  Map the discrepancies within YC services.  Link with private nurseries who may not be linked in to wider work stream.  Child in Need/ child at Risk; are their caring roles being capture if there is already a primary need?	



CYDWEITHREDFA GWELLA GWASANAETHAU  
GOFAL A LLESIANT **GOGLEDD CYMRU**

**NORTH WALES** SOCIAL CARE AND WELL-BEING  
SERVICES IMPROVEMENT COLLABORATIVE

### North Wales Carers Reference Group (CRG). Action Plan January 2018-January 2019

Item	Action	Responsible	Deadline	Progress
Regimentation and institutionalisation of support services offered to carers. Carers wish to be offered a personalised and bespoke package of wrap around care.	<ul style="list-style-type: none"> <li>Inform the Regional Leadership board of case studies and examples highlighting this issue.</li> <li>Continue to challenge old behaviours within Local Authority and Health Boards.</li> <li>CRG members to bring issues to the attention of the CRG so that issues can be tackled in order to change culture and processes.</li> </ul>	<p>ALL</p> <p>ALL</p>	Ongoing.	<ul style="list-style-type: none"> <li>Informed Regional Leadership Group of this issue at the CRG Workshop on 16<sup>th</sup> November 2017.</li> <li>This has also been completed by professionals in their engagement with the Regional Leadership Group.</li> <li>This has been captured by the Regional Business Manager and put forward in her mapping report.</li> <li>This has been captured within our collection of carer's stories to inform the Regional Leadership Group.</li> <li>Education around this is ongoing within the Health Board and Local Authority.</li> <li>CRG members bring specific issues to the group and ones that can be tackled are handed over to the appropriate person to be dealt with.</li> </ul>
Encourage early identification and intervention for the carer and person cared for to take the pressure off carers. Good quality	<ul style="list-style-type: none"> <li>Educate Health staff.</li> <li>Educate Local Authority staff.</li> <li>Develop a package of training for all health and social care staff to ensure consistency in awareness and provision.</li> </ul>	<p>Health Board</p> <p>L/A's</p> <p>ALL</p>	<p>Ongoing</p> <p>Ongoing</p> <p>March 2018</p>	<ul style="list-style-type: none"> <li>Ongoing awareness raising and training being undertaken in BCUHB. Also looking at audits and opportunities for procedural change to improve identification of carers and what staff do with this information once captured.</li> <li>Mandatory training for LA staff on the SSWWA 2014 and ongoing training being delivered</li> </ul>

Item	Action	Responsible	Deadline	Progress
education and training for health care professionals around carers issues.				<p>across the region. Still inconsistencies in each L/A.</p> <ul style="list-style-type: none"> <li>• Social Care Wales are developing a National training package for all health, LA`s and social care workers to utilise. All partners have been collaborated with and a draft version is due to be circulated early next year.</li> </ul>
<p>Page 14</p> <p>Eliminate geographical barriers and information sharing barriers between services. In order to foster a climate of partnership and integration.</p>	<ul style="list-style-type: none"> <li>• Inform the Regional Leadership Group of this issue.</li> <li>• Promote consistency with services across geographical areas.</li> <li>• Allow LA`s and third sector organisations to work more closely together.</li> </ul>	<p>ALL</p> <p>ALL</p>	Ongoing	<ul style="list-style-type: none"> <li>• Informed Regional Leadership Group of this issue at the CRG Workshop on 16<sup>th</sup> November 2017.</li> <li>• This has also been completed by professionals in their engagement with the Regional Leadership Group.</li> <li>• This has been captured by the Regional Business Manager and put forward in her mapping report.</li> <li>• The Regional Leadership Group has recommended that carer`s services budgets are pooled. Not only will this spread the funds we have further, but this will promote cross boundary working.</li> </ul>

Item	Action	Responsible	Deadline	Progress
<p>Improve the experience for carers within the Continuing Health Care (CHC) process.</p>	<ul style="list-style-type: none"> <li>AD and DC to meet with Will Williams.</li> <li>AD to work closely with CHC staff trainer Sian Kelbrick.</li> <li>AD/DC/WW to look at capturing carer experiences in the CHC process and how to do this.</li> <li>AD to meet with ASNEW around advocacy in the CHC process.</li> </ul>	<p>AD/DC LA`s. CHC</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>AD and DC met with WW on 17<sup>th</sup> October 2017 and committed to working more closely together. Very important to ensure that carers are supported and informed throughout the process.</li> <li>Training for staff is very good and explicitly states what carer`s are entitled to and should be provided with. Carer friendly, however, this does not always happen in practice. AD will support trainer SK and explore carer issues in more depth with staff.</li> <li>DC and WW looking at how to utilise carer survey in order to target poor practice and highlight good practice in the CHC process.</li> <li>AD met with specialist CHC advisor on 12<sup>th</sup> October from ASNEW, very good however only available in some LA areas and long waiting lists. Advocacy to be promoted in the CHC process.</li> <li>AD has met with Sian Kelbrick Interim Head of CHC Performance and Compliance on 9<sup>th</sup> March 2018, I have advise on their strategy and suggested future ways of improving carer inclusion and engagement. Ad provided Sian with the CRG action plan and fed back the comments received about the CHC. Sian has agreed to adopt out carers servey to drive</li> </ul>

Item	Action	Responsible	Deadline	Progress
				improvement for carers and also will distribute out BCUHB Carers Leaflets to every new person cared for and family. They are also going to adopt their invitation letters to be more carer inclusive and advise carers of their rights and a right to an advocate. AD has provided the CHC with a map of carers` services and advocacy services.
Carers wish to be able to access expert advice and assistance when issues arise in relation to mental health and substance misuse carers.	<ul style="list-style-type: none"> <li>• Feedback to the Mental Health Patient Experience Group.</li> <li>• Recommend a telephone support service/triage service for families and carers.</li> <li>• Encourage Triangle of Care (ToC) principles throughout all of MH division which will promote advice and assistance being offered to carers at the earliest opportunity preventing the need for emergency advice.</li> </ul>	AD BCUHB	March 2018	<ul style="list-style-type: none"> <li>• ToC audits have been undertaken in all rehabilitation units and many CMHT`s. The audits have been analysed and in the process of feeding back to each unit with recommendations and support processes.</li> <li>• AD will start to compile report of final findings, developments to date and overarching recommendations in January 2018.</li> <li>• Working closely with third sector partners and carers to improve out services for MH carers.</li> <li>• (March 2018) The Rehabilitation Units have now adopted all of the changes highlighted by the ToC and a carer pathway has been created.</li> </ul>

<i>Item</i>	<i>Action</i>	<i>Responsible</i>	<i>Deadline</i>	<i>Progress</i>
	<ul style="list-style-type: none"> <li>AD to write and submit a report to the M/HPEG of the ToC finding and CRG findings.</li> </ul>			
<i>Item</i>	<i>Action</i>	<i>Responsible</i>	<i>Deadline</i>	<i>Progress</i>
Carers Week Plans Monday 11 <sup>th</sup> June to Sunday 17 <sup>th</sup> June 2018	<ul style="list-style-type: none"> <li>The group to plan awareness raising activities for Carers Week 2018</li> </ul>	CRG members	May 2018	<ul style="list-style-type: none"> <li></li> </ul>





## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Theatr Clwyd Business Plan 2019-2021
<b>Cabinet Member</b>	Cabinet Member for Economic Development Cabinet Member for Education
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

The Board of Governors of Theatr Clwyd produces an annual business plan which is to be approved jointly by the Council and the Arts Council of Wales as the two principal funders. The continuation of funding by the Arts Council is subject to agreement of an acceptable business plan under their terms and conditions of grant.

Cabinet renewed the constitutional and governance arrangements for Theatr Clwyd in October.

The Business Plan for 2019-2021 is presented for approval.

### RECOMMENDATIONS

1	That the Theatr Clwyd Business Plan 2019-2021 be approved.
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## **REPORT DETAILS**

<b>1.00</b>	<b>THEATR CLWYD BUSINESS PLAN 2019-2021</b>
1.01	The Board of Governors of Theatr Clywd produces an annual business plan which is to be approved jointly by the Council and the Arts Council of Wales as the two principal funders. The continuation of funding by the Arts Council is subject to agreement of an acceptable business plan under their terms and conditions of the grant. The Arts Council has been involved in the development of the Plan. The Theatre is highly rated by the Arts Council, and continues to be one of its leading funded bodies.
1.02	Cabinet renewed the constitutional and governance arrangements for Theatr Clwyd in October. Under these arrangements the Business Plan is to be presented to Cabinet for approval. Seven councillors are members of the Board, including one of two responsible Cabinet Members. The Chief Executive is also a member of the Board, and has lead responsibility for Theatre management.
1.03	The Board of Governors has reviewed and endorsed the attached Business Plan for approval. The Plan covers a three year period and sets out a renewed Mission and Vision, the Theatre Making and Programming operational core, and the Strategic Priorities for the Theatre. There are a series of appendices to the Plan which are available on request.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The Business Plan does not require any change to the existing funding arrangements with the Council for 2019/20. The draft budget for 2019/20 reflects these arrangements noting the Council subsidy to the Theatre has been reduced by over 40% over a four year period of transition.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Theatr Clwyd has engaged stakeholders and the workforce in the development of the Business Plan.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The Business Plan poses no new risks to the Council. Theatr Clwyd continues to perform well in meeting its artistic and business objectives within its approved budgets.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Theatr Clwyd Business Plan 2019-2021 (the appendices to the Business Plan are available on request)

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Previous Cabinet and Council reports including a report to Cabinet on Constitutional and Governance Arrangements for Theatr Clwyd, October 2018.</p> <p>Reports and Minutes of the Theatr Clwyd Board.</p> <p><b>Contact Officer:</b> Colin Everett  <b>Telephone:</b> 01352 702101  <b>E-mail:</b> <a href="mailto:chief.executive@flintshire.gov.uk">chief.executive@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Arts Council of Wales</b> – the sponsored Government body which supports the arts in Wales.

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Theatr  
Clwyd

# Business Plan

2019 – 2021

Page 1 of 9



Wladwr gan  
Llywodraeth Cymru  
Sponsored by  
Welsh Government



Cyngor Celfyddydol Cymru  
Arts Council of Wales



# Story

Once upon a time a group of people stood on a hill and decided to make the world a happier place.

*"But what makes people happy?"* they thought.

So they travelled the world to try to find out. They saw majestic parks, inspirational churches and elegant galleries. They saw bustling cafes, moving festivals and moments of drama that made their souls tingle.

Then, when they'd seen it all, they returned to that same hill with an idea.

They would build a theatre, it would have great plays, magnificent music and stunning art, but more importantly, it would be a beacon, a meeting place, a home for their communities to come together, enjoy and call their own.

So they built that theatre on that hill so that people could meet, laugh and cry, so that new friends could be made, so that their community could have a voice, and that voice could shout about itself.

That place would be dedicated to just one goal: making the world a happier place.

**Welcome to Theatr Clwyd.**

**Making the world a happier place, one moment at a time.**

**N.B – This is a story outlining a vision of what the current stakeholders and supporters of Theatr Clwyd can achieve together to ensure this theatre on a hill survives for future generations.**



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# Where are we now



**The last 12 months** have seen a continued dramatic pace of change within our organisation. This change is now, in the main, welcomed and embraced by our staff, our visitors and our communities. As a thriving arts organisation, we must never stand still in an ever-shifting world but the continued need for progress at Theatr Clwyd is particularly critical to the future resilience of our work and the building that houses it.

**Our productions** over the most recent period of business planning have allowed us to grow in confidence as we increase our prominence within the theatre sector in Wales and across the rest of the UK. This year we continue to develop our family Christmas offer with our first Welsh language Christmas production (a co-production with Pontio Arts) joining our established Rock 'n Roll Pantomime (written for the first time by a Welsh playwright) and our interactive adventure for the young at heart.



**This spring**, we landed a joyous production of *The Great Gatsby* in a disused pub on Mold High Street, filling the town with theatre goers dressed up and ready to join in, not just observe.



**We have created wide debate** in both the UK and the US about current societal behaviour with the world premiere of new musical *The Assassination of Katie Hopkins*, provoking a press publication in Canada to commission a digital van to tour the streets of London and north Wales on our press night in protest of the discussions raised within the production (as well as winning a UK theatre award for Best Musical Production). We have become the first theatre in the UK to take the role of 'lead' theatre makers in co-production with





The National Theatre of Great Britain, creating and producing the world premiere of *Home, I'm Darling* in north Wales before transferring to London's Dorfman theatre and then to the West End. For the first time in our history we have delivered a major co-production with the Sherman Theatre, with our female-led production of *The Lord of the Flies* gaining national coverage for the prominent Welsh partnership.

**We have continued** our relationship with UK new writing company Paines Plough to deliver three world premieres and have attached three Welsh playwrights to the process as part of our TYFU programme. The three new Welsh language plays they created were performed in the Roundabout Theatre on location in north Wales before being shared at the National Eisteddfod in Cardiff.



**We will continue** to deliver programming that can offer local, national and international impact and aim to build upon our position as one of the most respected and high-quality producing houses in the UK.

For Theatre Producing and Programming see page 15 (2019), page 21 (2020) & page 25 (2021)



**During the last 12 months** we have improved our approach to data driven decision making. With the implementation of a new EPOS system across all areas of trading we are now able to see what our visitors like to buy, when they like to buy it and how we can improve our offer, alongside increasing revenue in this key area of business growth.

See appendix page 44 for spend comparisons

**We have also introduced** a number of new 'data tools' to aid our monitoring of audience booking patterns and reviewed all sales in our auditoria over the last 5 years to help implement a



new ticket pricing approach. This new approach has allowed us to increase revenue whilst also increasing the number of lower priced tickets available for our work (both the shows we produce and visiting companies). This work will continue alongside targeted ticket offers for members of our community who couldn't even consider a £5 or £10 ticket (our lowest prices for most Theatr Clwyd productions) within their financial capacity, enabling us to reach out to those who don't think our home is theirs.

[See appendix page 2 for box office and audience data](#)



**Our TYFU programme** has continued to develop with new apprentice positions created in the scenic workshop, creative engagement, the catering department and two within the lighting and sound team. We have offered placements via the *We Mind The Gap* scheme to 6 young women who come from disadvantaged backgrounds within Flintshire, partnered with National Youth Arts Wales and Theatr Genedlaethol to deliver the first National Youth Theatre training week, offered placements as part of the Arts Management course at Royal Welsh College of Music and Drama, and continued with our assistant director scheme on every Theatr Clwyd production. All of this alongside growing our Writer in Residence scheme this year to allow 6 writers an attachment at the theatre during one of our productions. We remain committed to help tyfu talent and skills to offer employability in our sector and beyond.

[See appendix pages 28, 36, 43, 55, 61 and 76 for more information](#)

**Our other major growth** during the year centres around the cross arts work with, by and for our communities. We have increased our reach with the number of people to whom we have offered quality creative engagement, as well as the geographical areas of the communities with whom we have worked. We have developed our 'open to all' theatre making groups (Cwmni 25 and 55)



and recently introduced Cwmni 35 - enabling people between the ages of 35 and 55 to access the same opportunities as the previously established groups.



**We have continued** to develop a strong working partnership with Betsi Cadwaladr University Health Board, not only through our shared projects (*Arts from the Armchair*, *Singing for the Soul* and *Singing for Lung Health*), but also on a wider strategic level in developing and launching the North Wales Arts, Health and Well-Being Concordat. We have brought the Arts Development team into Theatr Clywd (formerly directly managed by Flintshire County Council) and, perhaps more

importantly given the greater threats to its existence, we have also taken on the Music Service delivery across the county. Both services have been subsidised by our Theatre Tax Relief reserves to ensure their future as we develop new, more flexible models of delivery. This now offers us expertise within community arts engagement in theatre, music, visual arts and dance, taking us one step closer to becoming a truly all-encompassing cultural centre for our communities.

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See appendix page 15 for Creative Engagement Strategy

**During the last business planning phase** we had a turnover of £5.2 million during the financial year. This year we have increased our projected turnover (currently in year but signed off by our Board and forecast for hitting target) to £6.4 million. This can be accounted for by improved secondary spend, introductions of new membership and regular giving schemes, an uplift in audience numbers, improved income at the box office, and increased turnover through fundraising and creative engagement project work. We also commissioned an Economic Impact Report delivered by Arad research which outlines that alongside our internal turnover we generate over £7m each year towards the economy in north east Wales. Alongside all these increases, we are reducing our environmental impact by becoming disposable plastics free in our front of house areas.

Appendix References: [Secondary Spend \(page 44\)](#) | [Membership \(page 6\)](#)  
[Regular giving \(page 5\)](#) | [Box Office \(pages 2-12\)](#)  
[Economic Impact \(page 192\)](#) | [Plastics \(page 47\)](#)



## The key challenges that face us are clear...

We must continue to improve the efficiency of our business offer to maximise income and support our key strands of work.

We must review and update our operational and governance arrangements to ensure the organisation is in the best possible position for the future.

We deeply believe that our role as an organisation is to develop sustainable pathways for our communities, from all backgrounds, to be creatively engaged in the arts – whether for their general wellbeing or for specific health reasons, and we will look to be a leader in innovative change and delivery within this area.

We will strive to continue to play a leading role in the theatre producing sector and cement our place as a major player in the UK theatre scene. We must ensure that all our staff are supported in their work and given opportunities to develop their practice, allowing them ever greater ownership of the key elements of this business plan, whilst always monitoring their work/life balance and seeking to alleviate the pressures that working in this industry can bring.

We will continue to develop our TYFU programme and work hard to nurture both existing and new Welsh talent for future generations, developing the arts leaders and theatre makers who will follow us.

All of these are key challenges – but all of these challenges must be managed alongside the delivery of a major capital redevelopment. It is now quite clear that if we cannot deliver a successful capital project, Theatr Clwyd will have no home for its work, no home for our communities, no home for talent development, no home for the biggest and most influential producing theatre in Wales.

We will work tirelessly to ensure the future prosperity of this organisation and the growing communities it serves – and this document and supporting appendices outline the beliefs, actions and indicators of how we will go about that work.

**Liam Evans-Ford and Tamara Harvey**  
Executive Director and Artistic Director



# The Team

**This past year** has continued to see changes and growth within Our Company at Theatr Clwyd. Our Creative Engagement team has grown from 3 to 8 with new roles created as part of taking in the Flintshire County Council Arts Development team. We have continued towards growing provision within our production departments, creating two scenic art positions and increasing the core staff in the Lighting and Sound department. The other major addition to our team relates to our work towards ensuring the future of the Music Service in Flintshire – with all staff now managed by Theatr Clwyd.

The Strategy Team includes a mix of newly appointed and established staff and is an increasingly dynamic and important group in terms of our decision making and planning. It is led by Liam Evans-Ford (Executive Director) and Tamara Harvey (Artistic Director) and consists of (in alphabetical order):

- P**  
**a**  
**a**  
**y**  
**e**  
**r**  
**y**
- Paim Davis, Director of Production (Making)
  - Sam Freeman, Director of Marketing and Communications
  - William James, Associate Producer
  - Swennan Mair Jones, Director of Creative Engagement
  - Hannah Lobb, Director of Production (Technical)
  - Aled Marshman, Director of Music
  - Pat Nelder, Capital Development Associate
  - Daniel Porter-Jones, Director of Development
  - Andrew Roberts, Director of Operations
  - Emma Sullivan, Finance Director

To fulfil our operational activity, we employ 85 full time equivalent core staff (made up of 138 individuals) and in the last 12 months have employed over 115 casual/relief staff. We also employ freelance actors, stage management and creatives (over 300 during '17-'18) and run a volunteer programme which has seen an uplift of 45 new faces over the last 3 months taking us to over 150 volunteers.



**We are supported** by 11 board members, including 7 local councillors, 6 co-opted members and the Chief Executive of Flintshire County Council. We have now taken on our fifth apprentice in the Lighting and Sound team; with the previous four still working for us in various capacities. Our first apprenticeship in the scenic workshop has concluded, and we are looking to our next for 2019. We have our first apprentice in the kitchen who has started at the same time as a long-term work placement in our Creative Engagement team, building on her placement through the 'We Mind The Gap' programme.

