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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

13 March 2019

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 19th March, 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 5 - 18)

Purpose: To confirm as a correct record the minutes of the meeting held on 19th February 2019.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 **WELSH LANGUAGE PROMOTION STRATEGY** (Pages 19 - 54)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To present the final Welsh Language Promotion Strategy for endorsement

5 **SOCIAL VALUE STRATEGY** (Pages 55 - 62)

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

Purpose: To consider the amendments proposed to the former Community Benefits Strategy and the revised approach suggested to developing social value in Flintshire.

6 **BECOMING A 'DEMENTIA FRIENDLY COUNCIL'** (Pages 63 - 138)

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

Purpose: To seek approval towards Flintshire becoming an accredited Dementia Friendly Council.

7 **FLINTSHIRE COUNTY COUNCIL'S RESPONSE TO THE WELSH GOVERNMENT WHITE PAPER 'IMPROVING PUBLIC TRANSPORT'** (Pages 139 - 156)

Report of Chief Officer (Planning, Environment and Economy), Chief Officer (Streetscene and Transportation) - Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene and Countryside

Purpose: To seek approval for the response to Welsh Government on their Transport White Paper.

8 **SHELTERED ACCOMMODATION REVIEW** (Pages 157 - 162)

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

Purpose: To approve eligibility for all mini-groups and sheltered schemes to being them in line with our Housing Association and Local Authority Single Access Route to Housing (SARTH) Partners.

9 **LOCAL FULL FIBRE NETWORK (LFFN)** (Pages 163 - 204)

Report of Chief Officer (Governance), Chief Officer (Planning, Environment and Economy) - Cabinet Member for Corporate Management and Assets, Cabinet Member for Economic Development

Purpose: To seek approval of the Digital Connectivity Strategy for the region and to note the bid for funding for the Local Full Fibre Network (LFFN).

OPERATIONAL REPORTS

10 **BUSINESS RATES – HIGH STREET AND RETAIL RATE RELIEF SCHEME** (Pages 205 - 210)

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

Purpose: To seek approval to adopt the 2019/20 grant scheme which can provide rate relief of up to £2,500 to retail businesses.

11 **REVENUE BUDGET MONITORING 2018/19 (MONTH 10)** (Pages 211 - 232)

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. The position is based on actual income and expenditure as at Month 10, and projects forward to year-end.

12 **SCHOOL ADMISSION ARRANGEMENTS 2020/21** (Pages 233 - 250)

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

Purpose: To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2020 and to recommend approval.

13 **UPDATE ON THE CODE OF PRACTICE ON ETHICAL EMPLOYMENT IN SUPPLY CHAINS** (Pages 251 - 274)

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

Purpose: To provide details on progress with the action plan to implement the Code and to approve our first annual statement on Modern Slavery.

14 **EXERCISE OF DELEGATED POWERS** (Pages 275 - 278)

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

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

Yours sincerely

Robert Robins
Democratic Services Manager

CABINET
19TH FEBRUARY 2019

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 19th February 2019.

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

IN ATTENDANCE:
Chief Executive, Chief Officer (Governance), Chief Officer (Housing and Assets), Corporate Finance Manager, Corporate Business and Communications Executive Officer and Team Leader – Democratic Services.

APOLOGY:
Councillor Derek Butler.

OTHER MEMBERS IN ATTENDANCE:
Councillor Patrick Heesom.

305. DECLARATIONS OF INTEREST

None.

306. MINUTES

The minutes of the meeting held on 22nd January 2019 were approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

307. COUNCIL FUND BUDGET 2019/20 – THIRD AND CLOSING STAGE

The Chief Executive introduced the verbal Council Fund Budget 2019/20 – Third and Closing Stage report and provided copies of the slides that would be presented at County Council later that day.

The slides covered the following areas:

- Setting a legal and balanced budget;
- Reminder of the current budget position;
- Update on the review of specific areas of Corporate Finance following deferral of the budget at the Council meeting on 29th January 2019;
    - Minimum Revenue Provision (MRP) – use of capital receipts
    - Un-earmarked and Earmarked Reserves
    - Debt rescheduling and cash flow management
- Professional opinions.

The Corporate Finance Manager provided details on the overall position, including the Medium Term forecast. Full details were outlined in the slides on the use of Capital Receipts including his professional advice that Capital Receipts should not be used to repay debt. Detailed information was also provided on the use of un-earmarked reserves and earmarked reserves, including the impact it would have on future years. He recommended that an additional amount of £0.321m from surplus reserves built up in-year be used, which was a reasonable adjustment (made up of £0.189m from un-earmarked reserves and £0.132 of earmarked reserves).

An analysis of Band D charges, including the annual, monthly and weekly increases, was provided. This includes the precepts for Town and Community Councils and the North Wales Police & Crime Commissioner.

The professional opinions of the Section 151 Officer/Corporate Finance Manager and the Chief Executive remained unchanged. In addition to those opinions were their professional opinions on the future. They stated that the sustainability of Council budgets was under serious threat with few local service choice options of any scale remaining. There was concern on the reliance on diminishing reserves in annual budget-setting over a series of years, and the proliferation of unfunded national commitments caused on ongoing major concern. It was difficult to see how the Council would be able to successfully balance the budget for 2020/21 onwards without some reversal of national fiscal policy. Early planning for 2020/21 – 2022/23 was critical with an updated forecast for the medium-term.

The Chief Executive concluded that the cut-off date after which it was not practical for officers to be able to respond to Member questions/requests for information had passed. Members had been notified of this.

Councillor Shotton said this had been the most difficult budget to date for the Council and concurred that there needed to be a reversal of national fiscal policy. He commented on the challenging years that were being faced which needed to be borne in mind as any additional use of reserves would compound the problem in future years. He was not comfortable with the proposed Council Tax rise but there were no other options available.

A set of proposed resolutions was circulated which were accepted by all Cabinet Members.

Councillor Attridge expressed his disappointment that Welsh Government (WG) did not prioritise local government as they did with Health. Some other local authorities were seeing a higher rise in Council Tax than what was proposed at Flintshire but Flintshire continued to deliver more services. He commented on the three care homes that had been retained in Flintshire where other local authorities had closed theirs. He agreed with the professional advice from the Section 151 Officer and the Chief Executive, and of that from the Wales Audit Office (WAO), which was outlined in the slides. He supported the recommendations, particularly the one for a cross-party working group to make proposals to WG on a more sustainable and equitable funding system for local government in Wales.

Councillor Bithell concurred that there were no other options available, agreeing that there was limited scope for using reserves and balances and to utilise any further than what was being recommended would be reckless. If the Council Tax rise was set lower this would result in vital services being stopped.

Councillor Thomas provided an example of if the rise was 1% less, this could result in 3/4 weekly bin collections and the monetary difference to the Council Tax payer would be approximately £0.23p per week.

Councillor Roberts said the Council was being forced to implement the Council Tax rise which was supported albeit reluctantly - pressure needed to be put on UK Government and WG.

Councillor Shotton thanked all of the officers involved for the work undertaken on the budget.

Copies of the Cabinet resolutions would be provided at County Council later that day.

RESOLVED:

(a) That Council is advised that the duty to set a legal and balanced budget is a primary duty and one which cannot be deferred or defaulted upon. Council needs to take into account the expenditure requirement for both 2019/20 and the medium term in setting the annual budget. In the absence of any change in position on the local government funding allocation for 2019/20 by Welsh Government, and given the professional advice and opinion provided by statutory officers, the only options which remain open to Council to balance the budget are Council Tax and the proportionate use of reserves and balances;

(b) That Cabinet recommends to Council the further use of a combination of earmarked (£132k) and un-earmarked (£189k) reserves and balances of £321k to reduce the remaining budget gap. A budget requirement of £2.781m then remains to be met by Council Tax (to include the levy for the North Wales Fire and Rescue Service). An annual rise of 8.75% is recommended to meet this total requirement. Once combined with the precepts of the Town and Community Councils and the Police and Crime Commissioner this annual rise will average out at 8.38% for a Band D property, equal to an additional £10.33 per month;

(c) That Cabinet invite Council to note that a greater reliance on Council Tax to fund local services is inevitable given the funding policies of the UK and Welsh Governments. The UK Government has set a policy of reducing Revenue Support Grant with English Councils expected to be more independent in relying on Council Tax, retained National Non-Domestic Rates and other income to fund the majority of their expenditure, and Welsh Government has made a working assumption that Council Tax will rise by 6.5% on average across Wales in its own budget calculations;

(d) That Cabinet invite Council to accept the invitation of the Minister for Local Government and Housing to make proposals for a more sustainable and equitable funding system for local government in Wales; and

(e) That Cabinet invite Council to form a cross-party working group, to be supported by internal professional advice and external expertise, to make proposals to Welsh Government and the family of local government in Wales to follow (d) above.

308. DEVELOPMENT OF 2019/20 – 2021/22 CAPITAL PROGRAMME

The Chief Officer (Housing and Assets) introduced the Development of 2019/20 – 2021/22 Capital Programme report for approval and recommendation to Council later that day.

The report split the Council Fund Capital Programme into three sections:

1. Statutory / Regulatory – allocations to cover regulatory and statutory works;
2. Retained Assets – allocations t fund infrastructure works necessary to ensure service and business continuity; and
3. Investment – allocations to fund works necessary to remodel services to deliver efficiencies outlined in Portfolio business plans and invest in services as outlined in the Council Plan.