See pages 19, 23 and 28 and appendix pages 27, 35, 42, 54, 60, 66 and 75 for 'Our Company' strategy



# Our Mission

To make the world a happier place, one moment at a time.

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# Our Vision

We will be a **place to dream** – inspiring, unencumbered, light

We will be a **space to play** – messy, invigorating, free

We will be a **training ground** – rigorous, challenging, supportive

We will be a **healing space** – encompassing, understanding, safe

We will be a **home** – for our company, for our communities, for our theatre makers, dancers, musicians and artists, for our facilitators and practitioners, and for the wider world

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# World Class Theatre Making & Programming



**Theatre making and programming is our core**, at the very heart of what we do, and so has no mention in our Strategic Priorities. We will never stop making theatre, whereas our Strategic Priorities are those things that might otherwise get lost in the constant cycle and pressure to build, rehearse and open the next show.

The important and continual tension in our theatre making and programming is to create seasons that audiences want to see but that also push at the boundaries of what theatre can do, creating shows that ask the big questions – who we are, what our world is or is becoming, how we choose to live our lives. These questions can be asked through drama but they can equally be asked through comedy, though serious ‘art’ but also through seemingly pure ‘entertainment’. Different strands of our audience want different things from a night in their theatre – our task is to ensure that all these varying (and sometimes contradictory) needs are met, and that we continue to stretch our audiences’ ideas of what they might want to see.

Increasingly, we are learning to answer these differing needs across all our programming – recognising that our audiences make little distinction between what we produce and what we present and so embracing the opportunity to find visiting shows that fulfil a need we may not answer in a particular season of produced work. This approach allows us to be braver about what we make – knowing that we had *The Play That Goes Wrong* in the Anthony Hopkins Theatre was partly what gave us the courage to produce *The Assassination of Katie Hopkins* in the Emlyn Williams Theatre.

As we move towards capital redevelopment (which is still an ‘if’ but which we must keep believing is a ‘when’), we will have to become even more holistic in our programming and even more imaginative about how, when and where we make shows. This will mean looking at different possible spaces within our building and looking at places around our neighbouring towns and villages – ensuring that we keep people coming up our hill and, at the same time, using the redevelopment as an opportunity to reach further into our communities. Day by day and year on year, we must keep doing everything we can to ensure that our theatre making and arts programming is making the world a happier place, one moment at a time.

**Tamara Harvey** | Artistic Director

Programming: See page 15 (2019), page 21 (2020) & page 25 (2021)



# Strategic Priorities

Our strategic priorities are the areas in which we will seek to enact substantial change to fulfil our mission and vision over the next 3 years.

## 1 | Our Building

To deliver a major capital scheme which reimagines and reshapes our building to secure Theatr Clwyd for future generations.

## 2 | Our Community

To reach out to those in our communities who are most in need of us, finding new and creative ways to listen to and engage their creativity

## 3 | Our Business

To make our governance and operational models nimble and effective, maximising income and ensuring the future of the organisation

## 4 | Our Company

To empower our staff, freelancers, volunteers and apprentices to have creative ownership as an essential part of the whole, whilst working towards a balance between work and wider interests.

## 5 | Our Theatre Makers and Artists

To develop, nurture and grow Welsh, UK and international artists, makers, facilitators and practitioners in both the Welsh and English Languages

# Year One | 2019

## World Class Theatre Making & Programming

### We will produce the following:

- A major revival of *Orpheus Descending* by Tennessee Williams in co-production with the Menier Chocolate Factory
- *Wave Me Goodbye* – the world premiere of an adaptation of Jacqueline Wilson’s popular children’s novel by Emma Reeves, renowned Welsh adaptor and playwright, directed by prominent Welsh theatre maker, Christian Patterson
- Our third Roundabout season in co-production with Paines Plough – two world premieres (one by a Welsh playwright) and one revival of a play for young people
- *Mold Riots* – a large scale, site specific production in Mold, telling the story of the Mold Riots in a new script by Welsh writer, Bethan Marlow, with an integrated cast of professionals and community actors
- The world premiere of a play by a Welsh writer (her first to be produced) in the Anthony Hopkins Theatre and at least one other venue in Wales
- The world premiere of a new play by a Welsh writer in co-production with a major UK regional theatre
- A new rock ‘n’ roll panto by Welsh theatre maker, Christian Patterson
- A Christmas adventure in various spaces around our building
- A Welsh language Christmas show for young people

### We currently have on commission:

- A play by Welsh playwright Dafydd James (co-commission with the Sherman and the Royal Court Theatre)
- A version of a classic text by Wales-based playwright, Kate O’Reilly
- A bilingual play by Welsh playwright Alan Saunders (co-commission with Theatr Genedlathol)
- A play by Welsh playwright Matthew Bulgo (co-commission with Papertrail), with additional scenes by Welsh playwright Manon Jones and Japanese playwright, Yasuro Ito
- An adaptation of a classic children’s story by Elinor Cook

### We will commission the following:

- An adaptation of a popular Welsh novel
- A Welsh language adaptation of an English language play
- A new comedy by an established Welsh playwright
- A new musical

# Year One | 2019

## Strategic Priorities

### 1 | Our Building

*To deliver a major capital scheme which reshapes, rebuilds and reimagines our building to ensure Theatr Clwyd offers a home for future generations*

#### We will:

- Build a skilled and dedicated team of experienced professionals to support the in-house team.
- Undertake full stakeholder consultation about ideas for redevelopment
- Deliver RIBA Stage 3 design and development including planning approval
- Secure full Arts Council of Wales financial commitment towards the project
- Secure full Flintshire County Council financial commitment towards the project
- Secure full Welsh Government financial commitment towards the project
- Secure first major individual gift towards the project
- Secure first major trust donation towards the project
- Develop detailed planning on phased work to ensure operations can continue around building works
- Develop a detailed communications strategy for the full project
- Deliver detailed revenue budgets across full financial years of the capital programme and ensure all risks are highlighted and where possible negated

For detail see appendix pages 17, 31, 38, 51, 57, 63 and 70

## 2 | Our Community

*To reach out to those in our communities who are disadvantaged, finding new and creative ways to listen to and engage their creativity*

### **We will:**

- Identify a key partner or community group to work with to offer tickets to those with little or no means of seeing theatre
- Identify opportunities to work directly with communities in Flint on a major theatre piece. Continue working across other areas of our County.
- Create and deliver a strategy for using the Theatr Clwyd caravan to work within local communities
- Identify partners and work together to find practical transport solutions that enable our communities to travel to and from the theatre
- Work with Betsi Cadwalader University Health Board to create a new project within our Arts and Health strand
- Progress the delivery of the Arts, Health and Well-being Concordat
- Work towards broadening our creative reach within our communities through dance, visual arts and music as well as theatre

detail see appendix pages 18-25, 32, 39, 52, 58, 64 and 71

## 3 | Our Business

*To make our governance and operational models nimble and effective, maximising income and ensuring the future of the organisation*

We will:

- Agree the best governance and operational model for the future of Theatr Clwyd with all key stakeholders
- Negotiate staff pay awards to ensure future business resilience for any alternative governance model
- Identify all key areas of negotiation around alternative governance and operational model
- Deliver detailed plan for the move from current governance into any agreed new model
- Develop clear narrative about our future resilience in any new governance model
- Agree an in principle final delivery date for new model
- Agree detailed business model for Music Services

For detail see appendix pages 26, 33, 40, 53, 59, 65, and 74

## 4 | Our Company

*To empower our staff, freelancers, volunteers and apprentices to have creative ownership as an essential part of the whole, whilst working towards a balance between work and wider interests.*

We will:

- Implement new 'Company Engagement Group' involving staff from across the organisation to meet regularly with a senior manager to share thoughts, information and ideas for improvement – in both directions
- Implement staff 'Creative Pathway' for staff to apply for a time bank scheme to allow individuals to develop a creative project within working hours for the benefit of both individuals and the organisation
- Negotiate terms for all Music Staff
- Introduce new holiday year
- Ensure we hold regular capital redevelopment workshops with staff
- Deliver the annual staff picnic and Christmas lunch
- Deliver an 'away trip' for all staff
- Introduce monthly staff brunch
- Deliver two dedicated 'Volunteer events' to thank and share information
- Increase budgets for staff training and development

For detail see appendix pages 27, 35, 42, 54, 60, 66 and 75

## 5 | Our Theatre Makers and Artists

*To develop, nurture and grow Welsh, UK and international artists, makers, facilitators and practitioners*

We will:

- Deliver 2 Traineeships for Welsh Directors
- Work in partnership with Powis Castle to deliver a 2-year immersive theatre experience, written by Welsh playwright Lucy Gough, directed by Welsh director Hannah Noone
- Take a Welsh language theatre piece to the Eisteddfod
- Work with 6 Writers in Residence (2 Welsh language, 2 Welsh or Wales-based, 2 other)
- Continue to build relationships with and commission Welsh, Wales-based and other UK writers
- Support 6 Companies in Residence
- Deliver 1 Apprenticeship in LX and Sound
- Ensure employability growth for the current apprenticeships
- Identify 1 other apprenticeship opportunity across the organisation
- Work with Wardrobe, Scenic Artists and Workshop to develop apprenticeship plans for 2020
- Partner with National Youth Arts Wales to deliver the National Youth Theatre of Wales Summer Residency
- Finalise plans for in-house facilitator training, to be delivered in association with a learning institution
- Continue to develop working partnership with Royal Welsh College of Music and Drama

For detail see appendix pages 28, 36, 43, 55, 61, 68 and 76



# Year Two | 2020

## World Class Theatre Making & Programming

### We will produce the following:

- The world premiere of a new musical adaptation of a much-loved children's series of books
- The world premiere of a new play by a Welsh writer, in co-production
- The world premiere of a new version of the classic play
- The world premiere of a Welsh language version of an English language play
- A large scale, site specific co-production of a local story with a mixed cast of professionals and community actors
- 2 plays in the EWT directed by our Welsh director trainees
- A new rock 'n' roll panto
- A Christmas adventure in various spaces in our building
- A Welsh language Christmas show for young people

### We will commission the following:

- A Welsh language adaptation of an English language play
- A new play by a Welsh playwright
- A new play by a Welsh, Wales-based or other UK playwright

# Year Two | 2020

## Strategic Priorities

### 1 | Our Building

*To deliver a major capital scheme which reimagines and reshapes our building to secure Theatr Clwyd for future generations.*

We will:

- Deliver RIBA Stage 4
- Decant 'phase one' area of the building
- Start work on site

For detail see appendix pages 17, 31, 38, 51, 57, 63 and 70

### 2 | Our Community

*To reach out to those in our communities who are disadvantaged, finding new and creative ways to listen to and engage their creativity*

We will:

- Begin to remodel Music Services and identify new areas of community engagement that can support the provision for schools
- Evaluate our ticketing offer and identify one additional partner or community group to work with to offer tickets
- Find opportunities to work directly with communities in Buckley on a major theatre piece. Continue working across other areas of our County.
- Develop creative use of the Theatr Clwyd caravan for creative engagement with our community
- Further develop and deliver the strategy for community engagement

For detail see appendix pages 18-25, 32, 39, 52, 58, 64 and 71

## 3 | Our Business

*To make our governance and operational models nimble and effective, maximising income and ensuring the future of the organisation*

We will:

- Evaluate work undertaken during year one
- Begin detailed negotiations with Flintshire County Council towards levels of funding, staffing terms and conditions and requirement for future service support as part of agreed governance model
- Begin implementation of new business model for Music Services

For detail see appendix pages 26, 33, 40, 53, 59, 65, and 74

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## 4 | Our Company

*To empower our staff, freelancers, volunteers and apprentices to have creative ownership as an essential part of the whole, whilst working towards a balance between work and wider interests.*

We will:

- Evaluate progress of both the 'Company Engagement Group' and the 'Creative Pathway' programme
- Deliver the annual staff picnic and Christmas lunch
- Deliver an 'away trip' for all staff
- Deliver two dedicated 'Volunteer events' to thank and share information
- Ensure communication with all staff towards proposed governance changes
- Instigate changes with Music Service staff

For detail see appendix pages 27, 35, 42, 54, 60, 66 and 75

## 5 | Our Theatre Makers and Artists

*To develop, nurture and grow Welsh, UK and international artists, makers, facilitators and practitioners*

We will:

- Evaluate the 2 Traineeships for Welsh Directors and implement second round of Traineeships
- Work with the original 2 trainees to find future opportunities for employment
- Continue to work in partnership with Powis Castle to deliver a 2-year immersive theatre experience, written by Welsh playwright Lucy Gough, directed by Welsh director Hannah Noone
- Commission 2 Welsh writers
- Work with 6 Writers in Residence (2 Welsh language, 2 Welsh or Wales-based, 2 other)
- Support 6 Companies in Residence
- Commission 1 writer from elsewhere in the UK or the world
- 1 Apprenticeship in LX and Sound
- 1 Apprenticeship in either Wardrobe, Scenic Art or Workshop
- Ensure employability growth for the current apprenticeships
- Identify 1 additional apprenticeship opportunity across the organisation
- Work with Wardrobe, Scenic Artists and Workshop to develop further apprenticeship plans for 2021
- Deliver our in-house Facilitator training in association with a learning institution

For detail see appendix pages 28, 36, 43, 55, 61, 68 and 76

# Year Three | 2021

## World Class Theatre Making & Programming

We will produce the following:

- 8-10 productions, in our building and site-specific, to include:
  - 1 large scale, site specific production with a mixed cast of professionals and community actors
  - A new rock 'n' roll panto
  - A Christmas adventure in various spaces in our building
  - A Welsh language Christmas show for young people
  - A show suitable for KS2

We will commission the following:

- A new play by a Welsh playwright
- A new play by a Welsh or other playwright

# Year Three | 2021

## Strategic Priorities

### 1 | Our Building

*To deliver a major capital scheme which reimagines and reshapes our building to secure Theatr Clwyd for future generations.*

We will:

- Decant 'phase two' area of the building
- Start work on 'phase 2' of the build
- Resume operational responsibility for 'phase 1' area of the building

For detail see appendix pages 17, 31, 38, 51, 57, 63 and 70

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### 2 | Our Community

*To reach out to those in our communities who are disadvantaged, finding new and creative ways to listen to and engage their creativity*

We will:

- Evaluate our ticketing offer and identify one additional community group to work with to offer tickets
- Find opportunities to work directly with communities in Connah's Quay on a major theatre piece. Continue working across other areas of our County.
- Further develop and deliver the community engagement strategy for the Theatr Clwyd caravan

For detail see appendix pages 18-25, 32, 39, 52, 58, 64 and 71

## 3 | Our Business

*To make our governance and operational models nimble and effective, maximising income and ensuring the future of the organisation*

We will:

- Begin implementation of phased governance change
- Finalise implementation of operational changes

For detail see appendix pages 26, 33, 40, 53, 59, 65, and 74

## 4 | Our Company

*To empower our staff, freelancers, volunteers and apprentices to have creative ownership as an essential part of the whole, whilst working towards a balance between work and wider interests.*

We will:

- Evaluate initiatives delivered in 2019 and 2020 and respond accordingly
- Deliver the annual staff picnic and Christmas lunch
- Deliver an 'away trip' for all staff
- Deliver two dedicated 'Volunteer events' to thank and inform
- Increase staff training budgets

For detail see appendix pages 27, 35, 42, 54, 60, 66 and 75

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## Our Theatre Makers and Artists

To develop, nurture and grow Welsh, UK and international artists, makers, facilitators and practitioners

We will:

- Continue to deliver the Traineeships for Welsh Directors
- Evaluate the partnership with Powis Castle
- Commission 2 Welsh writers
- Work with 6 Writers in Residence (2 Welsh language, 2 Welsh or Wales-based, 2 other)
- Support 6 Companies in Residence
- Commission 1 writer from elsewhere in the UK or the world
- 1 Apprenticeship in LX and Sound
- 1 Apprenticeship in either Wardrobe, Scenic Art or Workshop
- Ensure employability growth for the current apprenticeships
- Identify 1 additional apprenticeship opportunity across the organisation
- Work with Wardrobe, Scenic Artists and Workshop to develop further apprenticeship plans
- Continue to deliver our in-house Facilitator training in association with a learning institution

For detail see appendix pages 28, 36, 43, 55, 61, 68 and 76



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## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Update on the Fleet Contract
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene & Transportation)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

In 2016, Cabinet approved the implementation of Phase 3 of the Countywide Fleet Review and the award of a 7-year contract with a single external supplier for the supply, management and maintenance of all the Council's fleet, whilst retaining the in-house workshop staff, who would carry out the maintenance activities on the vehicles on behalf of the contractor.

In May 2016 a report was provided to Cabinet, with details of the outcome of the tender exercise to source a partner organisation to provide and manage the County's fleet of vehicles and the new contractor commenced their operations in Alltami Depot in October 2016.

Cabinet requested that regular reports be brought back to Cabinet over the life of the contract, in order to keep Cabinet informed on the progress of the contract.

This report provides Cabinet with details of progress after the first two years of the contract, along with an evaluation of the efficiencies delivered by the change in deliver method.

### RECOMMENDATIONS

1	That Cabinet is assured that the new fleet working arrangements are achieving the objectives agreed prior to awarding the Fleet Contract.
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## **REPORT DETAILS**

<b>1.00</b>	<b>BACKGROUND TO THE FLEET REVIEW</b>
1.01	The Fleet Review commenced in 2011, and reviewed both operational and strategic fleet functions. £0.872m in efficiencies were achieved from the Fleet Review from 2013/14 to 2015/16. This was delivered over 3 Phases with Phase 3 of the project contracting a partner organisation to provide and manage the County's fleet of vehicles.
1.02	Following Cabinet approval in September 2014, a tender exercise was undertaken through an existing procurement framework, to source a partner organisation to provide and manage the County's fleet of vehicles.
1.03	Following an extended period for tender submission and a significant number of clarification questions only one tender was received from Essential Fleet Services (EFS).
1.04	This single submission allowed Flintshire County Council to clarify a number of issues with the supplier surrounding their submission, and in May 2016 a report was taken to Cabinet recommending to award the contract and this was approved.
1.05	Further discussions took place to create a secure funding model beneficial for both parties, and the contract was awarded and started on 2 <sup>nd</sup> October 2016.
1.06	Since the start of the contract, both the operation and supplier continued to be supported throughout by Streetscene & Transportation staff based at Alltami, with regular monthly senior management meetings being held and attended by the Chief Officer.
1.07	In August 2017, EFS internally merged with a sister company and the supplier changed its operating name to Go Plant Fleet Services (GPFS).
1.08	A new Fleet Manager for the Council was appointed in January 2018, who has established himself well within the service and worked closely with GPFS to deliver the benefits of the contractual arrangement.
1.09	The benefits of the contract, as described in the May 2016 report, are set out in the following points.
1.10	<p>Anticipated Financial Benefits:</p> <ol style="list-style-type: none"><li>1. Total Cumulative Savings from Year 1 through to Year 7, including calculated avoided costs by the Authority, are in excess of £2.5m, against existing budget figures.</li><li>2. The contract is set up to share the benefit of additional income introduced to the workshop and any future efficiencies during the life of the contract.</li><li>3. The Council will gain from migrating existing costs to the contract, in the form of staff secondment.</li><li>4. The Council will gain from back office efficiencies, released through the engagement of a single supplier (reduced processing and management of systems).</li></ol>