Details were provided on the support planned for the digital delivery of the school curriculum which prepared for changes being introduced in assessing the literacy and numeracy of pupils online, and the need to upgrade the IT infrastructure across schools. Failure to invest in the scheme could potentially lead to learners not developing the appropriate skills to engage in the digital world. Developing connectivity in schools would cost £0.276m in 2019/20, with a further £0.130m being included in the 2018/19 programme funded from the headroom budget. The expenditure would lever in £0.120m from Welsh Government (WG) who had agreed to increase connectivity capacity. Increasing schools' wireless capacity would cost £0.250m in 2019/20.

Also outlined was the laptop/PC replacement scheme. There was a need to replace old laptops that were unable and too old to deliver the required level of service and/or support the latest operating systems and security software. If they were not replaced there were risks that cyber security could potentially be breached and could threaten the public sector network accreditation, and that service delivery would be impaired due to officers being unable to utilise systems effectively. Windows 7 would cease to be supported after January 2020. The amount to be included in the programme was £0.106m.

In response to a question from Councillor Thomas, the Chief Officer (Housing and Assets) confirmed that reference to the Highways Asset Management Plan (HAMP) funding requirements identified within the report under 'potential future schemes' would be retained within the capital programme as part of ongoing future considerations.

RESOLVED:

(a) That the allocations and schemes in Table 4 for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2019/20 – 2021/22 be approved;

(b) That the schemes included in Table 5 for the Investment section of the Council Fund Capital Programme 2019/20 – 2021/22be approved;

(c) That it be noted that the shortfall in funding of schemes in 2019/20 and 2020/21 in Table 6 at this point I the approval process is flexible. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2019/20, and included in future capital programme reports; and

(d) That the schemes included in Table 7 for the specifically funded section of the Council Fund Capital Programme which will be funded in part through Prudential Borrowing be approved.

309. HOUSING REVENUE ACCOUNT BUDGET 2019/20, HOUSING REVENUE ACCOUNT BUSINESS PLAN & CAPITAL PROGRAMME 2019/20

Councillor Attridge introduced the Housing Revenue Account Budget 2019/20, Housing Revenue Account Business Plan & Capital Programme 2019/20 report for approval and recommendation to Council later that day.

Details of the proposed rent increase of up to 2.4% (plus up to £2), was outlined in the report, as was the proposal for a garage rent increase of £1 per week and a garage plot rent increase of £0.20p per week.

The Chief Officer (Housing and Assets) commented on the apprentice and job opportunities that were made available through the Housing Revenue Account and Capital Programme and the Strategic Housing and Regeneration Programme (SHARP).

RESOLVED:

(a) That the Housing Revenue Account budget and Business Plan for the financial year 2019/20 be approved and recommended to Council;

(b) That the proposed rent increase of up to 2.4% (plus up to £2) be approved;

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

(d) That the proposed Housing Revenue Account Capital Programme for 2019/20 be approved.

310. MINIMUM REVENUE PROVISION 2019/20 POLICY

The Corporate Finance Manager introduced the Minimum Revenue Provision (MRP) 2019/20 Policy report and explained that local authorities were required, each year, to set aside some of their revenue resources as provision for the repayment of debt.

The report recommended to Council later that day that the 2019/20 MRP policy remains the same as 2018/19, following two back to back reviews. The Chief Executive added that this had been discussed in great detail at the all Member briefing the previous week.

RESOLVED:

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

- Option 3 (Asset Life Method) be used for the calculation of the MRP in financial year 2019/20 for the balance of outstanding capital expenditure funded from supported borrowing fixed as at 31st March 2017. The calculation will be the 'annuity' method over 49 years.
- Option 3 (Asset Life Method) be used for the calculation of the MRP in 2019/20 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation will be the 'annuity' method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.
- Option 3 (Asset Life Method) be used for the calculation of the MRP in 2019/20 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements. The calculation will be the 'annuity' method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.

(b) That the following be approved and recommended to County Council for Housing Revenue Account (HRA) outstanding debt:

- Option 2 (Capita Financing Requirement Method) be used for the calculation of the HRA's MRP in 2019/20 for all capital expenditure funded by debt.

(c) That the following be approved and recommended to County Council that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which quality as capital expenditure in accounting terms) be as follows:

- No MRP is made during the construction period (of short duration) as the asset has not been brought into use and no benefit is being derived from its use.
- Once the assets are brought into use, capital repayments will be made by NEW Homes. The Council's MRP will be equal to the repayments made by NEW Homes. The repayments made will be equal to the repayments classed, in accounting terms, as capital receipts, which can

only be used to fund capital expenditure or repay debt. The capital repayment / capital receipt will be set aside to repay debt, and is the Council's MRP policy for repaying the loan.

311. TREASURY MANAGEMENT STRATEGY 2019/20 & TREASURY MANAGEMENT POLICY STATEMENT, PRACTICES AND SCHEDULES 2019/20 – 2021/22

The Corporate Finance Manager introduced the Treasury Management Strategy 2019/20 & Treasury Management Policy Statement, Practices and Schedules 2019/20 – 2021/22 report for approval and recommendation to Council later that day.

The report had been reported to Audit Committee where it was supported and endorsed.

RESOLVED:

That the following be approved and recommended to Council:

- Draft Treasury Management Strategy 2019/20;
- Draft Treasury Management Policy Statement 2019/20 – 2021/22; and
- Draft Treasury Management Practices & Schedules 2019/20 – 2021/22.

312. CAPITAL STRATEGY INCUDING PRUDENTIAL INDICATORS 2019/20 - 2021/22

The Corporate Finance Manager introduced the Capital Strategy Including Prudential Indicators 2019/20 – 2021/22 report for approval and recommendation to Council later that day.

The report explained the need for the Strategy, its key aims and the content of each of its sections. The report had also been submitted to Corporate Resources Overview and Scrutiny Committee the previous week and there were no comments to feed back.

RESOLVED:

(a) That the Capital Strategy be approved and recommended to Council; and

(b) That Cabinet approve the following and recommend to Council:

- The Prudential Indicators for 2019/20 – 2021/22 as detailed within Tables 1, and 4-7 inclusive of the Capital Strategy
- Delegated authority be given to the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (Table 6 of the Capital Strategy).

313. DIVERSITY AND EQUALITY POLICY 2019

Councillor Mullin introduced the Diversity and Equality Policy 2019 report for approval prior to its publication. The overall aim of the Diversity and Equality policy was to:

- Eliminate unlawful discrimination and harassment;
- Promote equality of opportunity; and
- Foster good relations between diverse communities

in the Council's delivery of services, goods, works and facilities, provision of grants and in engagement with partners.

The Corporate Business and Communications Executive Officer explained that it was not a requirement to produce and publish a policy, however publishing a policy demonstrated the Council's commitment to equality and treating everybody fairly.

The report had been submitted to Corporate Resources Overview and Scrutiny Committee the previous week where it had been well received.

Councillors Bithell and Jones commented on an event they had been privileged to attend the previous day, where a presentation had been delivered from pupils from Mold Alun High School as part of the LGBT history month which covered improving tolerance and acceptance.

RESOLVED:

(a) That the Diversity and Equality Policy be approved prior to publication and implementation; and

(b) That the action being taken to improve the number of employees completing the equality e-learning modules be noted.

314. QUARTER 3 COUNCIL PLAN 2018/19 MONITORING REPORT

Councillor Mullin introduced the Quarter 3 Council Plan 2018/19 Monitoring report which was an exception based report with details focussing on the areas of under-performance.

The Corporate Business and Communications Executive Officer explained that Flintshire was a high performing Council as was evidenced in previous Council Plan monitoring reports, as well as in the Council's Annual Performance Reports. This second monitoring report for the 2018/19 Council Plan was a positive report, with 92% of activities being assessed as making good progress, and 85% likely to achieve the desired outcome. In addition, 67% of the performance indicators met or exceeded target. Risks were also being successfully managed with the majority being assessed as moderate (61%) or minor/insignificant (22%).

On the red RAG status for the average number of calendar days taken to deliver a Disabled Facility Grant (DFG), this was an area that had required improvement for a

number of years. Overall performance was affected by older cases from 2017/18, which was bringing the figure down when compared with the current year cases that were being delivered using the improved processes. This was evidenced as follows:

- Five adaptations delivered in Quarter 3 were 2017/18 legacy cases and averaged 397 days
- Three adaptations delivered from 2018/19 claims, using the new approach, averaged at 198 days.

Once the backlog of legacy cases had been completed during the remainder of this year, 2019/20 performance would show a marked improvement. Councillor Attridge thanked the Chief Executive and officers involved in the work undertaken to reduce the number of days for the delivery of DFGs. Councillor Bithell also welcomed the improvements, but said that the number of days should be reduced further.

RESOLVED:

(a) That the levels of progress, performance and risk levels in the Quarter 3 Council Plan 2018/19 monitoring report be noted and endorsed; and

(b) That Cabinet be assured by plans and actions to manage the delivery of the 2018/19 Council Plan.

315. REVENUE BUDGET MONITORING 2018/19 (MONTH 9)

The Corporate Finance Manager introduced the Capital Programme 2018/19 (Month 9) report which provided the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The report presented the position, based on actual income and expenditure, as at Month 9 of the financial year.

The report projected how the budget would stand at the close of the financial year without any changes to the projected expenditure and income levels. 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 surplus of £0.233m (£0.026m at Month 8); and
- A projected contingency reserve balance as at 31st March 2019 of £7.885m which, when taking into account the agreed contributions for the 2019/20 budget, reduced to £5.985m.