	<p>5. The Council will gain from the surety of avoiding costs, such as fleet investment and inflationary pressures, throughout the life of the contract.</p>
1.11	<p>Current position in relation to Financial Benefits:</p> <ol style="list-style-type: none"> <li>1. In the first year of the contract, the contract was extended to 8 years in the initial period, for a further discount of £50k per annum.</li> <li>2. Interruptions in the mobilisation of the contract due to personnel changes in both parties have limited the expansion of external work, however this has been offset due to temporary reductions in establishment figures within the fleet workshop workforce. This has resulted in achieving a saving of £19k and £34k in 2016/17 and 2017/18 respectively. Savings have been incorporated in the 2019-20 budget proposals which will be achieved through undertaking external works within the Council's workshop.</li> <li>3. The secondment of an officer to the contract did not take place, due to demands of the service and the support required to mobilise the contract. This saving was not realised.</li> <li>4. Significant reductions in financial transaction have been seen, beyond those anticipated, since the introduction of the contract. A reduction of over 10,000 invoices per year in the service area have been seen, with the non-cashable saving of approximately £450k being the result - from year 2 onwards.</li> <li>5. The fixed price nature of this contract ensures against inflationary pressure from fleet investment and other procurement pressures covered within the contract. With RPI for 2017 being 3.6% and higher than expected, this cost avoidance is identified as £108k.</li> </ol>
1.12	<p>Anticipated Service Benefits:</p> <ol style="list-style-type: none"> <li>1. A partnership with an organisation with vast experience and expertise in the procurement and maintenance of large fleets for both the public and private sectors, who have over 3,500 specialist vehicles on fleet, supported by an infrastructure of 18 service centres. These facilities are centres of technical expertise for the maintenance of a wide range of fleet, from large heavy goods vehicles to light commercial vehicles.</li> <li>2. The proposed partner organisation currently serves over 70 clients across the UK.</li> <li>3. A clear "Demand Planning" strategy implemented across the whole authority's fleet.</li> <li>4. Through training and development, best practice experience of running workshops efficiently would be shared with Flintshire County Council staff. This experience will optimise the workshop by identifying the right tools and diagnostic equipment.</li> <li>5. The contract price includes all of the costs associated with bringing the Council's fleet to a Euro 6 standard.</li> <li>6. The partner organisation's management team have extensive experience of O Licence compliance.</li> <li>7. A 'one stop shop' solution for fleet provision and maintenance, freeing up internal resource and reducing administration and associated costs.</li> <li>8. Dedicated on-site management through a team responsible for the contract.</li> <li>9. Workshop efficiencies through setting industry standard repair times</li> </ol>

	<p>for the Council workforce and staff. The partner organisation has committed to share any efficiencies obtained (against the fixed price) on a 50/50 basis.</p> <p>10. Supply chain management from an established national supply chain infrastructure, with the commitment to use local labour, along with a local supply chain strategy.</p> <p>11. Price certainty through a contract structure which is not index linked, (with the partner organisation absorbing all inflationary rises).</p> <p>12. The partner organisation has also set targets for the generation of third party business through the workshops (with the Council to be paid for hours used). This seeks to protect (and if possible, create) jobs; unlocks further income potential and contributes to the economic regeneration of Flintshire.</p> <p>13. Community benefits via the donation of staff hours and equipment.</p> <p>14. The Council now operates a brand new fleet of vehicles (gritters, refuse vehicles etc.), following the provision of new vehicles by the partner.</p>
1.13	<p>The majority of these anticipated service benefits have been realised through the very nature of employing a partner to support the authority, although there have been delays in the roll-out of the “Demand Planning” strategy and the generation of third party business due to changes in personnel, the fleet has been replaced by 60% of GPFS vehicles as it currently stands. The fleet of vehicles now includes 55 EURO VI vehicles which is estimated as cost avoidance of a further £385k which would need to be spread over the remaining life of the contract.</p>
1.14	<p>The anticipated Total Cumulative Saving of Fleet Contract by Year 2 was originally envisaged to be £496,106, with the in-year saving being £232,842.</p> <p>The actual Total Cumulative Saving of Fleet Contract by Year 2 (FY17/18) is calculated as £1,134,912, however, this is made up by the much improved position of non-cashable savings provided in large from the reduced processing of invoices.</p>
1.15	<p>In May 2018 an Internal Audit review of the contract was undertaken at the request of the Chief Officer as a matter of good practice. This has identified areas where the authority needs to work more closely to ensure activities, such as the implementation of the Demand Planning regime, becomes embedded in service area’s review processes, and that advice and information from the Fleet Team and the partnering contractor are acted upon to improve utilisation and efficiencies. As a result of the audit, concerns or disputes relating to fleet numbers and utilisation figures are escalated to the Contract Review Meeting, for the Service Area Manager’s concerns to be heard and agreement to be reached.</p>
1.16	<p>The Audit report also highlighted concerns that have come about due to the contractor’s change of company name and status and the Legal Team are resolving these issues. An Action Plan is in place to resolve all outstanding issues highlighted in this report.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	No implications, other than those detailed in this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	With Cabinet Member.
3.02	With Fleet Contract Partner at regular contractual meetings.
3.03	Environment Overview and Scrutiny reviewed the progress of the contract at their meeting in January 2019.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As part of the management of the contract, internal Audit were invited to review the contract management and the service delivery in June 2018.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Stephen O Jones – Chief Officer (Streetscene & Transportation) <b>Telephone:</b> 01352 704700 <b>E-mail:</b> stephen.o.jones@flintshire.gov.uk

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>EURO VI</b> - This is the latest diesel engine emission legislations being driven by the European Commission. Since 1993, when the very first 'Euro 1' legislation was introduced for trucks and buses, the European Commission has regulated the amount of pollutants coming out of the exhaust of a diesel engine. In particular, the Commission identified two key constituents within the exhaust stream - Oxides of Nitrogen or 'NOx', and 'Particulate Matter' (basically soot particles) - as being harmful, and which needed to be controlled and reduced. As a result, over the past 20 years, European engine makers have invested heavily in developing new technology which has seen the levels of NOx and PM (as well as other elements such as unburnt hydrocarbons) in the exhaust of all new diesel engine trucks and buses falling dramatically, with a consequent improvement in air-quality. Such has been the response of the manufacturers to the challenge of reducing exhaust emissions that the air coming out of the exhaust of a Euro 6 diesel engine is cleaner than ever before, with permitted NOx levels reduced by 75% compared with the previous Euro 5 standard. And due to changes

governing the way particulates have to be measured, the reduction in PM is closer to 99%. The arrival of Euro VI also sees the cost of manufacturing and the incorporation of these new technologies, passed on through to the customer, and in some case increases in excess of £10,000 for like-for-like vehicles have been seen.

**Demand Planning:** This is a business-planning process that enables the supplier to create reliable and agreed forecasts, as an input to service planning processes, logistics, and supply chain management for vehicle provision and associated resources. Effective demand planning can guide users to improve the accuracy of service planning and budgetary forecasting, whilst aligning inventory levels with peaks and troughs in demand, and enhancing efficiencies for a vehicle provision and service delivery.





## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Revenue Budget Monitoring 2018/19 (month 8)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 8 of the financial year.

This report includes the impact of the grant funding announced by Welsh Government to support costs associated with Supporting Sustainable Social Services which equal £0.611m. Details on the use of this funding are shown in 1.04.

The Council has received confirmation of its allocation of the £7.5m announced to contribute to the Teacher Pay Award. This will be passported in full to schools as referenced in 1.15.

A capital grant of £1m for road refurbishment has been announced by Welsh Government. The options for dealing with this grant are currently being considered and any impact on revenue will be included in future reports.

The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control is:

#### **Council Fund**

- An operating surplus of £0.026m (£0.325m at Month 7).
- A projected contingency reserve balance as at 31 March 2019 of £7.689m, which, when taking into account the agreed contributions for the 2019/20

budget reduces to £5.789m.

### Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.067m lower than budget.
- A projected closing balance as at 31 March 2019 of £1.165m.

## RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2019.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 8 POSITION</b>																										
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> <li>• An operating surplus of £0.026m</li> <li>• A projected contingency reserve balance as at 31 March 2019 of £7.689m which reduces to £5.789m when taking into account agreed contributions for the 2019/20 budget</li> </ul> <p>The projected outturn is not anticipated to significantly change between now and year-end unless there is a change to the activity level of services or there is an impact from any of the identified risks as reported in paragraphs 1.08 to 1.16.</p>																										
1.02	<p>Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>65.234</td> <td>64.734</td> <td>(0.500)</td> </tr> <tr> <td>Out of County</td> <td>7.274</td> <td>8.991</td> <td>1.717</td> </tr> <tr> <td>Education &amp; Youth</td> <td>8.398</td> <td>8.250</td> <td>(0.148)</td> </tr> <tr> <td>Schools</td> <td>89.776</td> <td>89.776</td> <td>0.000</td> </tr> </tbody> </table>			TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	65.234	64.734	(0.500)	Out of County	7.274	8.991	1.717	Education & Youth	8.398	8.250	(0.148)	Schools	89.776	89.776	0.000
TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend																								
	£m	£m	£m																								
Social Services	65.234	64.734	(0.500)																								
Out of County	7.274	8.991	1.717																								
Education & Youth	8.398	8.250	(0.148)																								
Schools	89.776	89.776	0.000																								

	Streetscene & Transportation	30.243	31.532	1.290
	Planning & Environment	5.663	5.655	(0.008)
	People & Resources	4.383	4.368	(0.014)
	Governance	8.248	7.869	(0.380)
	Strategic Programmes	4.198	4.197	(0.001)
	Housing & Assets	13.520	13.411	(0.108)
	Chief Executive	2.990	2.663	(0.327)
	Central & Corporate Finance	24.402	22.856	(1.546)
	<b>Total</b>	<b>264.328</b>	<b>264.303</b>	<b>(0.026)</b>
1.03	<p>The projected outturn is reporting an operating surplus of £0.026m. This is a reduction in the projected outturn of £0.351m from the previous month where an operating deficit of £0.325m was reported. The reasons for these changes are summarised in Appendix 1 with the key significant changes explained in paragraphs 1.04 to 1.06 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.</p>			
1.04	<p><b>Social Services</b></p> <p>Welsh Government has awarded a £14m one-off grant to Local Authorities in Wales to Support Sustainable Social Services during 2018/19.</p> <p>The allocation awarded to Flintshire County Council is £0.611m and is to be used for the following;</p> <ol style="list-style-type: none"> <li>Help to address workforce challenges</li> <li>Focus on mitigating existing children's services pressures</li> <li>Respond to current pressures in core social services to be better positioned to manage unexpected or increased demands</li> <li>Plan for and respond to additional demands on social care resources as a result of winter pressures</li> </ol> <p>This grant is to be for these purposes across various service areas within Social Services and is apportioned as follows;</p> <ol style="list-style-type: none"> <li>Mental Health Services, Residential Placements £0.150m</li> <li>Children's Services, Family Placement £0.150m</li> <li>Children's Services, Out of County Placements £0.311m</li> </ol> <p>In each of the instances above the grant is treated as additional income to the service area and has therefore reduced the projected outturn. These movements are detailed in appendix 1.</p>			
1.05	<p><b>Out of County Placements</b></p> <p>The projected overspend for Out of County Placements has decreased by £0.075m from the previous month.</p> <p>The Children's Service element is reporting a net reduction of £0.031m.</p>			

	<p>There have been 5 new placements this month which have increased projected costs by £0.280m, this is mitigated by using an allocation of £0.311m from the Support Sustainable Social Services grant as reported in paragraph 1.04 above.</p> <p>The Education &amp; Youth element has also reduced, by £0.044m, caused by several placements which have either ended or are due to end this financial year.</p>
1.06	<p><b>Streetscene and Transportation</b></p> <p>Due to increased pupil numbers, schools are oversubscribed from September 2018, which has meant extra School Buses being required to transport pupils. There is a projected increase of 95 pupils qualifying for transport resulting in an additional pressure of up to £0.150m on the service (based on the average transport cost per pupil). However, the Integrated Transport Unit (ITU) is attempting to mitigate this increase as much as possible and an update on this will be provided in a subsequent Revenue Budget Monitoring report.</p> <p>For Special Educational Needs there is an increase of 20 routes for pupils with complex needs requiring solo transport has been required with additional cost of up to £0.180m. The ITU are currently reviewing the additional demands and the impact of aligning as many of these to existing routes and the outcome and impact of this will be further reported in a subsequent Revenue Budget Monitoring report.</p> <p>The pressure of £0.242m for additional school transport requirements for pupils to Connahs Quay, Buckley and Mold has been offset by a contribution of £0.109m from the school transition budget within Education.</p>
1.07	<p><b>Tracking of In-Year Risks and Emerging Issues</b></p> <p>At the time of setting the Budget for 2018/19 a number of significant risks were identified and an update is provided below.</p>
1.08	<p><b>Out of County Placements</b></p> <p>A further risk identified at the time of setting the 2018/19 budget was the rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales. This was partly addressed by the inclusion of an additional £0.500m in the budget proposals for 2018/19 however the volatility in demand and the impacts on service costs cannot be predicted with any certainty. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area.</p> <p>The month 8 report details the projected outturn as £1.717m higher than budget, which is a slight decrease of £0.075m to the amount reported at month 7, however this decrease has occurred due to an allocation of £0.311m from the Support Sustainable Social Services grant. Costs can be subject to volatility and are likely to change through the year.</p>

1.09	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>The 2018/19 budget includes £5.511m of specific efficiencies which are closely tracked and monitored. In 2017/18 the level of efficiency achievement was 94% which was an improvement on the 91% achieved during the previous year. The Council aims to achieve a 95% rate in 2018/19 as reflected in the MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.326m or 97% of the efficiencies will be achieved. The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2019/20 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with any impact for 2019/20 being reviewed as part of the ongoing work on the Medium Term Financial Strategy.</p>
1.10	<p><b>Other Tracked Risks</b></p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p>
1.11	<p><b>Independent Inquiry into Child Sexual Abuse (IICSA)</b></p> <p>IICSA have required the council to produce a statement on the handling of historic child sexual abuse claims. The statement will need to cover how litigation between 1992 and 2000 was handled. No one remains at the council from that time who has knowledge of the cases. The external solicitors who acted jointly for us and our insurers are being instructed to review their files and supply the information.</p> <p>The initial cost of this work will be a minimum of £0.015m and this could increase significantly if IICSA do not agree to narrow the scope of the statement in the way we have requested.</p> <p>In addition payments have been made during the year to settle historic child abuse cases which pre-date Flintshire. A total of £0.028m has been paid to date in 2018/19, these costs are met from the Contingency Reserve and this amount is reflected in appendix 4. There are a number of outstanding cases still to be settled and it is difficult to estimate the timing and full financial impact of these.</p>
1.12	<p><b>Income</b></p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.200m remains to be achieved from the identification of new sources of income and the review of fees and charges. The Council now has additional capacity to pursue this strategy and a number of potential opportunities will be considered as part of business planning and annual review, as well as one off opportunities to mitigate this in-year.</p>
1.13	<p><b>Recycling Income</b></p> <p>In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly.</p>

	Recycling income is already expected to be £0.185m less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.
1.14	<p><b>Schools – Risks and Impacts</b></p> <p>The schools overall budget for 2018/19 included an uplift in recurring funding of £1.140m and additional one-off funding of £0.460m. At the time of setting the budget the outcome of pay awards for teacher and non-teacher staff was not known.</p> <p>The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:</p>
1.15	<p><u>Teachers Pay</u></p> <p>The Final Settlement confirmed that additional funding will be allocated to Authorities to part fund the pay award in 2018/19. An announcement by the First Minister also advised of an all Wales amount of £7.5m for teacher pay in both 2018/19 and 2019/20. Flintshire have now received confirmation of the 2018/19 funding contribution for an amount of £0.784m, which will be passported in full to schools once it has been received.</p>
1.16	In planning for the 2019/20 budget the Final Settlement does not change the previous position which allows the Council to provide a 1% uplift in the base funding of schools, meaning that schools will need to share the impact of the costs.
1.17	<p><b>Other In-Year Issues</b></p> <p><b>Inflation</b></p> <p>Included within the 2018/19 budget are provision for pay (£0.937m), food (£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified.</p>
1.18	An allocation of £0.075m for Energy has been transferred to the Street Lighting service to reflect the additional cost impact.
1.19	At this time it is anticipated that all of the above will be required apart from £0.110m food inflation and is reflected in the outturn figure. This area will be kept under review over the winter to assess the impact of energy costs on the outturn position.
1.20	<p><b>Reserves and Balances</b></p> <p>Un-earmarked Reserves</p> <p>The 2017/18 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2018 (above the base level of £5.769m) of £7.928m.</p> <p>As agreed in the 2018/19 budget an amount of £1.945m was approved as part of the strategy to balance the budget and in addition County Council</p>

	on 1 March approved a one off amount of £0.460m for schools, on a temporary basis. The available Contingency Reserve after taking account of these contributions is therefore £5.523m.
1.21	At month 4 it was agreed that the amount recovered due to a change in accounting policy for the Minimum Revenue Provision of £1.400m and a VAT rebate on some sporting exemptions for £1.940m would be transferred to the Contingency Reserve.
1.22	Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £7.689m as detailed in appendix 4.
1.23	As part of the budget strategy work for 2019/20 an agreed contribution from the Contingency Reserve of £1.900m will be used to assist in closing the budget gap on a one off basis. After considering this impact, the total available balance of the Contingency Reserve which can be drawn upon is £5.789m.
1.24	<b>Earmarked Reserves</b>  Earmarked reserves are monitored in accordance with the reserves protocol. A summary of earmarked reserves as at 1 April 2018 and an estimate of projected balances as at the end of this financial year will be included in the month 9 report.
1.25	<b>Housing Revenue Account</b>  The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.
1.26	The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.27	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	There are three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.08 to 1.16.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix 1: Council Fund – Movement in Variances from Month 7 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
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	None required.  <b>Contact Officer:</b> Sara Dulson (Finance Manager) <b>Telephone:</b> 01352 702287 <b>E-mail:</b> <a href="mailto:sara.dulson@flintshire.gov.uk">sara.dulson@flintshire.gov.uk</a>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<p><b>Budget:</b> 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.</p> <p><b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.</p> <p><b>Financial Year:</b> the period of twelve months commencing on 1 April.</p> <p><b>Housing Revenue Account:</b> 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.</p> <p><b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p>
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**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.

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**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 8 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Localities	-0.035	Reduced numbers of Residential and Nursing Care placements due to bereavements for £0.084m, offset by additional domiciliary care packages £0.049m.
Resources & Regulated Services	-0.076	Additional grant income for Llys Raddington extra care.
Minor Variances	-0.008	
<b>Disability Services</b>		
Resources & Regulated Services	0.086	Increased contract costs on externally provided Supported Living £0.058m and HFC contract costs for Day Services and Work Opportunities additional pay award cost adjustment £0.040m less other minor movements £0.012m.
Minor Variances	-0.011	
<b>Mental Health Services</b>		
Residential Placements	-0.097	Additional one-off WG grant income £0.150m, offset by additional costs of new placements £0.053m.
Minor Variances	-0.018	
<b>Children's Services</b>		
Family Placement	-0.141	Additional one off Welsh Government (WG) grant income of £0.150m offset by other minor variances £0.009m.
Family Support	0.040	Additional one off costs of licence fee for Mockingbird project.
Minor Variances	-0.002	
<b>Development &amp; Resources</b>		
Minor Variances	-0.024	
<b>Total Social Services (excl Out of County)</b>	<b>-0.288</b>	
<b>Out of County</b>		
Children's Services	-0.031	Net impact of one-off grant income of £0.311m less additional costs of £0.280 for 5 new placements.
Education & Youth	-0.044	Favourable movement in variance largely relating to several placements which either have ended or are due to end within the financial year.
<b>Total Out of County</b>	<b>-0.075</b>	
<b>Education &amp; Youth</b>		
Inclusion & Progression	0.006	Minor movements in variance from across service area.
Integrated Youth Provision	-0.015	Minor movements in variance from across service area.
School Improvement Systems	-0.003	Minor movements in variance from across service area.
Archives	0.001	Minor movements in variance from across service area.
<b>Total Education &amp; Youth</b>	<b>-0.012</b>	
<b>Schools</b>	<b>0.000</b>	

<b>Streetscene &amp; Transportation</b>		
Transportation & Logistics	0.209	Extra School Buses are required due to schools being oversubscribed from September 2018 . There is an increase of 95 pupils qualifying for transport resulting in additional pressure of £0.150m. For Special Educational Needs there is an increase of 20 routes for pupils with complex needs requiring solo transport totalling £0.180m. This is offset by a contribution of £0.109m from the school transition budget within Education.
Other minor variances	0.011	
<b>Total Streetscene &amp; Transportation</b>	<b>0.220</b>	
<b>Planning, Environment &amp; Economy</b>		
Access	0.015	Minor variances.
Management & Strategy	-0.020	Two vacant posts.
Minor Variances	-0.003	
<b>Total Planning &amp; Environment</b>	<b>-0.007</b>	
<b>People &amp; Resources</b>		
HR & OD	-0.002	Minor variances.
Corporate Finance	-0.012	Minor variances.
<b>Total People &amp; Resources</b>	<b>-0.014</b>	
<b>Governance</b>		
Legal Services	0.000	Minor variances.
Democratic Services	0.000	Minor variances.
Internal Audit	0.000	Minor variances.
Procurement	0.000	Minor variances.
ICT	0.006	Minor variances.
Customer Services	0.003	Minor variances.
Revenues	-0.112	Increased surplus on Council Tax Collection Fund £0.069m. Vacancy savings of £0.029m. Minor variances £0.014m reduction.
<b>Total Governance</b>	<b>-0.102</b>	
<b>Strategic Programmes</b>		
Minor Variances	-0.001	
<b>Total Strategic Programmes</b>	<b>-0.001</b>	
<b>Housing &amp; Assets</b>		
Benefits	-0.032	Additional underspend on CTRS £0.050m. IT and postage related expenditure increase of £0.061m. Additional New Burdens grant funding £0.069m. Other minor increases £0.026m.
Housing Solutions	0.014	Grant maximisation for staffing costs £0.041m. Senior management restructure efficiency shortfall £0.035m. Other minor increases £0.020m.
Minor Variances	-0.019	
<b>Total Housing &amp; Assets</b>	<b>-0.037</b>	
<b>Chief Executive's</b>		
	-0.014	Minor variances.
<b>Central and Corporate Finance</b>		
	-0.020	Minor Variances £0.020m.
<b>Grand Total</b>	<b>-0.351</b>	

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Social Services</b>						
<b>Older People</b>						
Localities	16.987	16.913	-0.074	-0.039	Residential and Nursing Care reflects a projected overspend of £0.326m due to increased numbers of funded placements following the increase in the capital limit to £40,000.  Domiciliary Care reflects a projected underspend of £0.172m based on existing service users, however there are challenges due to capacity of external supply markets which are currently having to be met within Provider Services.  Other underspends include a projected underspend of £0.036m on day care due to reduced demand, £0.046m on Intake/First Contact due to vacancy savings and £0.023m on Minor Adaptations.  Locality Teams staffing reflects a projected underspend of £0.109m due mainly to some posts being filled at below the top of grade.  Minor variances account for a £0.014m underspend.	Continue to monitor and review.
Community Equipment Contribution	0.478	0.329	-0.150	-0.144	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 reduced. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	Continue to monitor and review.
Resources & Regulated Services	6.700	6.496	-0.204	-0.128	The main influence on the net projected underspend of £0.204m is extra care schemes where there is a projected underspend of £0.415m due mostly to the delay to the opening of the new Llys Raddington, Flint extra care facility and additional grant income. This is offset by a projected overspend of £0.134m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor overspends amounting to a total of £0.077m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.896	0.853	-0.043	-0.040		
<b>Disability Services</b>						
Resources & Regulated Services	23.185	23.310	0.125	0.039	The projected overspend of £0.125m is mainly due to demand influences within externally provided Supported Living	Continue to monitor and review.
Disability Services	0.533	0.445	-0.087	-0.067	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwaladr University Health Board (BCUHB) for 2 service users.	Continue to monitor and review.
Minor Variances	0.985	0.931	-0.054	-0.064		
<b>Mental Health Services</b>						
Residential Placements	1.184	1.445	0.261	0.358	Ongoing pressure due to the numbers of long term residential placements, including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB. The overspend is offset by £0.150m additional WG grant income.	Continue to monitor and review
Minor Variances	2.622	2.572	-0.050	-0.032		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Children's Services</b>						
Family Placement	2.564	2.653	0.090	0.231	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. These costs are offset by £0.150m additional WG grant income.	Continue to monitor and review
Family Support	0.364	0.464	0.099	0.060	Staff costs are higher than budget and some of these costs are associated with the carrying out of statutory duties to support looked after children in external placements. We have many strategies to resolve this in the longer term but in the short term we need to fulfil our duties to oversee the care of our younger people.	Continue to monitor and review
Professional Support	5.023	5.100	0.077	0.094	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 which has been partly mitigated by an allocation of £0.100m from the contingency reserve.	Continue to monitor and review
Minor Variances	1.329	1.351	0.022	0.007		
<b>Development &amp; Resources</b>						
Charging Policy income	-2.469	-2.618	-0.149	-0.149	The projected underspend is due to surplus income which is mainly caused by changes to disregard rules on financial assessments which came into effect from August 2016. The additional budget which arises from this surplus is earmarked for future use in funding some of the revenue costs for the new Holywell extra care facility.	Continue to monitor and review.
Business Support Service	1.196	1.067	-0.129	-0.105	The projected underspend of £0.129m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade.	Continue to monitor and review
Safeguarding Unit	0.925	0.863	-0.062	-0.062	The projected underspend of £0.062m is mainly due to staffing savings of £0.049m following a member of the team leaving under Early Voluntary Retirement (EVR) late in 2017/18. A further influence is a non recurring Welsh Government grant of £0.013m in respect of support for Deprivation of Liberty Safeguarding Assessments (DOLS).	Continue to monitor and review
Commissioning	0.631	0.579	-0.052	-0.057	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave.	Continue to monitor and review.
Vacancy Management	0.155	-0.041	-0.196	-0.175	Short term vacancy savings transferred from across portfolio.	
Minor Variances	2.099	1.981	0.078	0.062	A number of minor variances within Development & Resources each less than £0.050m.	
<b>Total Social Services (excl Out of County)</b>	<b>65.234</b>	<b>64.734</b>	<b>-0.500</b>	<b>-0.212</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Out of County</b>						
Children's Services	4.191	5.174	0.983	1.014	There is a projected overspend of £1.294m in Social Services Children's Services which is based on current clients and packages and which is likely to be subject to variation during the year. These costs are offset by £0.311m from additional WG grant income.	
Education & Youth	3.083	3.816	0.733	0.777	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
<b>Total Out of County</b>	<b>7.274</b>	<b>8.991</b>	<b>1.717</b>	<b>1.791</b>		
<b>Education &amp; Youth</b>						
Inclusion & Progression	3.824	3.776	-0.047	-0.054	Variance largely relates to delays in recruitment, includes other minor variances from across service area.	
Integrated Youth Provision	1.348	1.332	-0.016	-0.000	Minor variances from across service area.	
School Improvement Systems	1.777	1.698	-0.079	-0.075	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Business Change & Support	0.414	0.408	-0.007	-0.007	Minor variances from across service area.	
Archives	0.290	0.290	0.001	0.000	Minor variances from across service area.	
Minor Variances	0.745	0.745	0.000	0.000		
<b>Total Education &amp; Youth</b>	<b>8.398</b>	<b>8.250</b>	<b>-0.148</b>	<b>-0.136</b>		
<b>Schools</b>	<b>89.776</b>	<b>89.776</b>	<b>0.000</b>	<b>0.000</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Streetscene &amp; Transportation</b>						
Ancillary Services & Performance	4.085	4.234	0.150	0.142	<p>Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until October, 2018 totalling £0.050m.</p> <p>Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.185m.</p> <p>Additional income of £0.100m above the original projections following the rollout of brown bin charges.</p> <p>Minor Variances £0.015m.</p>	
Highways Network	8.120	8.546	0.426	0.426	<p>Additional in year cost of known Vehicle Insurance Premiums totalling £0.060m.</p> <p>Following increased car park charges from May, 2018, together with charges in Flint being implemented for the first time, initial forecasts have indicated lower than anticipated income levels compared to original projections. In addition, officers have recently been appointed to meet the necessary demands of parking enforcement requirements across the County. The overall variance totals £0.260m.</p> <p>Additional urgent road patching repairs as a result of road condition surveys £0.75m.</p> <p>Minor variances of less than £0.025m but totalling £0.030m across the service.</p>	
Transportation & Logistics	9.267	9.838	0.571	0.362	<p>Additional pressure as a result of the provision of additional school transport for pupils to Connahs Quay, Buckley Elfed and Mold Campus £0.133m.</p> <p>Community Travel pilot schemes of £0.047m commencing January, 2019.</p> <p>Increased transport provision to Social Services £0.061m.</p> <p>Extra School Buses are required due to schools being oversubscribed from September 2018. There is an increase of 95 pupils qualifying for transport resulting in additional pressure of £0.150m.</p> <p>For Special Educational Needs there is an increase of 20 routes for pupils with complex needs requiring solo transport totalling £0.180m.</p>	The additional school transport costs and Special Educational Needs transport will be subject to further review by the Integrated Transport Unit (ITU) to assess all the additional demands and the impact of aligning as many of these costs to existing routes.
Workforce	8.542	8.661	0.119	0.119	Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives	
Other Minor Variances	0.230	0.253	0.023	0.021		
<b>Total Streetscene &amp; Transportation</b>	<b>30.243</b>	<b>31.532</b>	<b>1.290</b>	<b>1.070</b>		



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Planning, Environment &amp; Economy</b>						
Business	1.550	1.518	-0.032	-0.029	Minor variances across the service.	
Community	0.940	0.956	0.016	0.022	Minor variances across the service.	Monitor Fee Income levels. Service currently under review.
Development	0.060	-0.090	-0.149	-0.154	Higher than expected levels of Planning Fee Income received in the first half of the financial. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in FCCs favour.	Continue to monitor Planning Fee Income levels and adjust projections accordingly.
Access	1.338	1.370	0.032	0.017	Minor variances across the service.	
Regeneration	0.445	0.507	0.062	0.061	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Other minor variances £0.012m	Continue to monitor and review.
Management & Strategy	1.197	1.260	0.063	0.083	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio. At period 8 this is further reduced by vacant post both in Planning Policy and Planning Support.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor and review
Minor Variances	0.134	0.134	0.000	0.000		
<b>Total Planning &amp; Environment</b>	<b>5.663</b>	<b>5.655</b>	<b>-0.008</b>	<b>0.000</b>		
<b>People &amp; Resources</b>						
HR & OD	2.413	2.408	-0.005	-0.004	Minor variances.	Continue to monitor and review
Corporate Finance	1.970	1.961	-0.009	0.004	Minor variances.	Continue to monitor and review
<b>Total People &amp; Resources</b>	<b>4.383</b>	<b>4.368</b>	<b>-0.014</b>	<b>0.000</b>		
<b>Governance</b>						
Legal Services	0.706	0.743	0.037	0.037	Minor variances.	Continue to monitor and review
Democratic Services	2.021	2.025	0.003	0.003	Minor variances.	Continue to monitor and review
Internal Audit	0.454	0.423	-0.031	-0.032	Minor variances.	Continue to monitor and review
Procurement	0.320	0.331	0.010	0.010	Minor variances.	Continue to monitor and review
ICT	4.561	4.505	-0.056	-0.063	Some employees are not at top of grade and some have opted out from the pension scheme. In addition there have been short term vacancies during the year.	Continue to monitor and review
Customer Services	0.394	0.430	0.037	0.033	Additional registration services income estimated to be in the region of £0.020m. In-year salary saving of Connects Manager post £0.024m. Prior year efficiency in respect of Contact Centres unlikely to be achieved in 2018/19 £0.100m. Other minor variances £0.019m underspend.	Monitor and Review.
Revenues	-0.209	-0.588	-0.379	-0.267	Anticipated surplus on the Council Tax Collection Fund £0.215m. Additional Council Tax windfall following the conclusion of the Single Persons Discount Review £0.025m. Vacancy savings of £0.120m. Other minor variances £0.019m underspend.	Continue to review on a monthly basis and report on any significant variances or movements.
<b>Total Governance</b>	<b>8.248</b>	<b>7.869</b>	<b>-0.380</b>	<b>-0.277</b>		
<b>Strategic Programmes</b>						
Minor Variances	4.198	4.197	-0.001	0.000		
<b>Total Strategic Programmes</b>	<b>4.198</b>	<b>4.197</b>	<b>-0.001</b>	<b>0.000</b>		

**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing &amp; Assets</b>						
Administrative Buildings	1.179	1.325	0.146	0.145	Ecology issues creating delays to the demolition of County Hall £0.145m. Offset with savings from other service areas.	
CPM & Design Services	0.611	0.520	-0.090	-0.093	£0.085m additional income estimated. Underspend of £0.005m due to minor variances.	
Benefits	10.669	10.592	-0.077	-0.044	Projected underspend on the Council Tax Reduction Scheme (CTRS) £0.095m. Vacancy savings of £0.045m. Additional cost of IT related expenditure such as software, external printing and postage £0.096m. Additional New Burdens Funding £0.069m. Other costs from across the service £0.036m.	Continue to review and report on significant variances on a monthly basis.
Housing Solutions	1.083	1.028	-0.055	-0.069	Homeless Accommodation underspend £0.060m. Salary savings as a result of grant maximisation £0.041m. Unachieved efficiency in respect of Senior Management restructure £0.035m. Other minor variances including vacancy savings and other temporary accommodation expenditure £0.011m.	Continue to review and report on significant variances on a monthly basis.
Housing Programmes	0.112	0.120	0.008	0.009	Minor variances.	Continue to review and report on significant variances on a monthly basis.
Disabled Facilities Grant	0.017	0.012	-0.005	-0.005	Minor variances.	Monitor and review.
Council Fund Housing	-0.340	-0.329	0.011	0.017	Minor variances.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	0.745	0.840	-0.052	-0.030		
<b>Total Housing &amp; Assets</b>	<b>13.520</b>	<b>13.411</b>	<b>-0.108</b>	<b>-0.071</b>		
<b>Chief Executive's</b>	<b>2.990</b>	<b>2.663</b>	<b>-0.327</b>	<b>-0.314</b>	Due to vacancies resulting from workforce changes during the year.	
<b>Central and Corporate Finance</b>	<b>24.402</b>	<b>22.856</b>	<b>-1.546</b>	<b>-1.526</b>	Increased Coroners Costs £0.042m. Increased Windfall Income £0.111m relating to Non Domestic Rate Revaluations. Pension Deficit recovery, an underspend of £1,042m, this is due to an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, underspend of £0.065m. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.400m. Increased Bank charges £0.027m. Inflationary underspend of £0.254m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.237m. Minor variances £0.020m	Continue to review all variances alongside the continuing work on the MTFS.
<b>Grand Total</b>	<b>264.328</b>	<b>264.303</b>	<b>-0.026</b>	<b>0.325</b>		

**2018/19 Efficiencies Outturn - Under or Over Achieved**

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2018/19 £m	2018/19 £m	Achievement 2018/19 £m
<b>Central &amp; Corporate Finance</b>			
Theatre C/wyd tax relief	0.075	0.075	0.000
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
<b>Total Central &amp; Corporate Finance</b>	<b>0.262</b>	<b>0.262</b>	<b>0.000</b>
<b>Governance</b>			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection rates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one off)	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
<b>Total Governance</b>	<b>0.570</b>	<b>0.595</b>	<b>0.025</b>
<b>Social Services</b>			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
<b>Total Social Services</b>	<b>1.484</b>	<b>1.484</b>	<b>0.000</b>
<b>Education &amp; Youth</b>			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
<b>Total Education &amp; Youth</b>	<b>0.070</b>	<b>0.070</b>	<b>0.000</b>
<b>Schools</b>			
Schools Demography	0.288	0.288	0.000
<b>Total Schools</b>	<b>0.288</b>	<b>0.288</b>	<b>0.000</b>
<b>Strategic Programmes</b>			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
<b>Total Strategic Programmes</b>	<b>0.416</b>	<b>0.416</b>	<b>0.000</b>
<b>Housing &amp; Assets</b>			
Valuation Service; Property rationalisation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licences.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous Business and Marketing plans.	0.050	0.050	0.000
County Hall	0.240	0.140	(0.100)
New Homes; Return anticipated trading surplus to the Council.	0.030	0.030	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.345	0.095
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.015	(0.035)
<b>Total Housing &amp; Assets</b>	<b>0.991</b>	<b>0.951</b>	<b>(0.040)</b>
<b>Streetscene &amp; Transportation</b>			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
<b>Total Streetscene &amp; Transportation</b>	<b>1.250</b>	<b>1.110</b>	<b>(0.140)</b>
<b>Planning, Environment &amp; Economy</b>			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisory function of highway works in the Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.015	0.015	0.000
Built Environment; Charing for preapplication advice	0.030	0.000	(0.030)
Flooding and Drainage; Fees for capital project work.	0.010	0.010	0.000
Energy; Fees for energy efficiency assessment.	0.010	0.010	0.000
Minerals and Waste; Maximise regulatory compliance income. Review day rate charging.	0.050	0.050	0.000
Rights of Way; Increase charging and reduce expenditure.	0.020	0.020	0.000
Economic Development; Workforce efficiency if regional service developed.	0.020	0.020	0.000
<b>Total Planning, Environment &amp; Economy</b>	<b>0.180</b>	<b>0.150</b>	<b>(0.030)</b>
		%	£
<b>Total 2017/18 Budget Efficiencies</b>		<b>100</b>	<b>5.511</b>
<b>Total Projected 2017/18 Budget Efficiencies Underachieved</b>		<b>3</b>	<b>0.185</b>
<b>Total Projected 2017/18 Budget Efficiencies Achieved</b>		<b>97</b>	<b>5.326</b>

**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
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)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate received		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(0.999)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – allocation for Independent Inquiry into Child Sexual Abuse		(0.015)
Less – allocation to meet historic child abuse claims		(0.028)
Add – projected outturn underspend		0.026
<b>Total Contingency Reserve as at 31<sup>st</sup> March 2019</b>		<b>7.689</b>

Less – VAT rebate amount committed as part of balancing 2019/20 budget.		(1.900)
<b>Total Contingency Reserve available for use</b>		<b>5.789</b>

**Budget Monitoring Report**  
**Housing Revenue Account Variances**

**MONTH 8 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>						
Income	(34.381)	(34.092)	0.289	0.276	A pressure of £0.289m is anticipated on income. £0.144m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.073m due to delays on handover/delays on new build schemes. £0.030m of the pressure relates to loss of income on garages which are not tenanted. £0.036m of the pressure relates to removal of the early payment discount on the Welsh Water contract. The remaining £0.006m relates to minor pressures.	
Capital Financing - Loan Charges	8.694	7.602	(1.092)	(0.282)	The projected underspend of £1.092m relates to expected borrowing costs for SHARP. £0.051m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels were as high on the 31st March as expected. The remaining £1.041m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated. In addition, borrowing costs have been minimised through efficient treasury management.	
Estate Management	1.617	1.485	(0.132)	(0.113)	The projected underspend of £0.132m relates to £0.140m salary savings and £0.008m on minor variances.	
Landlord Service Costs	1.415	1.426	0.011	0.013	Minor Variance	
Repairs & Maintenance	8.159	8.116	(0.044)	(0.019)	Minor Variance	
Management & Support Services	2.297	2.126	(0.170)	(0.118)	A saving of £0.170m is anticipated on Management and Support costs. £0.126m relates to vacancy savings. £0.058m relates to a reduction on insurance premiums for HRA. The remaining £0.014m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	13.141	0.971	0.173	The variance of £0.971m 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	0.047	0.146	0.099	0.003	The variance of £0.099m relates to projected costs incurred relating to site investigation works as part of site viability for future SHARP developments.	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m.	
<b>Total Housing Revenue Account</b>	<b>0.000</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>		



## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Review of Garden Waste Charges in Flintshire
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene And Transportation)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

In January 2018, Cabinet approved the introduction of a charge for the collection of garden waste, which formed part of the Stage One budget proposals for the 2018/19 financial year and aligned the Council's waste and recycling model towards the Welsh Government Collections Blueprint.

Cabinet requested that a full review of the charge should be undertaken at the end of the first full season and this report sets out both the outcome of that review and the associated financial assessment of the scheme.

### **RECOMMENDATIONS**

1.	That Cabinet supports the continuation of the charging policy for the Garden Waste Service for 2019 and in subsequent years.
2.	That Cabinet approves that the existing charge of £30 for the garden waste service is retained.
3.	That Cabinet approve that from 2019, the annual review of the Garden Waste charge should be included in the annual portfolio review of fees and charges.
4.	That Cabinet requests the service explore an alternative, technology based system to monitor payments and notify the waste collectors of a paid subscription, in readiness for the 2020 season and approves that £30k of the funds raised in the 2018-19 financial year are set aside to fund the new arrangement.