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.026m lower than budget; and
- A projected closing balance as at 31st March 2019 of £1.165m.

The Chief Executive commented on the tight financial management of the budget which resulted in the projected operating surplus of £0.233m, which was a reduction from the previous month.

The report covered the Council Fund projected position; projected position by portfolio; tracking of in-year risks and emerging issues; out of county placements; 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.

RESOLVED:

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

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

316. CAPITAL PROGRAMME 2018/19 (MONTH 9)

The Corporate Finance Manager introduced the Capital Programme 2018/19 (Month 9) report which summarised the changes made to the Capital Programme 2018/19 since it was set in February 2018 to the end of Month 9 (December 2018, along with expenditure to date and projected outturn.

The Capital Programme had seen a net increase of £0.903m during the period, which comprised of:

- Net increases in the programme of £3.133m (Council Fund £4.110m, Housing Revenue Account £0.977m); and
- Net Carry Forward to 2019/20, approved at Month 6 (£2.230m).

Actual expenditure was £41.316m.

The final outturn for 2017/18 was a minor funding deficit of £0.068m. There had been a number of capital receipts in year, a request for an additional allocation of £0.500m towards the relocation of services to Ty Dewi Sant and a small increase in capital funding announced in the Final Settlement. In addition, in November Welsh Government (WG) announced an additional £100m of capital funding spread across 2018/19 to 2020/21. All that together, taken with the original projected shortfall of £8.216m in the capital programme 2018/19 to 2020/21, put the current funding deficit for the three year period at £1.428m. That was in advance of any additional capital receipts or other funding being released.

RESOLVED:

(a) That the overall report be approved;

(b) That the carry forward adjustments be approved; and

(c) That the funding of the Schools Connectivity and Mount Pleasant Road layby be approved from the current Headroom provision.

317. DIGITAL STRATEGY UPDATE

Councillor Mullin introduced the Digital Strategy Update report which provided details of the single digital programme plan which would help the Council to more effectively manage limited resources and make better informed choices around prioritisation.

The Chief Officer (Governance) explained that a number of key issues on digital strategy were explored with Members in a briefing session in January 2019, specifically on:

- A reminder of why we needed to progress the rollout of digital services;
- An explanation of how the Council would ensure that no one in its communities was excluded as a result of the addition of online services;
- An overview of current digital services and the lessons learned in delivering them; and
- A description of the next phases of functionality which was to be launched.

It was recognised that the development and delivery of the Digital Strategy was a long term commitment and would require ongoing engagement and dialogue with services, customers and elected Members. Accordingly, there was a commitment to ongoing reporting to and conversations with Members as delivery got underway.

To ensure that consistent standards were applied in the way projects were designed and services modernised, a number of design principles had been agreed which were outlined in the report.

In response to a question, the Chief Officer (Governance) explained that alternative means of communication would remain for those people who did not have access to the internet.

RESOLVED:

(a) That the key points arising from January's briefing for elected Members on the development of online functionality for customers be noted; and

(b) That the design principles and programme for the delivery of the Digital Strategy be approved.

318. ANNUAL CORPORATE SAFEGUARDING REPORT

Councillor Jones introduced the Annual Corporate Safeguarding report which set out the work being undertaken to ensure that the Council fulfilled its safeguarding responsibilities.

Safeguarding was the responsibility of all services across the Council, not just those who worked directly with children and vulnerable people. The Council's responsibilities for safeguarding was set out in legislation including the Social Services and Well-being (Wales) Act 2014. The Act was implemented in April 2016 and created a duty on all local authority employees, elected Members and relevant partners to report any actual or suspected incidents of abuse or harm.

Councillor Mullin explained that the report identified good news stories including how concerns raised by a Council sub-contractor regarding the safety of a child resulted in Social Services intervention. This demonstrated the importance of all employees and contractors reporting concerns, ensuring appropriate investigations and actions were taken. Key actions to be completed during 2019, agreed by the Corporate Safeguarding Panel, were outlined in the report.

RESOLVED:

(a) That Cabinet be assured that work is being undertaken to improve corporate arrangements for safeguarding children and adults; and

(b) That the Corporate Safeguarding Annual Report 2018 be approved prior to publication.

319. 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

- **Sale of Land at Ffordd Llanarth, Phase 2, Connah's Quay**
  The subject land comprises a greenfield site extending to approximately 3.14 acres fronting Ffordd Llanarth and adjacent to the existing District Retail Centre.

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

RESOLVED:

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

320. ACCELERATED PAYMENT FACILITY

The Chief Officer (Governance) introduced the Accelerated Payment Facility report which provided details on how the Council could pay its suppliers more quickly, whilst also potentially generating income. The full benefits of the scheme were outlined in the report.

RESOLVED:

(a) That approval be given to introduce a supplier Accelerated Payment Facility for the Council;

(b) That delegated authority be given to the Chief Officer (Governance) to undertake a procurement exercise and let a contract with a Service Provider in accordance with the principles in the report;

(c) That delegated authority be given to the Chief Officer (Governance) and the Corporate Finance Manager, in consultation with the Cabinet Member for Corporate Management and Assets, to implement the changes required to the Council's policies and practices as required; and

(d) That a review on performance and impact be carried out within 12 months.

321. 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 11.10 a.m.).

…….
Chair

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CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	Welsh Language Promotion Strategy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council is required by standard 145 of the Compliance Notice issued under section 44 of Welsh Language (Wales) Measure 2011 to develop a five year strategy to promote and facilitate the use of the Welsh language in the county and to publish the strategy on the Council's website. This strategy identifies how the Council can work with partner agencies and others in the community such as Town and Community Councils and businesses to promote the Welsh language.

Promoting the Welsh language will contribute to the Well-being and Future Generations Act 2015, specifically the goal to achieve "A Wales of vibrant culture and thriving Welsh Language".

Corporate Resources and Overview Scrutiny Committee have considered the Strategy and received it positively.

The purpose of this report is to present the final five-year Welsh Language Promotion Strategy for Flintshire (Appendix 1) for endorsement before publication.

RECOMMENDATIONS	
1	To seek endorsement for the Welsh Language Promotion Strategy, prior to publication and implementation.
2	To support a review of opportunities to work in partnership with Wrexham County Borough Council, Menter Iaith Fflint a Wrecsam and other key stakeholders to develop a sub-regional forum to monitor and progress both counties' Welsh Language Promotion Strategies.
3	That an annual report is made on progress with the Strategy to include a review and refresh of the implementation action plan.

REPORT DETAILS

1.00	**EXPLAINING THE WELSH LANGUAGE PROMOTION STRATEGY**
1.01	The Welsh Language (Wales) Measure 2011 set out to modernise the legal framework regarding the use of the Welsh language in the delivery of public services. In September 2015, the Council was issued with a Compliance Notice, which set out a requirement to implement 171 Welsh Language Standards from March 2016 onwards.
1.02	Welsh Language Standard 145 requires the Council to prepare a five-year Promotion Strategy. Standard 145 states: You must produce, and publish on your website, a 5-year strategy that sets out how you propose to promote the Welsh language and to facilitate the use of the Welsh language more widely in your area; and the strategy must include- (a) a target (in terms of the percentage of speakers in your area) for increasing or maintaining the number of Welsh speakers in your area by the end of the 5 year period concerned; and (b) a statement setting out how you intend to reach that target**;** and you must review the strategy and publish a revised version on your website within 5 years of publishing a strategy.
1.03	The Welsh Language Promotion Strategy (Appendix 1) has been revised following consultation and aims to: support an **increase** of the current level of Welsh speakers from (13.2%/ 19,343) within the county to 21,891 (15%) during this period. This equates to an increase of approximately 2548 Welsh speakers (over the age of three years) over the next five years. This takes into account the increase in children attending Welsh medium education as identified in the Welsh in Education Strategic Plan as well as an increase in the number of adults learning Welsh.
1.04	The Welsh Language Promotion Strategy will complement the Welsh in Education Strategic Plan and Social Services “More Than Words” action plan which aims to strengthen Welsh language services in social care. The Welsh Language Promotion Strategy will also contribute to the Well-being and Future Generations Act 2015 and the goal “A Wales of vibrant culture and thriving Welsh Language”.
1.05	A total of 157 people responded to the consultation on the Strategy, which was open to both employees and the public. 152 people responded to the on-line consultation and five paper versions of the questionnaires were returned. Of the questionnaires completed: • 85% stated they agreed with the strategy.

- 79% agreed with the objectives set

1.06 Analysis of the responses show that the feedback was mostly positive, but there were some differing views. Details of the responses are attached as Appendix 2; the main response issues described below:

Issue raised	**Response**
Targets need to be more challenging and ambitious	Targets have been increased to just above the % of Welsh speakers identified in the 2001 Census (there was a decrease in 2011).
More marketing to raise awareness of Welsh language and importance of delivering services in first language to Welsh speakers	Actions included to raise awareness of why delivering services in language of choice is important to customers, particularly those who are vulnerable.
Expense of spending resources on Welsh language in financially challenging times	Proving information and services in Welsh is a statutory requirement. The Welsh Language Promotion Strategy will be focused on doing things differently within existing resources and in partnership to avoid additional expenditure.
Focus on promoting Welsh culture	More actions on promoting Welsh culture included
Potential to discriminate against non-Welsh speakers	Events and activities to promote Welsh culture and encourage a "sense of belonging" and inclusion whether we speak Welsh or not. Increased opportunities to learn Welsh are available. HR are reviewing opportunities to support people appointed to posts which are designated Welsh essential. Not all posts will be designated Welsh essential or will require post holders to be fully bilingual. Basic courtesy skills may only be required.

1.07 To support the implementation of the Welsh Language Promotion Strategy it will be important to ensure that members of the public and employees are aware that:

- producing information bilingually and delivering bilingual services is statutory and was a Council's commitments under its Welsh Language Scheme;
- the impact on individual safety for some customers if services are not delivered in their preferred language i.e. service user with dementia

	whose first language is Welsh; • no additional resources have been set aside to meet the Strategy- meeting the commitments will involve working differently and collaborating with partner agencies; • the Strategy will support the Council to deliver bilingual services and meet the needs of Welsh speaking customers.
1.08	**Monitoring Progress** The Welsh Language Promotion Strategy recognises that we cannot achieve the target to increase the number of Welsh speakers alone and we will need to work with a range of partners to promote learning Welsh and increase opportunities to use Welsh at work and in the community.
1.09	The Welsh Language Commissioner has cited as good practice the model used by Ynys Môn Council to monitor the implementation of their Welsh Language Promotion Strategy. Their Welsh Language Strategic Forum, comprises representatives of agencies who contribute to the achievement of the Welsh Language Promotion Strategy and is chaired by an independent person. This model encourages agencies to work together, avoid duplication of effort and ensure resources are used effectively.
1.10	Coleg Cambria, Menter Iaith Fflint a Wrecsam and the Urdd will have a key role in contributing to the achievement of Flintshire County Council's Welsh Language Promotion Strategy. They also contribute to Wrexham County Borough Council's Welsh Language Promotion Strategy. A partnership approach between Flintshire and Wrexham to build on the work of an existing Welsh Language Forum (Fforwm Sirol) facilitated by Menter Iaith could be explored. The aim would be to refocus its activities on increasing the numbers of Welsh speakers across Flintshire and Wrexham counties and support the implementation of both Welsh Language Promotion Strategies.
1.11	Reporting on progress to meeting the targets will be included in the Council's Welsh Language Standards Annual Monitoring Report, which is presented to Cabinet annually. The Strategy will be subject to annual review which will include review of targets and activities to identify if any changes are needed.

2.00	**RESOURCE IMPLICATIONS**
2.01	The Council has already made a commitment for employees to learn Welsh and a budget for Welsh language training is available. The main commitment will be from services to ensure that they have considered the Welsh language in their work.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**

3.01	A workshop was held with services. Consultation with members of the public, employees and with Welsh language organisations has been undertaken. The draft strategy has been considered and contributed to by Corporate Resources Overview and Scrutiny Committee in February.

4.00	**RISK MANAGEMENT**
4.01	Implementing the Welsh Language Promotion Strategy will have a positive impact on the Welsh language and Welsh speakers enabling them to access more services in their language of choice, in particular Welsh speakers who may be vulnerable such as a Welsh speaking person who has dementia. Failure to comply with the requirement of the Welsh Language Standard 145 could lead to a potential £5,000 fine from the Welsh Language Commissioner's Office.

5.00	**APPENDICES**
5.01	Appendix 1: Welsh Language Promotion Strategy 2019/2024 Appendix 2: Results from consultation.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	Cymraeg 2050 A Million Welsh speakers Mwy na Geiriau WESP **Contact Officer:** Fiona Mocko, Strategic Policy Advisor **Telephone:** 01352 702122 **E-mail:** fiona.mocko@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Compliance Notice**: specifies the exact standards with which each organisation should comply and also the date by which they are required to comply with a standard. **Fforwm Sirol (Welsh Language Forum):** A Welsh language forum covering Flintshire and Wrexham which brings together agencies who have responsibility to provide services and activities in Welsh. **Menter Iaith Fflint a Wrecsam**: a not for profit organisation and works to

	promote and increase the use of the Welsh language. **Mwy na Geiriau / More Than Just Words Framework**: A Welsh Government strategic framework to strengthen Welsh language services in health, social services and social care. It includes the principle of the "Active Offer" where customers are offered services in Welsh as opposed to having to request them. **Urdd:** provide opportunities through the medium of Welsh for children and young people. **Welsh in Education Strategic Plan**: the Council's plan to expand and promote Welsh medium education. **Welsh Language Measure**: Welsh Language (Wales) Measure 2011 confirms the official status of Welsh, creates a new system of placing duties on bodies to provide services through the medium of Welsh and creating the post of Language Commissioner with enforcement powers. **Welsh Language Standards**: specify standards of conduct in relation to the Welsh language.

Flintshire County Council

Five Year Welsh Language Promotion Strategy

Welsh Language Promotion Strategy
2019 – 2024

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Appendices

Appendix 1	Profile of linguistic skills of Flintshire residents and Council employees
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Foreword

Welcome to Flintshire County Council's Welsh Language Promotion Strategy 2019 – 2024. Welsh language is an important part of Flintshire's cultural identity and we have been proud to celebrate our linguistic heritage, hosting one of the most successful Urdd Eisteddfod's in 2016.

We are fully committed to supporting the Welsh language and continue to provide grants to, and work in partnership with, the Urdd, Menter Iaith and Mudiad Meithrin. This partnership approach has meant that a new Welsh medium foundation phase school, Ysgol Croes Atti - Glannau Dyfrdwy, opened in 2014 in Deeside. This provides an exciting opportunity for families in the Deeside area to access local Welsh medium education. The Council was also successful in securing Welsh Government funding to increase capacity at Ysgol Glanrafon, Welsh medium primary school, in Mold. The increase in opportunities to access Welsh medium education will make significant contributions to this Welsh Language Promotion Strategy.

Our work in providing bilingual services has been recognised externally. Social Services were nominated for an award at the Welsh Language in Health, Social Services and Social Care Awards. They received a special recognition award for their work in promoting and providing Welsh language services for residents of Llys Jasmine, extra care housing accommodation. They were also runner up in the Minister's Special Award for providing bilingual services.

We believe that we have been making steady progress to provide bilingual services, however developing and implementing a Welsh Language Promotion Strategy for the county presents a new ambitious, challenge for the Council. Setting targets to maintain or increase the number of Welsh speakers for the county as required by the Welsh Language Standards, against a backdrop of reducing numbers of Welsh speakers, cannot be achieved by the Council alone. We need to work closely with our partners and take a stepped approach to create long term, generational change. The involvement of Coleg Cambria, Menter Iaith, Mudiad Meithrin and the Urdd in developing this draft Strategy has been invaluable; we would like to thank them for their contribution and look forward to their continued support.

Your support and commitment to this strategy is critical, whether you are a Welsh speaker, a Welsh learner or do not speak any Welsh, we would like to hear your views. We want to know what you think and what actions we can take in the future to raise the visibility and profile of the Welsh language to safeguard its future.

Colin Everett
Chief Executive

Cllr Billy Mullin
Cabinet Member for Corporate Management

Welsh Language Promotion Strategy 2019/24

1. Introduction

1.1. Flintshire County Council set out its commitment to the Welsh Language in its former Welsh Language Schemes. The Welsh Language Schemes have now been replaced by the Welsh Language Standards. Flintshire County Council is required to comply with Standards set under the Welsh Language (Wales) Measure 2011; the Measure gives the Welsh language official status in Wales.

The aim of the Standards is to continue and develop the work of Welsh Language Schemes:

- improving the services Welsh-speakers can expect to receive from organisations in Welsh
- increasing the use people make of Welsh-language services
- making it clear to organisations what they need to do in terms of the Welsh language

Standard 145 requires the Council to develop a Welsh Language Promotion Strategy which sets out how we will promote the Welsh language and facilitate the use of the language. We are also required to set targets to maintain or increase the number of Welsh speakers in the county.

1.3 As a local authority, we recognise that we have a responsibility and a duty as a community leader to promote, support and safeguard the Welsh language for the benefit of present and future generations. We are committed to taking action to achieve this and are confident that the Welsh language in Flintshire has a prosperous future. This Welsh Language Promotion Strategy sets out how we will do this.

1.4 Being able to use Welsh is important. It gives businesses who can offer bilingual services an advantage over their competitors and gives Welsh speaking job applicants an additional skill. Welsh speakers also have the opportunity to experience two different cultures.

1.5 Developing a Welsh Language Promotion Strategy for Flintshire is critical to supporting the Welsh Government achieve its aim of one million Welsh speakers by 2050. Welsh language is an important part of our identity and we are proud of our heritage. It is one of the strongest minority languages in Europe and is believed to be the oldest surviving language in Europe. The Welsh language is a vibrant language and can be heard in the workplace, in schools and shops in Flintshire.

1.6 Figures from the Census 2011 showed that the proportion of residents in Flintshire who speak Welsh fell slightly to 13.2% (19,343 people) in 2011 compared to 14.4% (20,599 people) in 2001. It is important that there is no further reduction in the percentage of Welsh speakers in the county; therefore during the first five years of the Strategy we will aim to increase the percentage of Welsh speakers in the county.

1.7 It can take up to six/seven years for a learner to be able to converse confidently and as approximately 5% of all school pupils attend our single Welsh medium secondary school, increasing the number of Welsh speakers will be an incremental and generational change.