## REPORT DETAILS

1.00	BACKGROUND TO THE REVIEW OF GARDEN WASTE CHARGES
1.01	There is no statutory duty on the Council to collect garden waste however garden waste collections contribute significantly to the overall recycling performance through both the brown bin collection service and the garden waste collected at our Household Recycling Centres (HRC's).
1.02	The Council first introduced garden waste collections in 2003. At this time the service was offered mainly to urban properties with gardens, but in 2011 on the introduction of the current Managed Weekly Collection service it was offered to all properties - both rural and urban. Approximately 80% of all properties in the County then received the service with the remainder (high rise and flats) not requiring a garden waste service
1.03	<p>The collection service is provided from the 1st March to the 30th November, as this is when the demand for the service is at its highest and the majority of residents do not require the service over the winter period. The service provided residents with a 140L brown bin (for garden waste) which was collected alternately with a 180L black bin (for residual waste) on a fortnightly basis.</p> <p>The garden waste collected is taken to the Council's own 'open windrow' composting facility in Greenfield and turned into soil conditioner which is then made available to residents, free of charge at the Council's HRC sites.</p>
1.04	<p>WG Waste Collections Blueprint (2011) recommend that this discretionary service is offered as a chargeable service, which should help reduce landfill and generate revenue for the provision of other statutory services, such as dry recycling and food collections. It is worth noting that WG provide significant funding for the recycling services through the Single Environment Grant each year, although the amount received is falling as the grant has been significantly reduced over the past 3-4 years. The funding provided by WG does not match the cost of operating the full recycling service and the year on year reduction in the Single Environment Grant is encouraging Council's to follow their Blueprint more closely.</p> <p>A link to the blueprint is attached to this report however the advice on Garden Waste Collections is clear :</p> <p>Council's should:</p> <p><i>Apply charges for green waste collections (as allowed under the Controlled Waste Regulations 1994), and collect it only once a fortnight.</i></p>
1.05	In April 2015 Cabinet approved the introduction of a charge on properties where more than one brown bin was being used by residents. Around 2,200 residents subscribed to this service, which generated a revenue income of around £50,000 to the Council in 2017-18.
1.06	In line with the Corporate Charging and Income Policy it is important that all discretionary services achieve full cost recovery and therefore the charge for the garden waste service was intended and designed to represent that



	<p>position. Subsequently, Cabinet approved the introduction of the £30 subscription charge for the collection of all garden waste in January 2018 and subscriptions were accepted from February 2018, with the new service commencing in April 2018. Following approval of the charging policy, payment mechanism were introduced to encourage online payments and telephone payments for the new service.</p>																								
1.07	<p>In the first year of the subscription process, 33,871 permits were sold.</p> <p>Of which</p> <p style="padding-left: 40px;">29,021 Properties ordered 1 permit 4,292 Properties ordered 2 permits 558 Properties ordered 3 permits</p> <p>This indicates that well over half of all residents previously using the service have subscribed for at least one bin to be collected under the new arrangement. The actual take up exceeded the financial target set for the service and generated an additional £166k over and above the £800k target - once the previous target for additional bins of £50k per year had been accounted for.</p>																								
1.08	<p>The review, requested by Cabinet has considered the following areas:</p> <ul style="list-style-type: none"> <li>• The subscription rate for 2019.</li> <li>• The potential to extend the service to operate over a full year.</li> <li>• Payment mechanisms.</li> <li>• The use of technology to log payments and record collections.</li> <li>• The potential to offer a reduced concessionary reduced rates for residents on benefits.</li> </ul>																								
1.09	<p><b>The subscription rate for 2019</b></p> <p>The options for charging arrangement in 2019 are as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #d3d3d3;"> <th>Option</th> <th>1<sup>st</sup> Bin (140L)</th> <th>2 or more bins</th> <th>Potential Additional Funding</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>£30</td> <td>£30/ per bin</td> <td>As existing</td> </tr> <tr> <td>2</td> <td>£35</td> <td>£35</td> <td>£169k</td> </tr> <tr> <td>3</td> <td>£40</td> <td>£40</td> <td>£338k</td> </tr> <tr> <td>4</td> <td>£45</td> <td>£45</td> <td>£508k</td> </tr> <tr> <td>5</td> <td>£50</td> <td>£50</td> <td>£676k</td> </tr> </tbody> </table>	Option	1 <sup>st</sup> Bin (140L)	2 or more bins	Potential Additional Funding	1	£30	£30/ per bin	As existing	2	£35	£35	£169k	3	£40	£40	£338k	4	£45	£45	£508k	5	£50	£50	£676k
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1.10	<p>Given that this was the first year of the service, it is thought that a rise in charges may be seen as unfair and may impact on the number of people subscribing for the service in the new year. Whilst there has been limited comment or criticism of the new service and the charge, there is a risk that take up may suffer if prices are raised at this point. It is therefore proposed that the price for the service is fixed at the same level for the 2019 season (£30 – Option 1).</p>																								

1.11	<p><b>The potential to extend the service to operate over a full year.</b></p> <p>Whilst the current service does not operate between December and February, there is also limited demand for the service during these periods and whilst a small number of requests have been received for a full year service, the majority of residents have accepted the service as provided. This position is supported by reviewing the green waste arising's from previous years which shows minimal levels of garden waste previously collected during this period. It should be noted that all HRC sites receive garden waste throughout the year.</p> <p>In order to accommodate the requests to deal with late leaf fall it is proposed to extend the garden waste collection service through to the Christmas period when residual waste collections move to a weekly frequency, to deal with the additional demand.</p>
1.12	<p><b>Payment mechanisms.</b></p> <p>Options are now being considered to provide streamlined and easier payment mechanisms for residents, which may include Direct Debit with automated renewal arrangements. This will reduce the administrative burden on the service and it is expected that these arrangements will be in place in readiness for the 2020 season.</p>
1.13	<p><b>The use of technology to log payments and record collections.</b></p> <p>The system for the payment of the subscription requires the resident to contact the Council to subscribe to the service. This contact is either by website, phone or by calling in at one of the Council's Connect Centres. They are asked to provide an upfront payment and they are then posted out a pack, which contains a permit sticker and a copy of the terms &amp; conditions, along with an information leaflet of where to place the sticker. The stickers are coloured and have a bar code to prevent them from being duplicated which makes it easier for the collection crews to identify the additional bins at each property.</p>
1.14	<p>There are technology based systems available which will deliver a more efficient method of registering a bin to a property and indicating to the operatives that the collection has been paid for. This will speed up the management and payment process and will remove the need to issue stickers each year. It is recommended that options for this approach are considered and introduced in readiness for the 2020 season. The estimated cost of the implementation is £30k and it is proposed that the funding is found from the current year in order to purchase the new system.</p>
1.15	<p><b>The potential to offer a reduced rate for residents on benefits</b></p> <p>Staff have reviewed the take up of the service in 2018 and looked at options to provide a concession under the Council Tax reduction scheme (CTRS).</p> <p>The analysis showed that during the first year of implementation, 30% of resident who are in receipt of CTRS benefits subscribed to the garden waste service.</p>

1.16	The potential to offer a reduced rate for residents on benefits was considered during the first year of introduction however it would be difficult to provide such a discount without passing additional costs onto other non-eligible residents.
1.17	The management and administration around offering reduced rates for residents on benefits will be both costly and time consuming to carry out the checking and approving of evidence from residents, along with monitoring changes in resident's circumstances throughout the year which could lead to confusion when issuing permits.
1.18	It is therefore proposed that no reduced rate will be offered to residents on benefits and that the current flat rate of £30 should apply to all collections in 2019. The cost of the service will be reviewed annually in future and included within the Portfolio's annual review of fees and charges.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The financial benefit from the introducing the charge is significant and detailed in the report.
2.02	The delivery and receipt of the payments and stickers places a high demand on the service support team.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	With Cabinet Member.
3.02	The outcome of the review was presented to Environment Overview and Scrutiny Committee in December 2018. Full details of the discussions and recommendations made by the Committee will be provided to Cabinet at the January 2019 meeting by the Scrutiny Manager.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	A delivery project team is established and monitors the delivery of the garden waste charging project.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Link to WG Blue print  <a href="http://www.wrapcymru.org.uk/sites/files/wrap/Municipal%20Sector%20Plan%20Wales%20-%20Collections%20Buleprint.pdf">http://www.wrapcymru.org.uk/sites/files/wrap/Municipal%20Sector%20Plan%20Wales%20-%20Collections%20Buleprint.pdf</a>

6.02	<b>Contact Officer:</b> Stephen O Jones <b>Telephone:</b> 01352 704700 <b>E-mail:</b> <a href="mailto:stephen.o.jones@flintshire.gov.uk">stephen.o.jones@flintshire.gov.uk</a>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>WG</b> – Welsh Government <b>MWC</b> – Managed Weekly Collections <b>HRC</b> - Household Recycling Centres <b>CTRS</b> – Council Tax Reduction Scheme



## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Six Month Review of the Revised Car Parking Charges
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene & Transportation)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

In March 2018, Cabinet approved the revised car parking charges which are contained within the County wide car parking strategy and the commencement of car parking charges in Flint, following the town centre regeneration works. The new charges now apply in all of the Council's car parks included within the strategy and were introduced during May 2018.

Cabinet requested that a review of the new parking charges should be undertaken, 6 months after their introduction.

This review has now been completed and the outcomes of the work and a number of recommended changes to the charging arrangements, which can be accommodated within the current strategy, are detailed in this report.

### **RECOMMENDATIONS**

1	That Cabinet notes the content of the 6 month review of the new car park charging arrangements introduced in May 2018.
2.	That Cabinet approve the associated changes to the charging arrangements, as highlighted in this report, which are considered to be within the boundaries and limitations of the overall strategy.
3.	That the car parking arrangements and charges for railway stations be reviewed and options be reported back to Cabinet within three months.

## REPORT DETAILS

1.00	<b>BACKGROUND TO THE REVIEW OF STAGE 2 CAR PARKING STRATEGY</b>
1.01	<p>Following the revision of the Council's car parking strategy in March 2018, new car parking charges were introduced at the following locations within the County:</p> <p>Mold – Revised charging tariffs introduced in May 2018          Buckley – Revised charging tariffs introduced in May 2018          Talacre – Introduced charging arrangements (partial) in July 2015          Holywell – Revised charging tariffs introduced in May 2018          Connah's Quay – Revised charging tariffs introduced in May 2018          Shotton – Revised charging tariffs introduced in May 2018          Queensferry – Revised charging tariffs introduced in May 2018          Mold, County Hall - Revised charging tariffs introduced in May 2018          Flint - Introduced charging arrangements in May 2018</p>
1.02	<p>Prior to the implementation of the revised charges, projected income levels were assessed, based on the existing car park utilisation levels prior to the change in tariff (except Flint where the original utilisation models were used to calculate the expected usage).</p> <p>The expected income levels at each of the car parks, based on actual uptake, can now be compared against these projections.</p> <p>A summary of income levels against projections, for each town, for the financial year 2018/19 are shown in <b>Appendix 1</b>.</p>
1.03	<p><b>Appendix 2</b> highlights the percentage income per hour in time bands against total income across all pay and display car parks in Flintshire.</p>
1.04	<p>It is projected that there will be an in-year financial pressure from car parking 'pay and display' charges of £240k.</p> <p>There are four main reasons for this under recovery, which are detailed in sections 1.05 to 1.08 below.</p>
1.05	<p>Delays in the implementation the new car parking tariffs in 2018/19 has resulted in a pressure of £80k. The budget was based on a full year assumption with the new charges being introduced in April 2018, with the delay being as a result of the extended political approval process.</p>
1.06	<p>Due to the ongoing town centre regeneration works, the Flint car parking strategy implementation was delayed until May 2018. The original business model projections for income had not therefore been tested, as in other towns in the car parking strategy and the percentage increase in additional income was applied to Flint pay and display charges, in line with the expected increases from other towns.</p> <p>The significantly lower income levels in Flint can partly be attributed to the high availability of off street parking particularly in the retail park area within the town and the late introduction of charges. The Feather Street car park which was built into the business model is also still currently being used as</p>

	<p>a compound by contractors for development works further contributing to the pressure on income levels.</p> <p>Income on the car parks will increase when the development works commence on Flint Retail Park.</p> <p>Excluding the delay in implementing the charge, the projected pressure against the income target is expected to be £62k.</p>
1.07	<p>When reviewing monthly ticket sales year on year across the County, a small reduction since the beginning of the calendar year can be identified. However there has been no further significant decrease in tickets purchased since the new charges were induced in May 2018.</p> <p>This decrease in tickets sold against projection is resulting in a pressure projected to be £52k.</p>
1.08	<p>Projections were based on assumptions that the former '4 hour' tariff being removed would result in more all day tickets being purchased however, actual results are showing sales are falling into the 1 and 2 hour tariff bands.</p> <p>Following a request from scrutiny, a 30p for an hour tariff was implemented. This is showing a higher purchase rate than anticipated compared to the 2 hour tariff.</p> <p>Together these trends result in an expected pressure of £46k.</p>
1.09	<p>Since the introduction of the revised charging scheme, a number of suggested amendments to the charging arrangements have been received from various individuals, companies and public bodies. All of these suggestions have been assessed and considered against the existing strategy and are now put forward as viable or not viable within the constraints of the approved strategy.</p> <p>The full list of suggested changes are detailed on <b>Appendix 3</b>, together with an assessment of their acceptability within the strategy. The list also shows suggestions that could not be considered, because they fall outside of the overarching parking strategy and the principles set down in the March 2018 Cabinet report, which introduced the new charges.</p> <p>The March 2018 report confirmed that any proposals to amend or support car parking charges from Town Council's would be considered within the following limitations:</p> <ol style="list-style-type: none"> <li>1. That the overall net income of individual car parks and individual town centre car parks as a whole is not reduced; and</li> <li>2. That any proposal will meet the principles of the Council's Car Parking Strategy and will promote management of the car parking network to provide available spaces and therefore access to the town centres.</li> </ol> <p>In order to assist Town Councils who wish to support car parking charges in their town, guidelines (on what may or may not be considered within the policy and the above limitations) were produced. These guidelines are</p>

	shown on <b>Appendix 4.</b>
1.10	<p>The proposed changes to the car parking charging arrangements are as follows:</p> <ol style="list-style-type: none"> <li>1. To introduce pay and display charges on the third tier of the car park at County Hall on the spaces nearest to Llwynegrin Hall, with remaining spaces on the tiers retained for permit holders only. – This will increase income levels and provide space for additional visitors to Llwynegrin Hall,</li> <li>2. To introduce an additional 4 hour tariff band at Llwynegrin Hall. Increasing the time banding which will be more convenient for people visiting and attending weddings at Llwynegrin Hall. This will also increase income levels.</li> <li>3. A trial of a chip and contactless payment function will take place at three selected locations for a quick and convenient way to pay the appropriate tariff. If the trial proves to be successful, the arrangement will be extended to other car parks across the County and for all new machines installed in future.</li> <li>4. It is proposed to trial ‘pay by phone’ facility on one of the pay and display machines in the County. A viable option would be the machine at Flint Railway Station, due the nature of the customers using the car park. If successful this payment option would be introduced at other suitable locations across the County.</li> <li>5. A review of maximising on street parking in town centres in order to provide some free short stay parking for quick visits to the town centre if possible, is permissible within the strategy. The Council are currently trialling de-pedestrianisation in Holywell Town Centre, to provide free on-street car parking and encourage shoppers to the town.</li> <li>6. The £1 tariff in Mold has been increased to 3 hours from 2 hours in long and short stay car parks. The proposal was within the strategy and limitations and had no impact on income levels and could be supported. On this basis, the revised arrangements were introduced in September</li> <li>7. A review of parking configuration to increase the car parking spaces available at New Street car park, Mold to support the increase in visitors to the town centre. This will also increase income levels</li> <li>8. A request to support free car parking charges during the period of town centre festivals in a single car park, for up to 2 days per year, in each town in the County can be accepted. This will be based on a formal request and business case being submitted by the Town Council and on the basis that the additional visitors will utilise the other chargeable car parks in the town, which will balance the overall income levels.</li> <li>9. The offer of free car parking for the month of December in towns</li> </ol>



	<p>would be considered to within the strategy and would be classed as a single event for the Town (if approved) however, due to the extended period, the cost to provide this arrangement would be passed by the Town Council.</p>
1.11	<p>The following suggestions which have been put forward could not be accommodated within the current car parking strategy:</p> <ol style="list-style-type: none"> <li>1. The removal of car parking charges completely – This is not possible due to the impact on car parking availability in the town centres and the impact on income levels to the Authority. The funding raised is used to meet management and maintenance costs.</li> <li>2. Introducing charges in some towns and not others. This would create inconsistencies and unfair advantages in those towns without charges, and impact on income level to the Authority.</li> <li>3. A suggestion to extend charges to Sunday and Bank Holidays at all car parks across the County (currently, only Flint Railway Station, Alexander Street and Talacre are chargeable on Sundays and Bank Holidays). This proposal could not be accepted as the current policy does not allow for Sunday and Bank Holidays charges, outside of those mentioned and there is limited demand for the car parks on these days.</li> <li>4. A suggestion that disabled spaces become chargeable and are no longer provided longer free of charge (There is a statutory duty to provide disabled parking spaces, however there is no obligation to provide them free of charge). The proposal could not be accepted as current policy states that disabled parking will be provided free of charge.</li> <li>5. The increase of chargeable hours at the multi storey car park in County Hall and the Jade Jones Pavilion, Flint. This could not be accepted as they should remain in line with chargeable hours across the County. Aura could consider a business case to review chargeable hours at the Jade Jones Pavilion.</li> <li>6. It is also recommended that the operational times remain unchanged at other car parks across the County. Chargeable hours are currently 08:00 to 17:00.</li> <li>7. An increase in the charge at Alexander Street, Shotton car park to £2 all day was discussed at Scrutiny and following further consideration, it was considered to be outside the existing strategy.</li> <li>8. Proposal to introduce new tariff bands at the multi storey car park, County Hall and Halkyn Road, Holywell. Recommended to remain in line with tariff bands across the County as this would impact on income levels.</li> <li>9. Introduction of on-street parking charges are not to be considered as they are contrary to the Council strategy which is to maximise free</li> </ol>

	<p>short stay on-street parking within town centres.</p> <p>10. The proposal from Buckley Town Council to support up to six month's pay and display charges cannot be supported as it fails to meet the principles of the car parking strategy in that the provision of unrestricted and long term free parking would not support the management of car parking in the town.</p> <p>11. The extension of pay and display charges to other car parks across the County is not to be reviewed at this point in time. Options to extend the strategy could be reviewed in the future, but each location would need to be considered on a case by case business case basis.</p> <p>12. The provision of free parking after 3pm would have a detrimental impact on income levels to the Authority and shopping habits within the towns.</p> <p>13. Providing free, 30 minute parking in some car parks would be difficult to enforce and would heavily impact on shopping habits and income levels.</p> <p>14. Reviewing the percentage of income above the 'core charging level' paid to Town Councils. The existing level (10%) provides the T&amp;CC with a sustainable income which can be invested in local related projects and it is considered to be at an appropriate level and should therefore remain constant.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>Total in year (2018 – 19) projected shortfall - £240,000</p> <p>Figure includes £80k from the delay in introducing the new charges in the current financial year.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Suggested changes have been received from various sources during the period of revised charges.
3.02	Consultation took place with the Cabinet Member on all of the proposed changes to parking policy contained within the report.
3.03	The outcome of the review was presented to Environment Overview and Scrutiny Committee in December 2018. Full details of the discussions and recommendations made by the Committee will be provided to Cabinet at the January 2019 meeting by the Scrutiny Manager.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	Further loss of car parking income will result in financial pressures within the service. Utilisation levels and income levels are monitored as part of the regular budget monitoring process
4.02	The introduction of car parking charges was intended to ensure the availability of parking within the town centres, whilst providing a contribution to the overall cost of maintaining the car parking facilities.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Expected income vs budget Appendix 2 – Percentage income per hour Appendix 3 – Options for consideration Appendix 4 - Guidelines for Town Council's

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Stephen O Jones <b>Telephone:</b> 01352 704700 <b>E-mail:</b> <a href="mailto:stephen.o.jones@flintshire.gov.uk">stephen.o.jones@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	None.