2. Aim

2.1 The aim of the Flintshire Welsh Language Promotion Strategy for the period 2019/24 is to promote, support and safeguard the Welsh language for the benefit of present and future generations. We will support an **increase** of the current level of Welsh speakers from (13.2%/ 19,343) within the county to 21,891 (15%) during this period. This equates to an increase of approximately 2548 Welsh speakers (over the age of three years) over the next five years. This takes into account the increase in children attending Welsh medium education as identified in the Welsh in Education Strategic Plan as well as an increase in the number of adults learning Welsh. Our longer term vision, post 2024, is to increase the number of Welsh speakers to create a bilingual county where Welsh language is a natural part of everyday life.

2.2 We will do this by achieving the following objectives

i) Increasing the number of Welsh speakers in the county.
ii) Increasing the use of Welsh within the county.
iii) Creating favourable condition for the language to flourish.

2.3 Target and measuring progress

Our target during the next five years is to support the **increase in** the number of the population in Flintshire who report that they speak Welsh. Our ambition for the longer term period is to increase the number and percentage of Welsh speakers in the county to eventually create a bilingual county and support Welsh Government achieve one million Welsh speakers in Wales by 2050.

We will measure progress through monitoring the:

- number of pupils being taught through the medium of Welsh
- number of Welsh speakers in the county (Census 2011 and Census 2021)
- number of people with no knowledge of Welsh (Census 2011 and Census 2021)
- number of adults who are learning Welsh in the county
- number and percentage of Flintshire County Council employees who report that their Welsh skills are at level 4 (advanced) and level 5 (proficient)

2.4 The number of Welsh speakers in the county is influenced by several factors: the number of pupils who attend Welsh medium education, the number of adults who choose to learn Welsh and the number of Welsh speakers and non - Welsh speakers who move in and out of the area. Flintshire is a border county and with excellent transport links to Cheshire, Wirral, Manchester and Shropshire resulting in continual inward and outward migration. The housing growth set out in the Local Development Plan is an opportunity to encourage new homeowners to learn Welsh, take advantage of Welsh medium education and use their Welsh language skills.

2.5 We cannot achieve this strategy alone; we are dependent upon working closely with our partners in education and the voluntary sector to ensure that training is available alongside opportunities to use Welsh in everyday life. This will mean that there will be:

- sufficient opportunities need to be available for parents to access Welsh medium childcare and education services;
- enough learning opportunities at the right time and right level to meet learners' needs;

- opportunities to use Welsh skills and increase confidence in different settings;
- opportunities for young Welsh people leaving school to continue using their Welsh skills socially, through vocational and academic training and at work; and
- more bilingual services

2.6 The impact of this Strategy will be strengthened by the national and local policy context:

- Flintshire County Council's Welsh in Education Strategic Plan (2017/2020), this plan sets out the Council's commitment to supporting, expanding and promoting Welsh-medium education within the whole community and increasing the number and percentage of pupils receiving Welsh-medium education to develop learners who are fully bilingual (i.e. fluent in both English and Welsh).
- Flintshire County Council's Welsh in the Workplace policy which will encourage employees to use Welsh at work, whatever their level of Welsh
- Flintshire Local Development Plan which may require that language impact assessments are undertaken on new developments
- The Welsh Government Strategy: a million Welsh speakers by 2050 which aims to have a million Welsh speakers by 2050, more children in Welsh-medium education, better planning in relation to how people learn the language, more easy-to-access opportunities for people to use the language, a stronger infrastructure and a revolution to improve digital provision in Welsh, and a sea change in the way we speak about the language.
- Mwy na Geiriau the Welsh Government Framework to strengthen Welsh language services in health, social services and social care.
- Well-being of Future Generations (Wales) Act 2015 aims to improve the social, economic, environmental and cultural well-being of Wales. This requires public bodies to work together to meet seven well-being goals, one of which is:
  A Wales of vibrant culture and thriving Welsh language.

3. Current position- Welsh speakers in Flintshire

Details about the profile of Welsh speakers in the county can be found in Appendix 1. The Table below shows that the number of people who report that they can speak Welsh in Flintshire is decreasing. In 2001, 14.4% people reported that they could speak Welsh compared to 13.2% in 2011. Prior to this the Census reports from 1981 and 1991 showed a steady increase in the percentage of people who spoke Welsh, rising from 12.66% in 1981 to 13% people reporting they could speak Welsh in 1991. This increased to 14.4% in 2001.

There are seven wards in Flintshire where over 20% of the residents report that they speak Welsh and there are fifteen wards where less than 10% of people report that they can speak Welsh. These are set out in the Tables overleaf:

Profile of wards with the highest percentage of Welsh speakers
Source: Census 2011

Ward	%
Mold South	30.6
Trelawnyd and Gwaenysgor	26.2
Treuddyn	24.4
Ffynonngroyw	22.9
Halkyn	20.7
Whitford	20.7
Caerwys	20.3

Profile of wards with lowest percentage (less than 10%) of Welsh speakers
Source: Census 2011

Ward	%
Saltney Stonebridge	6.1
Sealand	7.5
Saltney Mold Junction	7.8
Broughton North East	8.5
Shotton East	8.7
Connah's Quay Central	8.7
Queensferry	9.0
Connah's Quay Wepre	9.1
Broughton South	9.3
Buckley Bistre East	9.3
Shotton West	9.4
Mancot	9.5
Aston	9.6
Shotton Higher	9.9
Buckley Bistre West	9.9

4. Welsh medium education provision

Flintshire currently has five primary schools and one Welsh secondary school delivering Welsh medium education spread geographically across the authority:

- Ysgol Mornant, Gwespyr Picton [1]*
- Ysgol Gwenffrwd, Holywell
- Ysgol Croes Atti Flint including the Glannau Dyfrdwy satellite in Shotton
- Ysgol Glanrafon, Mold
- Ysgol Terrig, Treuddyn
- Ysgol Maes Garmon, Mold (secondary)

The current profile of pupils attending Welsh medium schools is:

- Primary School pupils - 869 pupils equivalent to 6.22% of all primary school pupils.
- Secondary School pupils - 531 pupils equivalent to a percentage of 5.71% of all secondary school pupils.

In addition, some pupils travel to Welsh medium schools in neighbouring authorities; it is known, from school transport records, that 74 children from Flintshire are attending Ysgol Glan Clwyd and Ysgol Tremeirchion in Denbighshire. Further analysis on the number of Flintshire children attending Welsh medium schools in neighbouring authorities will take place to capture a more accurate profile.

The Council's Welsh in Education Strategic Plan (WESP) 2017/2020 sets out how we will support, expand and promote Welsh medium education. The outcomes include:

Outcome 1: More seven-year-old children being taught through the medium of Welsh

Outcome 2: More learners continuing to improve their language skills on transfer from primary to secondary school

Outcome 3: More students aged 14-16 studying for qualifications through the medium of Welsh.

Outcome 4: More students aged 14-19 in study subjects through the medium of Welsh, in schools, colleges and work-based learning.

[1] Ysgol Mornant and Ysgol Maes Garmon created a federation – Cwlwm – to protect and strengthen Welsh medium provision in the rural north area of Flintshire.

Good Practice

All Welsh medium primary schools in Flintshire have been awarded Siarter Iaith Silver award for their increased use of Welsh in a social context and two schools have achieved the Gold award. 45 English medium primary schools are engaged in the Cymraeg Campus project and are working towards the Bronze Award.

5. Learning Welsh - Adults

The official provider for Welsh for adult learners in North East Wales is Coleg Cambria. They provide a range of Welsh courses language courses for those who are complete beginners to advanced courses. The figures for the number of adults currently learning Welsh in the county are

Title of course	Numbers enrolled 2018/19
Beginners Entry	147
Foundation Level	58
Intermediate Level	61
Advanced	51
Proficiency	73
Total	390

Council employees

There are 64 employees learning Welsh (2018/19) in the Council

Title of course	Numbers enrolled 2017	Number enrolled 2018
Basic language skills	48	
Pre entry		1
Mynediad / Entry	50	34
Sylfaen / Foundation	7	12
Canolradd/Intermediate	23	3
Uwch/Advanced	1	9
Hyfrededd /Proficient	10	5
Total	**139**	**64**

Good Practice

Some Teams encourage Welsh learners to practice their Welsh by spending 10 minutes once a week where everyone talks in Welsh- whatever their skill level.

6. Partnership working

The Council cannot achieve these targets for increasing the number of Welsh speakers in the county without the support and involvement from our partners.

Through the County Forum, the Council works with Town and Community Councils and together have published a Charter which sets out how we aim to work together for the benefit of local communities whilst recognising our respective responsibilities as autonomous, democratically elected statutory bodies. Welsh language is an important component of the charter, working together to promote Welsh language and culture.

Every local council area in Wales is legally required to have a Public Services Board (PSB) whose purpose is to work collectively to improve local social, economic, environmental and cultural well-being. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations. Engagement and commitment to this Strategy from the PSB is essential if its aim is to be realised. Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together to manage shared priorities through collaboration. The Flintshire Public Services Board (PSB) is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on providing efficient and effective services to local communities.

The Fforwm Sirol Fflint a Wrecsam is a group facilitated by Menter Iaith and comprises organisations who offer Welsh medium services and activities across Flintshire and Wrexham. Examples of organisations represented include the Urdd, Coleg Cambria, Mudiad Meithrin and the two local authorities. This Fforwm is an opportunity to collaborate with key partners to achieve the increase in the number of Welsh speakers in both Wrexham and Flintshire.

Good Practice

Commitments to the Welsh language are included within the Flintshire County Forum Charter

7. Role and contribution of national bodies

Welsh Government

The Welsh Government has a key role in supporting the Council achieve its aim to increase the number of Welsh speakers. They contribute in different ways:

- leading by example and promoting Welsh language and culture in all that it does;
- ensuring technology that is compatible with the Welsh language is available in Wales, for example, the Planning portal for Wales;
- developing resources to support local authorities promote the Welsh language;
- supporting the development of resources for Welsh learners and Welsh speakers who wish to continue developing their skills;
- influencing the private and voluntary sectors to embrace the Welsh language.

National Centre for Learning Welsh

The National Centre for Learning Welsh is funded by Welsh Government and is responsible for all aspects of the Welsh for Adults education programme. This includes the curriculum and course development, resources for tutors, research, marketing and e-learning. The purpose of the Centre is to increase the numbers of people learning and using Welsh. A network of 11 providers deliver courses on its behalf. Coleg Cambria is the provider for North East Wales.

The National Centre for Learning Welsh has a key role in ensuring that flexible opportunities to learn Welsh are in place, including supporting adult learners to develop skills for the workplace.

Institutions of Further and Higher Education

Developing opportunities to study vocational and academic courses through the medium of Welsh is the responsibility of institutes for further and higher education, these contribute to not only developing the skills of teachers within schools but prepare the future workforce who can provide services through the medium of Welsh.

8. Opportunities to use Welsh in the community- currently and in the future

There are a variety of opportunities to use Welsh in the county of Flintshire.

Early Years provision

To promote the use of the Welsh language in early years and childcare provision there is a strong partnership between the Council and Mudiad Meithrin (MM). MM is provided with grants to deliver the following:-

- Welsh medium childcare for the Flying Start Project
- Welsh medium childcare for children in high level social need such as Communities First areas.
- Welsh medium early years education in the non-maintained sector

- Provision of assisted places in Welsh medium childcare

The county association of MM are also awarded grants from Flintshire County Council to deliver training to workers/volunteers in the *Cylchoedd Meithrin* and *Ti a Fi* groups.

Leisure and Library Services
Aura is a charitable, not-for-profit, organisation which is responsible for managing the majority of leisure centres and libraries previously operated directly by Flintshire County Council. Aura provides swimming lessons through the medium of Welsh at different centres throughout the county. Within the library service managed by Aura:

- all categories of stock provided in English and Welsh (books, CDs, DVDs, audio books, eBooks) as per stock policy;
- Reading groups, Rhymetimes, story times and activities for children, school visits, author visits are available in Welsh;
- bilingual libraries facebook page;
- Reading promotions, for example, the Summer Reading Challenge are available in Welsh.

Menter Iaith
Menter Iaith Fflint a Wrecsam is a not for profit organisation and works to promote and increase the use of the Welsh language on a community basis in the county, ensuring that the language becomes a central part of life in Flintshire and that the responsibility for its future is shared by every citizen.

It does this mainly through:

- organising activities for families, children and young people, community groups and learners;
- working with businesses to raise awareness of the value of the Welsh language and the bilingual skills of their employees;
- encouraging individuals to use their Welsh;
- supporting those who are keen to pass on the language to others, especially within the family.
- working with the community to raise awareness and improve understanding of the rights of Welsh speakers under current legislation and encouraging Welsh speakers to use the services available to them.

Planning
The Council's Planning Service is working with Developers to identify opportunities for promoting Welsh language to people on new housing developments. Specific policies also reflect Welsh language requirements, for example, Street Naming Policy

Play
The Council's Play Team, in partnership with Urdd Gobaith Cymru, deliver play schemes through the medium of Welsh, during the summer holidays at different locations throughout Flintshire.

Schools catering service- NEWydd- provides a bilingual catering service to schools. NEWydd is a local authority Trading Company.

Theatr Clwyd
Theatr Clwyd offer a variety of activities which raise the visibility and audibility of Welsh:

- Introduced a bilingual playlist for Front of House music.
- Offer varied programmes through the medium of Welsh including cinema, music and theatre.
- Produced and co-produced several Welsh language shows in recent years, with one show “Mimosa”, touring across Wales and Patagonia in 2015.
- As part of the Welsh Government Healthy Relationships Programme the Creative Engagement Team partnered with the Council’s Integrated Youth Service to create and deliver an educational project on the challenging issues around Consent which is available in the Welsh language.
- Offer half hour conversational Welsh lessons to our Bilingual Youth Theatre group "Cwmni 25" prior to the start of their weekly sessions.
- Set up a Clŵb Teulu for Welsh speaking families, Welsh learners and English speaking parents of children in Welsh language schools.

Youth Services
Youth Service funded a two year part time post, to work with English medium schools to engage them in the Urdd Eisteddfod which was held in Flint during May 2016.

Urdd
The Urdd provide Welsh lunchtime clubs running during school hours in secondary and primary schools in Flintshire.

Good Practice

Theatr Clwyd are implementing bilingual talk backs to offer audiences the opportunity to discuss their productions in both languages

The Council’s **Play Team,** in partnership with Urdd Gobaith Cymru, deliver play schemes through the medium of Welsh.

In the workplace
Employees are encouraged to use their Welsh skills in the workplace as often as they can, and whatever the level of their skill. They have been provided with access to Cysill (Welsh spell checker) and Cysgeir (Welsh dictionary).

The Council promotes the use of Welsh through encouraging employees to wear the Iaith Gwaith badges and posters. Employees include the logo on their e-mail signatures; “Siaradwr Cymraeg” is included on email addresses of Welsh speakers. The purpose of this is to easily identify Welsh speakers and encourage employees to use Welsh with each other and with other organisations.

Employees can access Welsh language training at all levels and are supported to attend residential courses at Nant Gwrtheyrn.

In addition, Social Services facilitate two “Paned a Sgwrs” groups, both meet monthly to provide employees with opportunities to practise their Welsh skills.

Iaith Gwaith posters are on display in all reception areas, Welsh speaking employees and Welsh learners wear the Iaith Gwaith lanyards and/or badge.

The Council’s website, Apps and self-service machines are bilingual as is the Council’s Twitter page. The Council’s Social Media Policy includes a requirement to comply with the Welsh Language Standards.

9. Procurement

The Welsh Language Standards have been incorporated within the Contract Procedure Rules and sample clauses are available to commissioning officers to incorporate within contracts.
Commitment to the Welsh language is also included within grants guidance, encouraging grant recipients to promote the Welsh language.

10. Celebrating Welsh Culture

The Council provides some financial support to Menter Iaith to celebrate St David’s Day within town centres in Flintshire; activities include window dressing competitions and Welsh singing. Local schools also participate in these events.

Within the Council a Welsh themed menu is provided for employees in the staff bistro and workforce news items and social media messages are also published. Staff are encouraged to speak Welsh and start conversations in Welsh whatever their skill level.

Other events celebrated in addition to St David’s Day include:

- Welsh Music Day - encouraging employees, school pupils and members of the public to listen to Welsh music.
- Saint Dwynwen’s Day- the Welsh Valentine’s day
- Su’mae Day – encourages everyone to speak some Welsh

Social Services run a Welsh Language promotional event for employees and services users on St David’s Day. Children and adults are invited into services and discuss the importance of language in care settings as well as encouraging the use of Welsh and participating in cultural activities.

Good Practice

Social Services has developed a Welsh Language Reminiscence initiative for Welsh speaking people with dementia and their families. As part of the initiative reminiscences boxes have been designed for Welsh speakers and Welsh people or people who may have grown up or have strong links with Wales. The boxes contain sensory and memory aids and written material in Welsh. They are also specifically designed for Flintshire which means they have been developed in line with local Welsh cultures, traditions and heritage.

11. Monitoring and review

Actions and measures from this Strategy will be incorporated into the Council's performance management system and progress will be reported to Cabinet annually and as when needed. A summary of progress being made will be included within the annual Welsh Language Standards Monitoring Report. Progress will be monitored through the Chief Officer Team, Cabinet, relevant Overview and Scrutiny Committees and Welsh Language Network.

12. Conclusion

Developing this Strategy represents the start of our journey to promote and raise the visibility of Welsh language and eventually increase the number of Welsh speakers in the county. We recognise that we have a long and challenging road ahead, however, we believe that by working closely with our partners to implement this five year Strategy we will set a firm foundation upon which we can create long term, sustainable change.