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	Expected Income (Budget)	Predicted Income for 2018/19 based on revenue to date
Talacre	£ 15,000	£ 22,419
Mold	£ 501,653	£ 426,570
Buckley	£ 101,000	£ 73,400
Holywell	£ 92,000	£ 63,908
Connahs Quay	£ 28,653	£ 15,412
Shotton	£ 59,000	£ 47,287
Queensferry	£ 20,500	£ 14,304
Flint	£ 155,000	£ 68,266
	<b>£ 972,806</b>	<b>£ 731,566</b>



Hour Band	Percentage of all tickets bought - 21st May to 31st October
06:00 - 06:59	1
07:00 - 07:59	3
08:00 - 08:59	13
09:00 - 09:59	18
10:00 - 10:59	14
11:00 - 11:59	12
12:00 - 12:59	11
13:00 - 13:59	10
14:00 - 14:59	8
15:00 - 15:59	6
16:00 - 16:59	4

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## Streetscene and Transportation Portfolio

### 6 Month Review of Stage 2 Car Parking Charges

Possible changes or alternative options for consideration	Advantages	Disadvantages	Financial Impact	Outcome of considerations
<b>Complete removal of charges – County wide.</b>	<p>Reduce financial impact on car park users.</p> <p>Decrease parking displacement from car parks to on street areas.</p>	<p>Provide free of charge parking for commuters and shop workers to utilise town centre parking places reducing available spaces for visitors, decreasing vibrancy/vitality.</p>	<p>Significant impact on budget requirement to cover management/maintenance/enforcement costs.</p>	<p>Charges will not be removed from County car parks – outside of strategy</p>
<b>Removal of car parking charges from some towns.</b>	<p>Support those town centres that are seeing a significant impact of decrease in footfall.</p> <p>Decrease parking displacement from car parks to on street areas.</p>	<p>Provide an inconsistent approach to car parking provision across the County.</p> <p>Provides free of charge parking for commuters and shop workers to utilise town centre parking places reducing available spaces for visitors, decreasing vibrancy/vitality</p>	<p>Significant impact on budget requirement to cover management/maintenance/enforcement costs.</p>	<p>Charges to remain in all towns to which the policy applies in line with strategy.</p>
<b>Pay and display on tiers at County Hall.</b>	<p>Introduce pay and display charges on the tiers during weekdays and weekends. This will be more convenient for people visiting and attending weddings at Llwynegrin Hall.</p> <p>Allows utilisation of the car parking spaces on the tiers at the weekend, and during the week once staff move to Unity House.</p>	<p>Cost of purchasing and installing new machines and amending the Traffic Order.</p> <p>Potential confusion to public and staff around who can park where and when.</p> <p>Tiers would have to be both pay and display and permit holders.</p>	<p>Additional income generated.</p>	<p>It is recommended that the 3<sup>rd</sup> tier, opposite the entrance to Llwynegrin Hall becomes both a pay and display and permit holder tier. Spaces nearest to Llywynegrin Hall being pay &amp; display only with the remaining spaces on the tier being permit holder only.</p> <p>The tariff would fall in line with recommendation below.</p>

<p><b>Llwynegrin Hall - Increase time banding to 4 hours.</b></p>	<p>The current tariff for use of the Llwynegrin Hall car park is 50p for up to 2 hours.</p> <p>Increasing the time banding will be more convenient for people visiting and attending weddings at Llwynegrin Hall</p>	<p>Adverse impact from users of the main entrance and multi storey car park who will use the parking space at Llwynegrin Hall.</p> <p>The price will have to reflect any increase of the time banding.</p>	<p>No significant impact.</p>	<p>Introduction of a new £1 for 4 hours tariff. No impact on strategy</p>
<p><b>Increase hours of charging at Multi Storey car park, County Hall.</b></p>	<p>Increase revenue to support additional management and enforcement.</p>	<p>Potential decrease in people visiting Theatre Clwyd due to extended hours.</p> <p>Amending signage at the car park.</p>	<p>Additional income generated.</p> <p>Cost of amending signage at each site.</p>	<p>It is recommended to retain the hours at charging for the Multi Storey car park.</p>
<p><b>Increase hours of charging at the Jade Jones Pavilion.</b></p>	<p>Increase revenue to support additional management and enforcement.</p>	<p>Potential decrease in people using the Leisure Centre due to extended hours.</p> <p>Amending signage at the car park.</p>	<p>Additional income generated.</p> <p>Cost of amending signage at each site.</p>	<p>It is recommended not to increase hours of charging.</p> <p>Aura could consider a business case to review chargeable hours.</p>
<p><b>Suggestion to review car parking tariff charges at the Multi Storey car park, County Hall. Introduce an intermediate charge of 75p for 3 hours tariff.</b></p>	<p>This tariff allows people to see a matinee film for a period of 2 hours 30 minutes without having to pay an additional £1 for 30 minutes.</p> <p>3 hours of parking which would be proportionate and cover the time it takes a person to see a matinee.</p>	<p>Tariff does not fit in the car parking strategy across the county.</p> <p>Amending signage at the car park.</p>	<p>Potential decrease in revenue as predicted income from all day tariff will reduce.</p> <p>Cost of amending signage at each site.</p>	<p>No change in tariff bands to be progressed.</p>
<p><b>Suggestion for a 4 hour tariff at Halkyn Road car park, Holywell.</b></p>	<p>The car park is used by patients who have no way of determining how long their treatment or appointment time may be. It is not unusual for this to be in excess of 2 hours, but not all day.</p>	<p>Tariff does not fit in the car parking strategy across the county.</p> <p>Tariff purchases shown to date does not see an increase in all day tickets purchased at the site. 1 hour tariff is more frequently purchased at this car park.</p> <p>Amending signage at the car park.</p>	<p>Potential decrease in income.</p> <p>Cost of amending signage at each site.</p>	<p>No change in tariff bands to be progressed due to potential to lose income.</p>
<p><b>Alexander Street, Shotton – £2 all day.</b></p>	<p>Unlike Flint Railway Station, the car park is not classed as a railway station car park, however is mostly used by commuters.</p>	<p>Would require a 21 day statutory notice around the change in tariff.</p> <p>Amending signage at the car parks.</p>	<p>Additional income generated.</p> <p>Cost of amending signage</p>	<p>It is recommended that the charge is increased to £2 after the remodelling work on Shotton station are</p>

	The charge of £2 all day would align this to the current charge at Flint Railway Station.		at each site.	completed because the existing car park is mainly used for local parking
<b>Sunday and Bank Holiday charging across the County.</b>	Consistent approach to pay and display charges 7 days a week and Bank Holidays.  Increase revenue to support additional management and enforcement.	Lack of demand for in the car parks on Sunday and Bank Holidays.  Proposal is contrary to the existing strategy  Amending Order and signage at the car parks.	Potential for additional income generation.  Cost of amending signage at each site.	It is recommended that Sunday and Bank Holiday charging is not considered, because it falls outside the existing strategy and limitations.
<b>Extend operational times across the County.</b>	Extending operational times of the car parks across the County from 08:00 to 17:00 to 06:00 to 22:00.	Would require a 21 day statutory notice around the change in hours.  Amending signage at the car parks.	Additional income generated.  Cost of amending signage at each site.	It is recommended that the operational times remain unchanged.
<b>Should the disabled spaces continue to be free of charge?</b>	All users of the car park are subject to charges reducing criticism for inequality.  There is a statutory duty to provide disabled parking spaces, however there is not an obligation to provide them free of charge.	Location and accessibility of the P&D machines may be an issue for users. This could result in costs to adjust islands where machines are located.  Amending signage at the car parks.	Increase revenue for improved management/maintenance/enforcement.  It is estimated that the introduction of disabled parking charges would bring in potential income between £18k and £27k  Cost of signage and works estimated around £50k.	The current strategy does not support the introduction of charging for disabled parking and cannot be progressed.
<b>Introducing chip &amp; contactless payment method.</b>	Quick and convenient way to pay the appropriate tariff at the car park. To be introduced at Flint Station as a trial machine due to the nature of the customers using the car park.  To also trial 3 machines in Mold. The trial will take place on one long stay car (x2 machines) and one short stay car park.	Cost of implementing the equipment and software to allow card transactions to be taken.  Only cards approved by Flintshire's approved merchant ID can be taken.  Transaction rate per transaction. Potential software issues in the	Initial set of costs for equipment and software is £1,400 per machine.  Transaction costs for contactless payment will be offset by reduction of cash collections cost in towns.	All new machines come with this function installed in the future  If the trials prove to be successful, to introduce this payment function on the most popular machines / biggest car parks across the County.

	<p>Does not allow a 'free parking' if the cash payment option is not working.</p> <p>Reduction of cash collection services and risk of paying by cash.</p>	<p>future.</p>	<p>Contactless payments would prevent potential overpayments which may have a small financial impact to the Authority.</p>	
<p><b>Introduction of pay by phone facility.</b></p>	<p>The introduction of this system in other Local Authorities has been hugely popular. Have seen increase in income as there are different options to pay for a tariff giving the customer choice and convenience.</p> <p>Does not allow a 'free parking' if the cash payment option is not working.</p> <p>Reduction of cash collection services and risk of paying by cash.</p>	<p>The demand for this in Flintshire car parks may not be as high in comparison to city centres.</p>	<p>Cost of implementing and running the system to allow payment by phone.</p>	<p>Looking for this function to be trialled at one location.</p> <p>Flint Railway Station may have a higher demand for this service due to commuter parking.</p>
<p><b>Introduction of On Street parking charges.</b></p>	<p>Income to cover operational costs.</p> <p>Control usage of On Street parking by charging.</p>	<p>Initial set up costs of implementing the On Street machines, signage and traffic Orders.</p> <p>Maintenance and cash collection costs/procedures.</p> <p>Impact on town centres.</p>	<p>Additional income generated.</p> <p>Cost of implementing machines / signage at each site.</p>	<p>No charges to be introduced for On Street parking.</p>
<p><b>Maximising On Street parking in town centres.</b></p>	<p>Visitors/shoppers allowed 20-30 minutes free parking in proximity to shops.</p> <p>Free, convenient parking for those wanting to spend a short period of time in the town centre.</p> <p>Removing pedestrian zone could encourage shoppers to town centre. Flintshire currently trialling depedestrianisation in Holywell Town Centre.</p>	<p>Impact on the high street health and safety.</p> <p>In adequate available space on street to support limited waiting parking.</p>	<p>Potential financial impact regarding parking revenue.</p> <p>Cost to changing TRO / implementation.</p>	
<p><b>Development of free 30 minutes in Off Street short stay car</b></p>	<p>Free, convenient parking for those wanting to spend a short period of time in the town centres.</p>	<p>Difficult for enforcement to manage and monitor the usage of the car parks.</p>	<p>Potential financial impact regarding parking revenue.</p>	<p>Impact on other car parking habits will influence income levels – not to be taken</p>

parks,		<p>Short stay spaces will be utilised for all day parking reducing available spaces for shoppers/visitors to the town centre.</p> <p>Potential to rush visitors around the towns not spending more time within the town.</p>	<p>Cost to changing TRO / implementation.</p> <p>Cost of procuring a camera to monitor vehicles in and out of the car park.</p>	<p>forward.</p> <p>Encourage extension of free on street parking charges where possible</p>
<p><b>Mold Town Council – Request to extend the £1 tariff from 2 hours to 3 hours in long and short stay car parks.</b></p>	<p>Increase inconvenience to visitors with mobility issues who struggle to walk from the long stay car parks.</p> <p>Help with increasing tickets sold and footfall in the town.</p> <p>Will not have a significant impact on Flintshire’s car parking strategy. The proposal still meets the principles of the car parking strategy and promoted management of the car parking network.</p>	<p>Possibility of lost income from the potential increases in ticket swapping, however can be enforced by Civil Parking Enforcement officers.</p> <p>Amending signage at the car parks.</p>	<p>Will not be significant.</p> <p>When carrying out the projections for the new tariffs implemented in May 18, the figure for tickets purchased for the previous 50p for 3 hours ticket where used to project the income under the new £1 for 2 hours tariff. These are currently in line with the actual sales.</p>	<p>The request to increase the time band back to 3 hours was cost neutral and within the Council’s car parking policy guidelines, which allowed the change to be implemented in September.</p>
<p><b>Buckley Town Council - Request to pay for six months of pay and display charges to offer free parking.</b></p>	<p>Reduce financial impact on car park users.</p> <p>Potential to increase footfall in the town.</p>	<p>Provide an inconsistent approach to car parking provision across the County.</p> <p>Provides free of charge parking for commuters and shop workers to utilise town centre parking places reducing available spaces for visitors, decreasing vibrancy/vitality</p> <p>The removal and reinstatement of parking charges during the year within a town is impractical and will lead to confusion to the general public using them. This could lead to an increase in enforcement action, with PCN’s being issued to the public in the chargeable</p>	<p>Buckley Town Council would cover the loss of income for the period of free charging.</p> <p>The charging regimes would need to remain consistent with other towns during the chargeable periods.</p>	<p>The proposals fails to meet the requirements of point 2 of the limitations, in that the provision of unrestricted and long term free parking would not promote the management of car parking in the town.</p> <p>This is because it would remove the available car parking spaces from the town centre car parks, which are intended for short stay visitors, as the spaces would be taken up by businesses and shop workers.</p> <p>It is considered that the</p>

		months.  There would be no traffic control on car parks, resulting in cars parking out of bay causing obstructions and potentially parking over multiple spaces, as well as non blue badge holders parking in disabled spaces and having incorrect class of vehicle parking in the car parks not being enforced.		proposals would therefore be against the defined outcomes of the Flintshire Parking Strategy and could not be accepted without a change of policy.
<b>Extend pay and display charges to other locations across the County.</b>	Pay and display charges to assist traffic management and safeguarding the car park for visitor use.  Any income received will assist with enhancing / maintaining facilities at the sites.	Initial reaction of the public and visitors to these locations.  Capital layout costs of implementing charges at the sites.	Provide income to support the management of the service.  Cost of implementation.	The possibility of extending the pay and display charges across other sites would need to be considered on a case by case basis.
<b>Introduce free parking after 3pm</b>	Allow shoppers/visitors to park without having to pay after 3pm.  Allow shoppers to park without the inconvenience of purchasing a ticket after this time.	Decrease income required which is required for full management and enforcement of the service.  Introduction of free parking after 3pm will reduce income levels by 10% or £97k over all car parks in the County.	Significant decrease in predicted revenue.	Not to reduce the hours of charging.
<b>Review to possibility for increasing car parking space availability in New Street car park, Mold</b>	Support the town centre as it will create additional parking spaces for visitors in the main longer stay car park in Mold.  Increase in income received in this car park.	Would incur one off costs for the development of additional spaces and may cause disruption in the car park for a short period of time.	Provide income to support the management of the service.  Cost of implementation.	Would support the development of creating additional parking space if the opportunity arises.
<b>Review percentage of income above base level currently paid to Mold Town Council (currently 10%)</b>	Maintain income levels for Mold Town Council to invest in town centre.	Potential reduced revenue for management and enforcement of the service impacting on budget.	Likely reduction to Mold Town Council in amount due with increasing £1 tariff to 3 hours.	Maintain 10% level.
<b>For Flintshire County Council to offer car parking for town</b>	To support town centres for specific festivals to help the town with positive social and economic impact in the	Loss of income from the car parks.	Potential reduction in overall income. Lost income in the selected car	The Council would support the request for free of charge car parking for town centre

<p><b>centre festivals free of charge.</b></p>	<p>communities.</p>		<p>park may be offset by usage in another.</p>	<p>festivals for one car park for a maximum of two days per year, per town.</p> <p>Free car parking for the month of December to be considered as a single event. The cost to mitigate the loss of income from the car park over this extended period would need to be agreed with the Town Council upon approving the request.</p>
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## Car Parking Charges – Town Council subsidy and amendment request guidelines

### Background

In March 2018 Cabinet approved the new car park charging arrangements. It was agreed that Town Councils may consider subsidising car parking charges in their area however each proposal would be considered on merit and deliverability within the current car parking strategy.

The report confirmed that any proposal would be considered within the following limitations:

1. That the overall net income of individual car parks and individual town centre car parks as a whole is not reduced; and
2. That any proposal will meet the principles of the Council's Car Parking Strategy and will promote management of the car parking network to provide available spaces and therefore access to the town centres.

In order to provide some clarity and guidance for Town Councils, the following table provides examples of localised changes to current arrangements which would be considered or rejected within the limitations of this Council policy:

Proposals that <b>might</b> be considered as agreeable flexibilities under the policy (subject to an approvable business case)	Proposals that would <b>not</b> be considered under the policy as they would work against these principles and therefore be a breach of policy
<p>The provision of short periods of free parking to coincide with special events or specific periods during the year with Town Council subsidy for loss of income in full.</p> <p>Changes to charging bands that would not impact on income levels.</p> <p>Reduced banding tariffs supported by a Town Council subsidy whilst maintaining a minimum charge.</p> <p>Increasing the availability of free, short stay on street parking availability - where it is safe and appropriate to do so.</p> <p>Increasing charges at specific sites to provide the Town Council with a regular income stream - in line with current strategy</p> <p>Introducing local residents parking schemes in specific areas - in line with the Residents Parking Policy</p>	<p>Any proposals that results in a net reduction in income not fully recovered by a Town Council subsidy.</p> <p>Changes to banding or charging periods that would reduce overall income levels – without Town Council subsidy.</p> <p>Proposals that would provide extended periods of free parking which would be unsustainable, inequitable and confusing to users when the charges were reinstated.</p> <p>Increasing the percentage of annual permits available in individual car parks.</p> <p>Changes to individual car park status i.e. short stay to long stay.</p>





## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Fixed Penalty Notices for Fly Tipping Events
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer (Streetscene & Transportation)
<b>Type of Report</b>	Operational

### **EXECUTIVE SUMMARY**

The Council receives and investigates around 1,000 fly tipping reports every year. New legislation, by way of an amendment to the Environmental Protection Act, now gives all local authorities the power to deal with these incidents using a Fixed Penalty Notice (FPN). A FPN is a way of discharging liability for the offence however, the evidence required to issue a FPN remains at the same level as would be required to prove the offence through prosecution.

Where it is in the public interest to do so, the authority may give offenders an opportunity to avoid prosecution and subsequent court appearance by the payment of a FPN.

This report contains a recommendation for the introduction of FPN's for fly tipping offences in the event of low level fly tipping events and seeks approval for the level of charge for the FPN.

### **RECOMMENDATIONS**

1.	That Cabinet approves the use of the new legislation to issue Fixed Penalty Notices for low level fly tipping offences.
2.	That Cabinet approves the level of an FPN at £200, with a discount of £80 for early payment.
3.	That Cabinet requests a review of the level of FPN charge after one year and grants delegated authority to the Chief Officer after consultation with the Cabinet Member and Portfolio holder, to vary the level of the charge, if necessary.

## **REPORT DETAILS**

<b>1.00</b>	<b>BACKGROUND TO THE REPORT</b>
1.01	<p>The Council receives around 1,000 reports of fly tipping in the County every year. A small number of these are significant in size but the vast majority are small scale events such as black bags and bulky household items. Historically the powers available to the Council were limited to progressing the cases through the courts for prosecution, regardless of their scale. Gathering of evidence and preparing court papers is time consuming and costly with the number of successful prosecutions being low in number. This is a consistent theme across England and Wales.</p>
1.02	<p>In November 2017, the Environmental Protection Act was amended to give local authorities the powers to issue FPN's for fly tipped waste under 'The Unauthorised Deposit of Waste (Fixed Penalties) (Wales) Regulations 2017'. This change now allows local authorities to deal with small scale fly tipping through FPN's, without the need for expensive prosecutions. This also provides an opportunity for first time non-habitual offenders to avoid court and a possible criminal record. The FPNs can be used on both publicly and privately owned land.</p>
1.03	<p>It is not appropriate to issue FPN's in every case of fly tipping and in the event of more significant fly tipping events, prosecution should and will remain the most effective way of dealing with the situation. Appendix 2 shows the guidelines, produced by the All Wales Fly Tipping Forum for circumstances when FPN may be considered as the appropriate approach, rather than prosecution.</p>
1.04	<p>Local authorities can set the amount of the fly-tipping FPN at a level between £150 and £400, with a default of £200 if no amount is specified. An option for early payment of an amount no less than £120 can be made available and local authorities can retain the receipts to help contribute to the costs of dealing with fly-tipping.</p>
1.05	<p>Feedback from an All Wales Fly Tipping Forum of local authorities indicates that the majority have set, or are intending to set their FPN's at the higher end of the scale £400. (A list of the FPN levels at some Welsh authorities shown on Appendix 1). This is mainly to act as a deterrent to would be offenders, but also assists in the costs of dealing with the fly tipping clearance across the County. Given that the charge is intended as a deterrent and for first time offenders only, many of whom will be without the resources to pay such a high figure, it is suggested that the level of FPN is initially set at £200 and monitored over the first year of introduction.</p>
1.06	<p>The recognised standard period of 14 days for payment will apply and it is proposed that a reduced charge of £120 will be offered, if the Fixed Penalty Notice is paid within 10 days. Should the offender fail to make payment within the prescribed period, court proceedings will be issued.</p>

1.07	Enforcement action will take place in accordance with recognized guidelines including the Codes of Practice made under the Police and Criminal Evidence Act 1984 and the Criminal Procedure and Investigations Act 1996. Suspected offenders where implicating evidence is found will be requested to attend a formal interview. The interviews will be carried out in accordance with the Police and Criminal Evidence Act 1984 (PACE) Codes of Practice. Only trained and accredited Officers will undertake these interviews.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	There are no negative financial issues relating to this proposal. FPN's will be issued by the Enforcement Officers currently employed by the Council.
2.02	The issuing of FPN's is not intended to be an income generation exercise, the recovery of payments of FPN's levied is required by law to remain within the service area and for the benefit of the services provided.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	No equality implications have been identified resulting from this proposal as there are no exceptions made within legislation concerning the enforcement of environmental crime.
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	A project team will be put in place to monitor and oversee the introduction of the new arrangements, if approval is given.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix 1 – FPN level comparator Appendix 2 – Guidelines for FPN/Prosecution
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<b>Contact Officer:</b> Stephen O Jones <b>Telephone:</b> 01352 704700 <b>E-mail:</b> <a href="mailto:stephen.o.jones@flintshire.gov.uk">stephen.o.jones@flintshire.gov.uk</a>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<b>FPN</b> - Fixed Penalty Notices.
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## Appendix 1

### Feedback from LA's in Wales regarding fly-tipping FPN amount

LA	Amount	Early discount
Cardiff	£400	None
Caerphilly	£400	None
Wrexham	£400	None
Gwynedd	£200	£150
Newport	£400	
Carmarthenshire	£350	£180
Ceredigion	£250 being considered	
Powys	£400	£200
Torfaen and BG	£400	£300
Conwy	£400	None
Monmouthshire	£400	£300

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### Fly-tipping Fixed Penalty Notices (FPNs)

FPN's provide an opportunity for first time non-habitual offenders to avoid court and a possible criminal record. They offer a more efficient and proportionate response to tackling small-scale fly-tipping incidents which will also help ease the burden on the court system.

Local Authorities (LA's) can set the amount of the fly-tipping FPN between £150-£400 with a default of £200 if no amount is specified. An option for early payment of an amount no less than £120 can be made available and Local Authorities can retain the receipts to help contribute to the costs of dealing with fly-tipping. The FPNs can be used on both publicly and privately owned land.

#### **The Unauthorised Deposit of Waste (Fixed Penalties) (Wales) Regulations 2017**

<http://www.legislation.gov.uk/wsi/2017/1024/regulation/2/made>

### Small Scale

The list below provides guidance on what constitutes small scale and will help LA's achieve a consistent approach to issuing fly-tipping FPN's in Wales. There will be individual circumstances that will need to be considered on occasion but this list should be followed where possible.

- First time non-habitual offenders only
- Non-hazardous waste only
- Up to a car boot load
- Up to 8 black bags
- One or two bulky items (e.g. furniture, white goods)

#### **Fly-tipping and Litter**

It should be counted as a fly-tip if the fly-tip waste is too large to be removed by a normal hand-sweeping barrow. In simple terms, a single full bin bag upwards would constitute a fly-tip. Similarly, several carrier bags full of rubbish dumped together would also constitute a single fly-tip.

### Recording FPN's

FPN's should not be issued to repeat offenders. Where an offender is taken to court, the fact they have been issued with previous FPN's may influence the court's assessment of the offender's suitability for a particular sentence.

It is, therefore, important information on FPN's issued, are kept centrally so it is accessible to Local Authorities (LA's) and Natural Resources Wales (NRW). As LA's use different enforcement systems, it is recommended the Memex Intelligence system used by NRW, stores this information.

When officers are at the stage in their investigation where they are considering what enforcement action to take, they should first search the Memex system to check any potential offending history. Once FPN's have been issued, this information should be uploaded on to Memex through an agreed process.

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## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	21st Century Schools Programme – Connah’s Quay High School Project – Project Update
<b>Cabinet Member</b>	Cabinet Member for Education
<b>Report Author</b>	Chief Officer (Education and Youth)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report provides an update on Phase 2 of the capital improvement project at Connah’s Quay High School. This project is funded through Band B, Welsh Government’s (WG) 21<sup>st</sup> Century Schools Programme and the Council.

The project has been through a design development stage and has been value engineered (see Terms of Reference). However, the project team are unable to bring the project within the original budget envelope of £4m.

The cost to deliver the project is now £4.3m and will require an additional £300K to proceed in its current form.

There is contingency within the overall 21<sup>st</sup> Century Schools programme to cover the increase required for this project (based on the current intervention rates).

The report provides an explanation of the increase in project costs together with solutions to the funding shortfall.

### RECOMMENDATIONS

1	To note the contents of the report and approve the additional expenditure required to deliver the project.
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## REPORT DETAILS

1.00	<b>BACKGROUND &amp; OVERVIEW</b>
1.01	Phase 1 of capital investment at Connah's Quay High School was completed on time and within budget during December 2018. This project was funded through the 21st Century Schools Programme Band A, which ends in March 2019.
1.02	The Strategic Outline Programme (SOP) for Band B 21st Century School Investment Programme has subsequently been approved in principle by WG and a paper outlining the onward investment programme (or statement of intent) was considered by Cabinet in January 2018.
1.03	Phase 2 of the proposed capital investment project at Connah's Quay High School was one of a number of projects which formed part of the agreed funding package with Welsh Government (WG) for its 21st Century Schools Band B Programme within an overall cost envelope of £85,420m.
1.04	In April 2018, Cabinet agreed to the proposal to take advantage of the WG initiative and draw down funding for the Connah's Quay High School project (Phase 2) prior to the start of Band B and enter into a two stage Design & Building contract with Kier Construction. This would enable a seamless transition between construction phases 1 and 2. The estimated cost of Phase 2 at Connah's Quay High School was £4m.
1.05	<p>At this time the intervention rate for traditional capital projects within the programme was 50% WG / 50% Council. However, in November 2018, WG announced changes to intervention rates as follows:</p> <ul style="list-style-type: none"> <li>• Capital – Schools : 65% WG / 35% LA</li> <li>• Capital – PRU/ALN Schools : 75% WG/ 25% LA</li> <li>• MIM – 75% WG / 25% LA (through revenue budgets of both organisations).</li> </ul>
1.06	The project (Phase 2) at Connah's Quay High School will now benefit from the new intervention rates with the Council's liability reducing from 50% to 35% of the total project costs.
1.07	In terms of the programme, design development has progressed as planned between May 2018 and December 2018. At this stage cost certainty is clarified with the contractor having evaluated the final design with their supply chain.
1.08	The project in its current form cannot be achieved for the original estimate of £4m. The project figure is £300k (or 7.5%) above the original estimate at £4.3m.
1.09	This is due to the following primary reasons:

	<ul style="list-style-type: none"> <li>• Building materials cost increase as a result of Brexit uncertainty. Other contractors are also reporting similar issues across Wales and the wider UK as a whole.</li> <li>• Additional areas of refurbishment have been included in the sports block since the original estimate. Originally the majority of the sports block was being refurbished with small areas and circulation spaces excluded. A better end product would be realised by including these areas.</li> <li>• Following re-inspection of the sports hall roof, additional works are required in this area.</li> </ul>
1.10	<p>There are a number of options available as follows:</p> <ol style="list-style-type: none"> <li>1) Reduce the scope of the project to bring within the funding envelope.</li> <li>2) Redirect funding from other areas of the programme. Currently there is flexibility within the programme, given Cabinet's decision not to proceed with the Lixwm and Brynford proposed amalgamation (This option does not prohibit the Cabinet's desire to invest in Brynford CP).</li> </ol>
1.11	<p>In addition, residual efficiencies could be available from other projects within the Band A programme i.e. Connah's Quay High School Phase 1 and John Summers High School demolition project. In theory any efficiencies from the aforementioned projects could be recycled into the Connah's Quay High School Project (Phase 2).</p> <p>At the time of writing final accounts are not available. However, should residual amounts become available they are likely to be modest and will not cover the full costs of the project increase.</p>
1.12	<p>To ensure a seamless transition between contract phases, the Contractor will be commissioned based on the agreed total project value of £4m, Thereafter, should cabinet approve the project, increased work items to the value of £300k will be added back into the contract.</p>
1.13	<p>There will also be a requirement to submit a variation to the original SOP to WG in the new year.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	A project team is in place to deliver the project.
2.02	The additional cost of this project can be delivered within the agreed funding envelope of the overall programme.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Planning Application approval has previously been granted.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Property & Design Consultancy adopts and implements industry standard procedures for managing overall risk. The preferred Contractor (Kier) will have overall responsibility for managing the site specific risks for the project. This process will be monitored by Project Team Leaders / Officers and Construction (Design & Management) Advisors / Principal Designers during the Construction Phase.

<b>5.00</b>	<b>APPENDICES</b>
5.01	None.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None.  <b>Contact Officer:</b> Claire Homard <b>Job Title:</b> Chief Officer (Education and Youth) <b>Telephone:</b> 01352 704601 <b>E-mail:</b> <a href="mailto:Claire.homard@flintshire.gov.uk">Claire.homard@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>21st Century Schools</b> - Is a collaboration between the Welsh Government (WG), the Welsh Local Government Association (WLGA) and local authorities. It is a major, long-term and strategic capital investment programme with the aim of creating a generation of 21st century schools in Wales.  <b>Capital</b> - Money spent on assets (e.g. buildings, equipment and land).  <b>Value Engineering</b> - Value engineering is a systematic method of improving building planning. The process results in lower design costs and better construction sequencing of a project while decreasing the overall cost. The value engineering concept tends to keep in place those functions which expedite and optimize the planning, design, and construction of building projects, while removing unnecessary cost. This process is often used to keep projects from running over budget and or time without sacrificing the integrity of the design/construction process.

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## CABINET

<b>Date of Meeting</b>	Tuesday, 22 <sup>nd</sup> January 2019
<b>Report Subject</b>	Business Rates – Write Offs
<b>Cabinet Member</b>	Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Officer (Governance)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

For individual bad debts in excess of £25,000, Financial Procedure Rules (section 5.2) requires Cabinet to approve recommendations to write off debts.

Four Business Rate debts are considered to be irrecoverable for Limited Liability Companies that are no longer trading and have been either placed into administration or have been liquidated. Consequently, there are no assets and successful recovery of the Business Rate debts is no longer possible and a write off is necessary, totalling £217,396. The organisations are :

- Intego Packaging (Deeside) Limited £29,762
- ELM Assets (2) Limited £108,563
- The Food Retailer Operation Limited £27,108
- Boost 4 Business Limited £51,963

### RECOMMENDATIONS

1	That Cabinet approve the write off for the business rate debts as set out in the report.
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## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE BACKGROUND TO THE REQUEST FOR WRITE OFF</b>
	<b>Background to Intego Packaging (Deeside) Ltd</b>
1.01	Intego Packaging was a limited liability company whose registered office address was in Lancashire. The company was responsible for payment of Business Rates on Unit 43, Deeside Industrial Estate from January 2014 until July 2017.
1.02	Between 2013/14 and 2015/16, the company paid their Business Rate liability in full following enforcement action through the use of bailiffs/enforcement agents. The Council successfully recovered £66,000.
1.03	In 2016/17, the company then agreed to pay Business Rates by direct debit but after three initial payments totalling £5,400, they failed to make any further payments and the direct debit was cancelled.
1.04	The Council successfully obtained a further Liability Orders in December 2016 at Mold Magistrates Court for the residual balance for 2016/17. Enforcement Agents/Bailiffs were subsequently engaged to enforce the Liability Orders. The agents secured a payment agreement with the company directors and a total of £3,000 was successfully recovered.
1.05	The company then defaulted with their payment agreement and the Council was notified in July 2017 that the company had gone into a Creditors Voluntary Liquidation.
1.06	The liquidators, Dow Schofield Watt, have advised that the sale of the assets and stock have released a small dividend for secured creditors but there are insufficient assets to pay unsecured creditors. With company debts in excess of £833,000 and with the Business Rate debt being classed as an unsecured debt, there is no prospect of the Council receiving any payment in respect of the £29,762 outstanding debt owed to the Council.
	<b>Background to ELM Assets (2) Limited</b>
1.07	Elm Assets held the lease on an empty industrial building at Sandycroft Industrial Estate, between May 2013 and June 2015. The property was never put to use by Elm Assets and the company was therefore liable to pay empty Business Rates during this period.
1.08	The company also failed to make any payment and the Council successfully obtained liability orders at Mold Magistrates Court in January 2015 and August 2015.
1.09	Enforcement Agents/Bailiffs were subsequently engaged to enforce the Liability orders, however recovery proved to be difficult as the premises were unoccupied. The enforcement agents were also unable to make any contact with the company directors and external enforcement agents also made

	attempts to enforcement payment at the registered office address in Salford but all action was unsuccessful.
1.10	In an effort to secure payment of Business Rates, the Council referred the matter to an external Solicitors with a view to winding up the company. However, solicitors concluded that following their investigations into the company, it would be highly unlikely that the Council will be able to recover the outstanding empty Business Rates of £108,563 as all property assets have registered charges secured against those assets.
1.11	This company is now recorded on the Companies' House Official Register as a 'dormant company' with no directors, since all directors have resigned.
	<b>Background to The Food Retailer Operation Ltd</b>
1.12	The Food Retailer Operation Ltd were responsible for Business Rates on three former co-operative supermarkets in Mold, Buckley and Connah's Quay from July 2016. The company made part payment totalling £47,000 towards their Business Rates liabilities on the three retail units but the company subsequently defaulted with their payment obligations.
1.13	The Council received notification from the company in April 2017 that it had gone into Administration in February 2017. BDO LLP were appointed as Administrators and the Council lodged a claim in respect of the unpaid Business Rates.
1.14	BDO have reported their initial investigations of the company. Partial payments have been made to employees and other secured creditors but with unsecured creditor debts at £89.9m there is no prospect of the Council recovering the £27,108 of unpaid Business Rates.
	<b>Background to Boost 4 Business Limited</b>
1.15	Boost 4 Business Limited were liable for empty Business Rates on several empty office units at Cambrian House, St David's Park, Lakeside Business Park, Ewloe for the period between May 2015 and May 2016.
1.16	No payments were made towards the Business Rates. Enquires were made to establish contact with the company, including at their registered office address in Doncaster.
1.17	The Council obtained several liability orders at Mold Magistrates Court on October 2015 and June 2016. Enforcement Agents/Bailiffs were also instructed to enforce the Liability Orders. Agents made attempts to make contact with the company at both the unit and at their registered address in Doncaster. However, all attempts to secure payment through enforcement were unsuccessful.
1.18	The Council referred the case to external solicitors and as part of their investigations into potential rate avoidance concerns they wrote to the landlord to clarify if Boost 4 Business Ltd was a legitimate company in occupation of the units. The landlords provided a copy of a lease as evidence.

1.19	There is little prospect of the outstanding Business Rates being recovered even if the Council made a petition for a winding up order against the Company. The office register at Companies House now shows the company being dissolved in September 2018.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	There are no direct financial implications for the Council or local taxpayers by writing off these debts as Business Rates are borne by the National Collection Pool for Wales. As the Collection Pool is supported by Welsh Government, non-payment of rates does though have a wider impact on the Welsh taxpayer.
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2.02	Writing off these debts, amounting to a loss to the National Collection Pool of £217,396 is being recommended as a last resort and only on the basis that there is no prospect of successfully recovering these debts.
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	All write offs must be approved by the Corporate Finance Manager, but in the case of write offs over £25,000, Cabinet must be consulted before a decision is taken.
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	For those businesses who fail to pay, recovery action is always taken to secure payment. Measures include the use of enforcement agents/bailiffs to take control of goods, and on occasion, steps are taken to 'wind-up' companies.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	None.
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<ul style="list-style-type: none"> <li>Local Government Finance Act 1988</li> <li>Financial Procedure Rules (section 5.2)</li> </ul> <p><b>Contact Officer:</b> David Barnes, Revenues Manager  <b>Telephone:</b> 01352 703652  <b>E-mail:</b> <a href="mailto:david.barnes@flintshire.gov.uk">david.barnes@flintshire.gov.uk</a></p>
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7.00	GLOSSARY OF TERMS
7.01	<p><b>Business Rates:</b> are a property based local tax on businesses calculated on the rateable value of the property. Although the rate of tax is set by Welsh Government, rates are administered and collected locally by each local authority and paid into a national collection pool for Wales.</p> <p><b>National Collection Pool for Wales:</b> all business rates are collected and paid into the Welsh Government's Non-Domestic Rates Pool. They are then redistributed to local businesses as part of the local government revenue settlement grant each year.</p> <p><b>Companies House:</b> is the UK's registrar of companies and is an executive agency of Her Majesty's Government.</p> <p><b>Debt Enforcement Agents/Bailiffs:</b> are sometimes used as a way of enforcing Liability Orders for non-payment of Business Rates by either collecting payment in full or taking control of goods to offset against the debt.</p> <p><b>Company 'winding-up':</b> is a legal process submitted by the party or parties to liquidate a company. This may be done by a third party such as a creditor who is owed money by the company.</p> <p><b>Liquidation:</b> is an event that occurs when a company is insolvent, meaning it cannot pay its obligations as and when they become due. The purpose of liquidation is for an appointed liquidator to look into the affairs of a company, release all the assets and then pay a return to creditors so they get some or all of their money back.</p>

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## **EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN**

### **Streetscene and Transportation**

- **Senior Management Review**

To ensure service resilience and continuity on the departure of a senior manager an urgent review of senior manager posts and their roles was required.

The portfolio management team has been adjusted from three to four senior posts of Highway Network Manager, Transportation Manager, Regulatory Services Manager and Service Delivery Manager with compensatory reductions in team size elsewhere to cross-fund the costs.

The review has been completed within financial resources and within the bounds of the previously adopted organisational design model for the function.

### **Corporate Finance**

- **Final Stage of the Finance Function Modernisation Project**

To conclude the Finance Function Modernisation Project there has been a managed reduction in post numbers within the service and a re-alignment of the Finance Manager and Accountant levels of management to:

1. Achieve the pre-set efficiencies target set within the Council Fund budget;
2. Realign resources to the changed portfolios within the Chief Officer Team; and
3. Ensure a resilient service to meet the needs for corporate governance, corporate financial management, corporate financial strategy and service portfolio financial management and planning.

The review has been completed within financial resources (on a reduced budget for the Finance function) and within the bounds of the previously adopted organisational design model for the function.

### **Housing and Assets – Revenue Services**

- **Council Rent – Application to Write Off of Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The write off request is in respect of one tenant who is subject to a Debt Relief Order (DRO). Rent arrears of £5,910.56 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

- **Council Housing Revenue Account (HRA) Rents – Write Off of Former Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The write off of unpaid rents in respect of three separate tenancies/cases has resulted in a requirement to write off a total balance of £19,691.78 against the Housing Revenue Account.

- **Council Housing Revenue Account (HRA) Rents – Write Off of Current Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member.