We welcome your views, comments and suggestions for this Strategy

Please contact us on: Tel: ☎ 01352 702122
Email: 💻 fiona.mocko@flintshire.gov.uk

Appendix 1

Profile of Welsh speakers in the county

Table 1: Knowledge of Welsh (2001 & 2011)

Source: Census 2011 table KS207WA & Census 2001 table KS025

	Flintshire			Wales	
	2001 Census	2011 Census		2001 Census	2011 Census
	%	No.	%	%	%
All aged 3+	-	146,940	-	-	-
No knowledge of Welsh	78.6%	116,736	79.4%	71.6%	73.3%
Understands spoken Welsh only	4.4%	7,503	5.1%	4.9%	5.3%
All Welsh speakers	14.4%	19,343	13.2%	20.5%	19.0%
Speaks, reads and writes Welsh	10.9%	13,650	9.3%	16.3%	14.6%

Table 2: Profile of Welsh Language skills by age

Source: Census 2011 table KS207WA & Census 2001

Age	Number able to speak Welsh	% able to speak Welsh	Not able to speak Welsh	Total
3-4	545	14.4	3238	3,783
5-9	2,768	33.1	5,605	8,373
10- 14	3,499	38.9	5,498	8,997
15 -19	2,298	24.2	7,199	9,497
20- 24	1,152	12.8	7,818	8,970
25-29	892	10.4	7,655	8,547
30-34	938	11.2	7,439	8,377
35-39	1,009	10.4	8,715	9,724
40-44	1,005	8.8	10,470	11,475
45-49	939	8.0	10,776	11,715
50- 54	767	7.6	9,346	10,113
55-59	674	7.1	8,830	9,504
60- 64	721	6.5	10,308	11,029
65- 69	597	7.1	7,858	8,455
70-74	476	7.0	6,368	6,844
75- 79	426	8.6	4,503	4,929
80 -84	324	9.4	3,131	3,455
85 +	313	9.9	2840	3,153
Total	**19,343**		**127,597**	**146,940**

Table 3: Country of birth (2001 & 2011)
Source: Census 2011 table KS204EW & Census 2001 table KS005

	Flintshire			Wales	
	2001 Census	2011 Census		2001 Census	2011 Census
	%	No.	%	%	%
All people	-	152,506	-	-	-
People born in Wales	51.1%	76,243	50%	75.4%	72.7%
People born in England	44.7%	67,578	44.3%	20.3%	20.8%
People born in Scotland		1,673	1.1%	0.8%	0.8%
People born in Northern Ireland		548	0.4%	0.3%	0.3%
People born in Republic of Ireland		633	0.4%	0.4%	0.4%
People born in other EU countries, members 2001*	1.3%	1,234	0.8%	0.8%	0.9%
People born in other EU countries, accession countries**	-	2,198	1.4%	-	0.9%
People born elsewhere		2,363	1.5%	1.9%	3.3%

Table 4: Profile of Flintshire County Council Welsh speaking employees November 2018.

Portfolio	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Total
Chief Executives	8	12	10	3	3	5	41
Community and Enterprise	151	123	35	16	10	12	347
Education and Youth	56	80	42	7	12	11	208
Governance	41	50	14	2	4	3	114
Org Change 1	24	35	13	1	8	11	92
Org Change 2	15	15	4	1	1	0	36
People and Resources	41	83	27	6	8	3	168
Planning and Environment	52	61	17	6	12	5	153
Social Services	379	315	123	26	25	26	894
Streetscene and Transportation	197	159	35	7	11	9	418
TOTAL	**964**	**933**	**320**	**75**	**94**	**85**	**2,471**

Appendix 2 **Action Plan – How we will achieve our objectives**

Objectives: Increasing the number of Welsh speakers in the county.				
Actions	**Responsibility**	**Timeframe**	**Output/ Outcome**	**Progress**
Implement Welsh in Education Strategic Plan	Education and Youth	On-going	Increased number of children and young people access Welsh medium education. Increased use of Welsh within English medium schools.	
Implement Siarter Iaith across all Welsh medium Schools and work towards achieving Gold status	Education and Youth	On -going	The use of Welsh increases within the school and outside the school	
Work with Fforwm Sirol to develop a plan to promote Welsh language training and increase number of adults in the county learning Welsh.	Strategic Policy Advisor	July 2019	Plan in place and increased registrations for Welsh language courses	
Produce leaflet about importance of Welsh language for residents of Flintshire	Strategic Policy Advisor in partnership with Coleg Cambria, Menter Iaith Fflint a Wrecsam and Wrexham County Borough Council	April 2019	Leaflet published and promoted	
Use the Council's website and social media to promote importance of learning the Welsh language and access to resources for learners	Strategic Policy Advisor	On-going	Council demonstrates its commitment to the Welsh language.	
Objective: Increasing the use of Welsh within the county- using services, socially and in the workplace				

Actions	Responsibility	Timeframe	Output/ Outcome	Progress
Services				
Promote this Strategy to the Public Services Board (PSB) and encourage them to identify actions they can take which will contribute to the outcomes of this Strategy	Corporate Business and Communications Executive Officer	December 2019	Increased number of Welsh speakers Increased number of opportunities to use Welsh	
Share Strategy with Public Services Board to identify opportunities for joint working	Corporate Business and Communications Executive Officer	December 2019	Public Service Board works together to promote the visibility and audibility of Welsh language in Flintshire	
Include Welsh language within the Charter between the Council and Town and Community Councils	Business and Communications Executive Officer	Complete	Town and Community Councils include Welsh language as a natural part of their everyday work	
Implement “More than Words” framework	Social Services	On-going	Increased use of Welsh in the care sector	
Services adopt the “Active Offer “ principle	Welsh language leads network	December 2019	Services actively promote Welsh language services. Increased take-up of Welsh services Increased use of Iaith Gwaith logo	
Work with Flintshire Local Voluntary Council to identify initiatives that encourage the voluntary sector to promote the Welsh language.	Strategic Policy Advisor	March 2020	More voluntary sector organisations promote the Welsh language and participate in initiatives to celebrate Welsh culture.	
Develop plan to encourage more customers to use on-	Welsh Language Leads Network in	December 2019	Numbers of people using Welsh pages of website and social	

line services in Welsh	partnership with Fforwm Sirol		media sites increases	
Ensure all employees at reception desks and on main switchboards provide bilingual greetings and have basic Welsh skills	Managers	On-going	Number and percentage of employees on reception points and main switchboard and contact centres who can speak Welsh	
Ensure all signage, publication, promotional materials, email signatures positon Welsh so that it read first to encourage Welsh speakers and learners to use their Welsh.	Welsh Language Leads Network	September 2019	Increased visibility of the Welsh language	
Identify opportunities for services to deliver Welsh/bilingual services	Welsh Language Leads Network	On -going	Increased number of bilingual services available	
Socially				
Start a new Welsh language drama group for children aged 6 – 11 years.	Theatr Clwyd Director of Creative Engagement	On -going	Increased opportunities for children to use Welsh outside of school	
Develop a Welsh language Youth group to develop young Welsh theatre makers	Theatr Clwyd Director of Creative Engagement	On-going	More opportunities to hear Welsh and increase the visibility of Welsh	
Develop more plays in the Welsh language	Theatr Clwyd – Artistic Director / Associate Producer	On-going	Increased opportunities to hear Welsh	
Develop more writers who can work through the medium of Welsh	Theatr Clwyd- Director of Creative Engagement	On-going	Increased Welsh language productions	
Work with Theatr Clwyd f to	Strategic Policy	On-going	Increased opportunities to use	

develop opportunities to promote the Welsh language.	Advisor		Welsh and increased visibility and audibility of Welsh language.	
Create a leaflet aimed specifically at shops and business to promote the advantages of providing services bilingually and to increase use of Welsh	Strategic Policy Advisor, Menter Iaith Fflint a Wrecsam and Wrexham County Borough Council	September 2019	Increased visibility and audibility of Welsh language	
Encourage shops and businesses to look at opportunities to use Welsh	Business Development and "Cymraeg Byd" Development officer	On-going	Increased visibility and audibility of Welsh in the county i.e. increased use of bilingual menus in cafes	
Work with Menter Iaith, PSB and County Forum to promote Welsh language social activities	Corporate Business and Communications Executive Officer /Strategic Policy Advisor	On-going	Increased take-up of Welsh medium social activities Increased opportunities for Welsh learners to develop their skills	
In the workplace				
Employees complete Welsh language skills audit	Welsh Language Leads Network	July 2019	100% employees complete skills audit	
Agree and implement plan to develop Welsh language skills of employees and reduce the number of employees who have no Welsh language skills	Welsh Language Leads Network, Learning and Development	September 2019	Number and % of employees who report that they have no Welsh language skills decreases	
Identify opportunities to celebrate the achievements of Welsh learners	Welsh Language Leads Network, Learning and Development	April 2019	Employees are encouraged to learn Welsh	
New employees learn basic Welsh standard phrases in Welsh as part of their	Learning and Development	March 2020	Course developed Number of employees who complete the training	

induction				
Encourage managers to open and close meetings bilingually	Strategic Policy Advisor	April 2020	Increased use of Welsh in the workplace	
Consider opening and closing Council meetings bilingually	Corporate Business and Communications Executive Officer	September 2019	Increased audibility of Welsh	
Review recruitment and selection processes to identify and address issues recruiting Welsh speakers to Welsh essential posts	Strategic Policy Policy/Human Resources	On-going	New employees understand the Council's commitment to the Welsh language and are willing to learn Welsh if necessary Increased number of Welsh speaking job applicants	
All employees complete Welsh language awareness e-learning modules	Strategic Policy Advisor	March 2021	100% employees complete the Welsh language awareness e-learning module Employees understand the importance of the Welsh language	
Monitor implementation of the Welsh in the Workplace Policy	Welsh Language Leads Network	On-going	Increased visibility and audibility of Welsh language	
Objective: Creating favourable condition for the language to flourish.				
Actions	**Responsibility**	**Time frame**	**Outcome**	**Progress**
Participate in Shwmae /Su'mae Day and promote via the Council website and social media sites	Strategic Policy Advisor in partnership with Menter Iaith	Annually	Increased positive attitudes to Welsh language and pride in Welsh culture. Increased use of Welsh	

Develop plan to celebrate St David's Day in the county involving Council services and partners	Strategic Policy Advisor in partnership with Menter Iaith	December 2019	Increased positive attitudes to Welsh language and pride in Welsh culture	
Encourage Town and Community Councils to celebrate St David's Day and other Welsh cultural events, such as Su'mae day and Cadi Ha.	Strategic Policy Advisor	March 2019	Increased number of activities on St David's Day and throughout the year	
Raise the profile of national initiatives e.g. rugby, football matches to increase feelings of pride and sense of belonging.	Strategic Policy Advisor in conjunction with partners	On-going	Increased number of promotional activities	
Explore opportunities to include Welsh language within Community Benefits clauses	Strategic Policy Advisor/Procurement	September 2019	Council contractors promote and support Welsh culture e.g. contributing to initiatives for St David's Day celebrations.	
Review procurement and contract process to ensure contractors comply with Welsh language standards.	Strategic Policy Advisor/Procurement	March 2020	Contractors comply with Welsh Language Standards	
Work in partnership with Fforwm Sirol to identify opportunities for joint working and a co-ordinated approach to promote the Welsh language	Strategic Policy Advisor Fforwm Sirol	On-going	A partnership approach is taken to promote the Welsh language-increasing capacity and avoiding duplication of effort.	
Work with Fforwm Sirol to monitor and review Welsh language Promotion Strategy targets	Strategic Policy Advisor	On-going	Targets monitored and reviewed regularly. Joint interventions identified and action taken to address progress issues.	