The write off of unpaid rents in respect of three separate tenancies/cases has resulted in a requirement to write off a total balance of £13,042.82 against the Housing Revenue Account.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.



**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS  
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY  
1 January 2019 TO 30 June 2019**

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
January					
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>North East Wales Metro Update</b> To update Scrutiny on the progress of the North East Wales Metro Project, including the latest bids to Welsh Government for funding.	Strategic	
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>Charging Points for Electronic Cars</b> To consider the draft strategy	Strategic	
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>Six Month Review of Car Parking Charges Uplift</b> To receive an update following the review of car parking charges.	Strategic	Cabinet Member for Streetscene and Countryside

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>School Transport – Hazardous Routes</b> To inform Scrutiny of the criteria for defining a school hazardous route and define the hazardous routes to school within the County	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	<b>Fleet Contract – Update</b> To provide Scrutiny with an update on the progress of the countywide Fleet Contract two years after implementation.	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/01/19	Overview and Scrutiny	<b>Council Plan 2018 / 19 -Mid Year Monitoring</b> To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Streetscene and Countryside, Cabinet Member for Planning and Public Protection
Environment Overview & Scrutiny Committee	15/01/19	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment 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	17/01/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	17/01/19	Chief Executive's	<b>Diversity and Equality Policy</b> To consider and review the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	17/01/19	Governance	<b>Member Communications: Reported Cases and Complaints</b> To share the actions and work undertaken to date to improve standards relating to Member correspondence.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	17/01/19	Governance	<b>White Paper: Reform of Fire and Rescue Authorities in Wales</b> To recommend a response to the White Paper on the reform of the governance and funding of Fire Authorities in Wales to the meeting of Council on 29 January.	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)
Corporate Resources Overview & Scrutiny Committee	17/01/19	People and Resources	<b>Annual Review of Appraisals</b> To update on the performance in the completion of annual appraisals of employees.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	17/01/19	Chief Executive's	<b>Finance and Business Planning Cycle</b> To (1) receive a model for a clearer planning cycle for financial, business and performance planning for the Council and (2) to receive information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.	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	17/01/19	Finance	<p><b>REVENUE BUDGET MONITORING 2018/19 (MONTH 8)</b></p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8 and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/01/19	Overview and Scrutiny	<p><b>Forward Work Programme</b></p> <p>To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee.</p>	Operational	
Cabinet	22/01/19	Chief Executive's	<p><b>Review of Workforce Pay Model</b></p> <p>To provide an update on the progress of developing a new Pay Model.</p>	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)
Cabinet	22/01/19	Housing and Assets	<p><b>Welsh Government Innovative Housing Programme</b>            To advise of the in-principle award of a £1.1M grant from Welsh Government under the Innovative Housing Programme (IHP) for the Council to develop 12 apartments on land at St Andrew's Church, Garden City, Queensferry.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	22/01/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2018/19 (month 8)</b>            To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account – based on actual income and expenditure as at Month 8, and with forward projections to the year-end.</p>	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	22/01/19	Chief Executive's	<b>Council Fund Budget 2019/20 – Stage 3 Final</b> To review the third and final Stage 3 of the Council Fund Budget 2019/20 and to make recommendations to Council to set a legal and balanced Budget.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	22/01/19	Streetscene and Transportation	<b>The Procurement of Transport Arrangements for Parc Adfer</b> To seek approval to procure regional transport haulage service for the transportation of waste material to the new Parc Adfer facility.	Operational	Cabinet Member for Streetscene and Countryside
Cabinet	22/01/19	Chief Executive's	<b>Theatr Clwyd Business Plan 2019-2021</b> To receive and approve the business plan for Theatr Clwyd.	Strategic	Cabinet Member for Economic Development, Cabinet Member for Education
Cabinet	22/01/19	Streetscene and Transportation	<b>Review of Garden Waste Charges</b> To provide feedback on the garden waste collection service and the charging system introduced in April 2018.	Operational	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	22/01/19	Streetscene and Transportation	<b>Update on the Fleet Contract</b> To provide an update on the progress of the Countywide Fleet Contract introduced in 2016.	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	22/01/19	Streetscene and Transportation	<b>Six Month Review of the Revised Car Parking Charges</b> To review the impact of the new car parking charging and tariffs six months after their introduction.	Operational	Cabinet Member for Streetscene and Countryside
Cabinet	22/01/19	Social Services	<b>Regional Carers Strategy</b> To present the regional strategy which has been developed following the completion of the North Wales Population Needs Assessment and agreement of a series of action plans by the Regional Partnership Board.	Strategic	Cabinet Member for Social Services
Cabinet	22/01/19	Education and Youth	<b>Capital Programme - Ysgol Castell Alun, Hope</b> To request that Cabinet consider supplementing the agreed capital project with pending S106 contributions.	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)
Cabinet	22/01/19	Education and Youth	<b>21st Century Schools Programme - Connah's Quay High School Project - Project update</b> To provide an update on the project and request a variance to the contract amount.	Operational	Cabinet Member for Education
Cabinet	22/01/19	Streetscene and Transportation	<b>Fixed Penalty Notices for Fly Tipping Events</b> To enable powers under the Environmental Protection Act to be deployed to issue Fixed Penalty Notices for fly tipping.	Operational	Cabinet Member for Streetscene and Countryside
Cabinet	22/01/19	Governance	<b>Business Rates – Write Offs</b> To seek approval of the write off of individual bad debts for Business Rates in excess of £25,000.	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	23/01/19	Housing and Assets	<b>Sheltered Housing Review</b> To consider the outcome of the Sheltered Housing Review	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	23/01/19	Finance	<p><b>Housing Revenue Account (HRA) Business Plan and Budget</b></p> <p>To consider the proposed Housing Revenue Account (HRA) Business Plan and Budget for 2019/20</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	23/01/19	Overview and Scrutiny	<p><b>Forward Work Programme</b></p> <p>To consider the Forward Work Programme of the Community &amp; Enterprise Overview &amp; Scrutiny Committee</p>	Operational	
Organisational Change Overview & Scrutiny Committee	28/01/19	Social Services	<p><b>Alternative Delivery Model Update – Social Care Learning Disability Day and Work Opportunities Service</b></p> <p>To provide and update on progress made with the Social Care Learning Disability Day and Work Opportunities Service ADM including delivery of the service post transfer to Hft Ltd</p>	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)
Organisational Change Overview & Scrutiny Committee	28/01/19	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Flintshire County Council	29/01/19	Planning, Environment and Economy	<b>Gambling Policy Renewal</b> To inform Members of the mandatory requirements to review the Gambling Policy and seek approval of the reviewed document.		
Flintshire County Council	29/01/19	Chief Executive's	<b>Flintshire Electoral Review</b> To enable the Council to make its final proposals for the review of the electoral arrangements for Flintshire being conducted by the Local Democracy and Boundary Commission for Wales.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	29/01/19	Chief Executive's	<p><b>Council Fund Budget 2019/20 – Third and Closing Stage</b></p> <p>That the Council receives and considers the recommendation of Cabinet for balancing the budget for 2019/20</p>		
Flintshire County Council Page 268	29/01/19	Chief Executive's	<p><b>Pay Policy Statement for 2019/20</b></p> <p>All local authorities are required to publish their Pay Policy Statement by April annually. The Pay Policy Statement presented within this report is the seventh annual Statement published by Flintshire County Council.</p>		
Flintshire County Council	29/01/19	Governance	<p><b>White Paper: Reform of Fire and Rescue Authorities in Wales.</b></p> <p>To agree a response to the recent White Paper on reform of the governance and funding of Fire Authorities in Wales.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	29/01/19	Chief Executive's	<b>Armed Forces Covenant Annual Report 2017/18</b> To endorse the positive progress made in meeting the Armed Forces Covenant and support the commitments for further improvement and to approve the Armed Forces Covenant Annual Report prior to publication on the Council's website		
Audit Committee	30/01/19	Governance	<b>Internal Audit Progress Report</b> To present to the Committee an update on the progress of the Internal Audit Department.	Operational	
Audit Committee	30/01/19	Governance	<b>Whistleblowing Policy</b> To outline to Members the updated Whistleblowing Policy.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	30/01/19	Governance	<b>Anti-Fraud and Corruption Strategy and Fraud and Irregularity Response Plan.</b> To outline to Members the updated Corporate Anti-Fraud and Corruption Strategy and Fraud and Irregularity Response Plan.	All Report Types	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	30/01/19	Chief Executive's	<b>External Regulation Assurance</b> To endorse the summary of all external regulatory reports received during 2018 along with the Council's responses.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	30/01/19	Chief Executive's	<b>Code of Corporate Governance</b> To endorse the review of the Code of Corporate Governance.	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	30/01/19	Chief Executive's	<b>Mid-year Risk Report</b> To endorse the Council's actions taken to mitigate the significant risks at the mid-year point.	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	30/01/19	Chief Executive's	<p><b>Treasury Management 2019/20 Strategy and Quarter 3 2018/19 Update</b></p> <p>1. To present to Members the draft Treasury Management Strategy 2019/20 for comments and recommendation for approval to Cabinet.</p> <p>2. To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of December 2018.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	30/01/19	Chief Executive's	<p><b>Wales Audit Office (WAO) – Annual Audit Letter 2017/18</b></p> <p>The letter summarises the key messages arising from the Auditor General for Wales' statutory responsibilities under the Public Audit (Wales) Act 2004, and reporting responsibilities under the Code of Audit Practice for the financial year 2017/18</p>	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	30/01/19	Chief Executive's	<p><b>: Treasury Management Policy, Practices and Schedules 2019/20 – 2021/22, Treasury Management Strategy 2019/20, Treasury Management Quarter 3 update 2018/19</b></p> <p>To recommend to Cabinet and Council the 2019/20 Treasury Management Strategy, 2019/20 – 2021/22 Treasury Management Policy, Practices and Schedules. Quarterly update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2018/19.</p>	Strategic	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	30/01/19	Chief Executive's	<b>Wales Audit Office (WAO) - Annual Audit Letter 2017/18</b> The letter summarises the key messages arising from the Auditor General for Wales' statutory responsibilities under the Public Audit (Wales) Act 2004, and reporting responsibilities under the Code of Audit Practice for the financial year 2017/18.	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	30/01/19	Governance	<b>Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	Operational	
Audit Committee	30/01/19	Governance	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Internal Audit Department.	Operational	
Social & Health Care Overview & Scrutiny Committee	31/01/19	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable

<b>COMMITTEE</b>	<b>MEETING DATE</b>	<b>CHIEF OFFICER PORTFOLIO</b>	<b>AGENDA ITEM &amp; PURPOSE OF REPORT</b>	<b>REPORT TYPE (Strategic or Operational) (Cabinet only)</b>	<b>PORTFOLIO (Cabinet only)</b>
Education and Youth Overview & Scrutiny Committee	31/01/19	Education and Youth	<b>School Performance Management Group</b> To provide Members with assurance on monitoring School Performance	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	31/01/19	Education and Youth	<b>Welsh in Education Strategic Plan (WESP)</b> To update Members on progress of the WESP	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	31/01/19	Education and Youth	<b>Update report on the Education funding position</b> To provide an update on the latest Education funding position, including details of specific grants	Strategic	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	31/01/19	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
February					

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	14/02/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	14/02/19	Finance	<b>REVENUE BUDGET MONITORING 2018/19 (MONTH 9)</b> This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9 and projects forward to year-end	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	14/02/19	People and Resources	<b>Workforce Information Report Quarter 3</b> To consider the Workforce Information Report for Quarter 3 of 2018/19.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/02/19	Chief Executive's	<b>Welsh Language Strategy</b> To note and support the final draft of the Welsh Language Strategy incorporating feedback from consultation.	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)
Corporate Resources Overview & Scrutiny Committee	14/02/19	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	19/02/19	Housing and Assets	<b>Continued Provision of the Councils CCTV Service</b> To approve the joint work proposal with Wrexham County Borough Council for the merging of the County Councils CCTV monitoring service with that of Wrexham.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	19/02/19	Chief Executive's	<b>Minimum Revenue Provision 2019/20</b> To approve the Council's policy for Minimum Revenue Provision (repayment of debt) for financial year 2019/20	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Chief Executive's	<b>Prudential Indicators 2019/20 – 2021/22</b> To approve a range of Prudential Indicators linked to the Capital Programme over the 3 year period 2019/20 – 2021/22	Strategic	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	19/02/19	Chief Executive's	<b>Capital Programme and Strategy 2019/20 – 2021/22</b> To approve schemes for inclusion within the Capital Programme over the 3 year period 2019/20 – 2021/22	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Housing and Assets	<b>Housing Revenue Account (HRA) Budget 2019/20, HRA Business Plan Narrative and HRA 30 year Financial Business Plan</b> To approve the Housing Revenue Account (HRA) Budget for 2019/20, HRA Business Plan Narrative and the summary HRA 30 year Business Plan.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/02/19	Social Services	<b>Annual Corporate Safeguarding Report</b> The purpose of this report is to set out the work being undertaken to ensure that the Council fulfils its safeguarding responsibilities and present the Annual Corporate Safeguarding report for approval before publication.	Strategic	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)
Cabinet	19/02/19	Chief Executive's	<b>Diversity and Equality Policy</b> To seek approval of the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	19/02/19	Housing and Assets	<b>Implementation of the Rental Exchange scheme</b> To consider the introduction of the Rental Exchange service and authorise officers to implement the scheme and engage with council tenants on its introduction and their right to opt out	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/02/19	Chief Executive's	<b>Prudential Indicators 2019/20 to 2020/21</b> To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	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	19/02/19	Chief Executive's	<p><b>Minimum Revenue Provision - 2019/20 Policy</b> To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2019/20, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations').</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Chief Executive's	<p><b>Capital Programme 2018/19 (Month 9)</b> To provide the Month 9 (end of December) capital programme information for 2018/19.</p>	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	19/02/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2018/19 (month 9)</b>            To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council	19/02/19	Chief Executive's	<p><b>Minimum Revenue Provision - 2019/20 Policy</b>            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.</p>		
Flintshire County Council	19/02/19	Chief Executive's	<p><b>Minimum Revenue Provision 2019/20</b>            To approve the Council's policy for Minimum Revenue Provision (repayment of debt) for financial year 2019/20</p>		



COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	19/02/19	Chief Executive's	<b>Prudential Indicators 2019/20 – 2021/22</b> To approve a range of Prudential Indicators linked to the Capital Programme over the 3 year period 2019/20 – 2021/22		
Flintshire County Council	19/02/19	Chief Executive's	<b>Capital Programme and Strategy 2019/20 – 2021/22</b> To approve schemes for inclusion within the Capital Programme over the 3 year period 2019/20 – 2021/22		
Flintshire County Council	19/02/19	Chief Executive's	<b>Prudential Indicators 2019/20 to 2020/21</b> To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.		
Environment Overview & Scrutiny Committee	26/02/19	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment 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)
Flintshire County Council	28/02/19	Governance	<b>Council Tax setting for 2019-20.</b> To set the Council Tax charges for 2019-20 as part of the Councils wider budget strategy.		
March					
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Planning, Environment and Economy	<b>Local Full Fibre Network (LFFN)</b> To approve the Digital Connectivity Strategy for the region and to note the bid for funding for the LFFN.	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	14/03/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	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	14/03/19	Finance	<p><b>REVENUE BUDGET MONITORING 2018/19 (MONTH 10)</b></p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10 and projects forward to year-end</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/03/19	Overview and Scrutiny	<p><b>Forward Work Programme (Corporate Resources)</b></p> <p>To consider the Forward Work Programme of the Corporate Resources Overview &amp; Scrutiny Committee</p>	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	18/03/19	Overview and Scrutiny	<p><b>Forward Work Programme (Organisational Change)</b></p> <p>To consider the Forward Work Programme of the Organisational Change Overview &amp; Scrutiny Committee</p>	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	19/03/19	Chief Executive's	<p><b>Revenue Budget Monitoring 2018/19 (month 10)</b>            To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/03/19	Education and Youth	<p><b>School Admission Arrangements 2020/21</b>            To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2020 and to recommend approval.</p>	Operational	Cabinet Member for Education
Cabinet	19/03/19	Governance	<p><b>Local Full Fibre Network (LFFN)</b>            To approve the Digital Connectivity Strategy for the region and to note the bid for funding for the LFFN.</p>	Strategic	Cabinet Member for Corporate Management and Assets, 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)
Education and Youth Overview & Scrutiny Committee	21/03/19	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Audit Committee	27/03/19	Governance	<b>Internal Audit Strategic Plan 2019/2022</b> To present the proposed Internal Audit Plan for the three year period 2019/20 to 2021/22 for Members' consideration.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<b>Audit Committee Self-Assessment 2018/19</b> To inform Members of the results of the Audit Committee self-assessment which will feed into the preparation of the Annual Governance Statement 2018/19. It will also form the basis for the provision of any further training required by the Committee.	All Report Types	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	27/03/19	Governance	<p><b>Public Sector Internal Audit Standards Compliance 2018/19</b></p> <p>To inform the Committee of the results of the annual internal assessment of conformance with the Public Sector Internal Audit Standards (PSIAS).</p>	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Chief Executive's	<p><b>Certification of grants and returns 2017/18</b></p> <p>To inform Members of the grant claim certification by Wales Audit Office for the year ended 31st March 2018.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	27/03/19	Chief Executive's	<p><b>Wales Audit Office (WAO) Audit Plan 2019</b></p> <p>The Wales Audit Office, being the Council's external auditor, has prepared an audit plan for 2019 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.</p>	Strategic	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	27/03/19	Chief Executive's	<b>Treasury Management Quarter 4 update 2018/19</b> Quarterly update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2018/19.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	27/03/19	Governance	<b>Internal Audit Progress Report 2018/19</b> To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<b>Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	28/03/19	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> 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	28/03/19	Social Services	<b>Learning Disability Day Care and Work Opportunities Alternative Delivery Model</b> To receive a progress report on the first year of operation as an alternative delivery model.	Strategic	Cabinet Member for Social Services
April					
Environment Overview & Scrutiny Committee	9/04/19	Streetscene and Transportation	<b>Public Convenience Strategy</b> To seek a recommendation to Cabinet to approve the Council's Public Convenience Strategy following the consultation period.	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	9/04/19	Planning, Environment and Economy	<b>Greenfield Valley Heritage park</b> To receive a 12 month progress report	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	9/04/19	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment 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	11/04/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	11/04/19	Finance	<b>REVENUE BUDGET MONITORING 2018/19 (MONTH 11)</b> This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11 and projects forward to year-end	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	11/04/19	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> 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)
Cabinet	16/04/19	Chief Executive's	<b>Revenue Budget Monitoring 2018/19 (month 11)</b> To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	1/05/19	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	9/05/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	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	9/05/19	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	13/05/19	Overview and Scrutiny	<b>Forward Work Programme (Organisational Change)</b> To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	16/05/19	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Environment Overview & Scrutiny Committee	21/05/19	Overview and Scrutiny	<b>Forward Work Programme (Environment)</b> To consider the Forward Work Programme of the Environment 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	23/05/19	Social Services	<b>Annual Directors Report</b> To consider the draft report.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	<b>Third Sector update</b> Annual review of the social care activities undertaken by the third sector in Flintshire	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Overview and Scrutiny	<b>Forward Work Programme (Social &amp; Health Care)</b> To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
June					
Audit Committee	5/06/19	Governance	<b>Internal Audit Annual Report</b> To inform Members of the outcome of all audit work carried out during 2018/19 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.	All Report Types	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	5/06/19	Governance	<b>Internal Audit Progress Report 2019/20</b> To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	5/06/19	Governance	<b>Audit Committee Action Tracking</b> To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	5/06/19	Governance	<b>Forward Work Programme</b> To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/06/19	Overview and Scrutiny	<b>Action Tracking</b> To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	13/06/19	Overview and Scrutiny	<b>Forward Work Programme (Corporate Resources)</b> 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)
Community and Enterprise Overview & Scrutiny Committee	26/06/19	Overview and Scrutiny	<b>Forward Work Programme (Community &amp; Enterprise)</b> To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	27/06/19	Overview and Scrutiny	<b>Forward Work Programme (Education &amp; Youth)</b> To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable

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