Review policies and planning guidance to identify opportunities to safeguard the Welsh language through the planning process	Planning	December 2019	Negative impact on Welsh language is reduced	
Promote Welsh language awareness during annual Business Week	Strategic Policy Advisor in partnership with Coleg Cambria and Menter Iaith Fflint a Wrecsam	Annually September /October	Business understand the importance of Welsh language	
Work with Flintshire Local Voluntary Council to identify initiatives that encourage the voluntary sector to promote the Welsh language.	Strategic Policy Advisor	March 2019	More voluntary sector organisations promote the Welsh language and participate in initiatives to celebrate Welsh culture.	
Identify opportunities to promote Welsh language and culture through the Well-being Plan for Flintshire.	Corporate Business and Communications Executive Officer	March 2019	The PSB and Council services contribute to the Welsh Government's Well-being goal "A Wales of vibrant culture and thriving Welsh Language"	
Consider Welsh language as an integral part of the Council's Digital Strategy	Programme Delivery Manager-Digital Customer & Community Resilience	September 2019	Welsh language requirements mainstreamed into digital services.	

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Appendix 2 Welsh Language Promotion Strategy- Results from consultation

Question	Response- Yes		Response -No		Total
	Number	%	Number	%	
Do you agree with the Strategy	133	85%	24	15%	157
Do you agree with the objectives set	124	79%	33	21%	157

Issues raised

- Targets need to be more challenging and ambitious
- More marketing to raise awareness of Welsh language and importance of delivering services in first language to Welsh speakers
- Expense -spending resources on Welsh language in financially challenging times
- Focus on promoting Welsh culture
- Potential to discriminate against non-Welsh speakers

What objectives and actions would you like to see included		
Themes	**Ideas raised**	**Comments**
Education and young people- increasing places in preschool Welsh medium schools,	Opportunities for parents to choose Welsh medium education, free transport to Welsh medium schools, increase in Welsh medium pre school opportunities	Welsh medium education and pre-school provision is addressed in Welsh in Education Strategic Plan
Signage	Make sure all signage is bilingual Correct Welsh on signage	This is an existing legal obligation on the Council
Increased use of Welsh language Council- use by employees and councilors and Town Councils employees,	Increase use by employees and councilors and Town Councils. Normalise the use of Welsh in the workplace More recognition for employees who learn Welsh Use of Welsh in Council meetings	Part of FCC's Welsh in the Workplace Policy. Welsh language part of commitment in the County Forum Charter additional actions to encourage Town and Community Councils to share opportunities to promote the Welsh language
Increased opportunities to	Fun activities in the medium	To work in partnership

use Welsh language in social and community settings and out of school	of Welsh for children/ families at weekend. Opportunities to use Welsh in football, rugby, netball, hockey	with Fforwm Sirol (Welsh language Forum) to look at opportunities to use Welsh outside of work, school and college
Housing developers	Taking responsibility to promote the Welsh language on new developments	Now including Welsh language as a community benefit clause
Welsh language skills training for adults	Free conversation groups and access to Welsh language skills training	Coleg Cambria to lead on opportunities for Welsh classes for adults
Celebration of Welsh culture	Create more of a Welsh feeling in the county	Actions identified to promote Welsh culture and support national initiatives.
Encourage business to use Welsh and celebrate Welsh culture	Businesses to use signs on the door such as food hygiene “scores on the Door” sign to show they have Welsh speaking employees and can provide Welsh language services. Show business the link between embracing Welsh language services and in customers.	Including actions to encourage businesses and shops to promote Welsh language.
Resources	Concerns raised about spending money on Welsh language when resources are short and impact it will have on English speaking community	Providing bilingual information is already a statutory requirement. The Welsh Language Promotion Strategy is not about spending additional Council resources on the Welsh language but doing things differently and in a co-ordinated way to ensure Welsh language is not an afterthought. To include more focus on

		activities that bring people together Welsh speakers and non-Welsh speakers and develop a sense of belonging.
Discrimination	Concerns people who do not speak Welsh will be discriminated against when applying for jobs Create more opportunities for people to learn Welsh so not discriminated against Feeling disadvantaged as an English speaker	Welsh language skills assessments completed on vacant posts to assess i) if Welsh skills are essential to the post or not and ii) to assess the level of skill required. Postholder may not have to be fully fluent. Currently the Council has difficulty to recruiting to Welsh essential posts. Action included in the plan for HR to review recruitment process which will include how they can upskill potential and current employees who do not have Welsh skills required for posts. Events to celebrate Welsh language will be inclusive to ensure a sense of belonging is promoted and Welsh culture is seen as belonging to all of us - not just Welsh speakers.

Equality monitoring

Welsh skills of respondents	
Skill level	%
None	12.5%
Basic	25.78%
Moderate	19.53%
Fluent	42.19%

Age profile of respondents	%
16- 24 years	1.56%
25 - 34 years	11.72%
35 – 44 years	25.78%
45-54 years	30.47%
55 – 64 years	20.31 %
65 -74 years	9.38%

Disabled	%
Disabled	7.2%
Not disabled	88.8%
Prefer not to say	4%

National Identity of respondents	%
British	21.88%
Welsh	66.4%
English	5.47%
Other	3.13%
Prefer not to say	3.13%

Sex	**%**
Male	23.59%
Female	63.28%
Prefer not to say	3.13%

CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	Social Value Strategy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

Social value looks beyond the financial cost of a service and considers what wider additional benefits to the community can be generated. Implementing the Social Value Strategy will be a key element in delivering the Well-being of Future Generations Act and enable the Council and partners to create new resources for priority work streams.

RECOMMENDATIONS	
1	That Members review and approve the draft Social Value Strategy.
2	That Members approve the release of reserves funding to deliver the Social Value Strategy including the recruitment of a lead officer.

REPORT DETAILS

1.00	EXPLAINING THE SOCIAL VALUE STRATEGY
1.01	The Community Benefits Strategy was approved in draft form at Cabinet on 24 October 2017. Since then, progress in delivering the Strategy has focused on: • identifying staff resources to start developing the approach to community benefits; • agreeing broad principles for the delivery of the Strategy and consultation with an officers group comprising procurement and commissioning officers; • gathering learning from other areas; • investigating potential toolkits to gather and report social value; and • revising the Strategy and developing the policy document to accompany it. A review has been undertaken of the original document and a broader approach is proposed to generating social value from Council and partner activities.
1.02	The revised Strategy challenges partners, services and suppliers to consider how they can generate additional value for the communities of Flintshire and how they can measure this. This additional value may lie outside the core business of the organisation or service, for example: • front-line service delivery that includes training and support for staff to identify the wider needs of clients and refer them to other support agencies will reduce costs across the public sector through timely intervention; • greater use of local suppliers and employing local people has a greater positive impact on the economy of Flintshire, especially when offering employment opportunities to disadvantaged individuals; and • social enterprises and voluntary bodies will increase their ability to demonstrate the value of their work and improve their chances of securing funding and tendering for public sector contracts.
1.03	This approach will be a key tool in helping the Council and its partners to demonstrate how the Well-being of Future Generations Act is being delivered on the ground. The process of considering how wider benefits can be realised during service design and the generation of measurable social value will provide a robust evidence base. Implementing the Strategy also provides an opportunity to build good practice across the Public Service Board partners where there is considerable interest in working together on developing social value.
1.04	The long-term goals in implementing the Strategy are to: • enable third sector organisations to better evidence the social value generated through their work and thereby increase their ability to secure resources and contracts;

	• encourage local and regional companies to strengthen their approaches to corporate social responsibility, using Council procurement as a catalyst for sustainable behaviour change; and • encourage and support public sector service managers to broaden their awareness of the impacts of their work on the community as a whole and to facilitate linkages between service areas.
1.05	The Strategy sets out priority areas for social value generation, based on those highlighted in the Flintshire Well-being Plan and Council Plan, helping to create additional resources for critical work streams.
1.06	A review has been undertaken to understand the baseline position in delivering social value through procurement which is an important catalyst for wider development. Current practice is well developed where procurement frameworks are being used especially within construction. Suppliers are well versed in delivering community benefits, especially apprenticeships and work experience, and the framework administrators have capacity to gather evidence of achievement. There is, though, little consistency in how community benefits are applied through the procurement process and no common process for their recording or reporting. Implementing the Strategy will address this.
1.07	The Strategy does not propose any new mandatory thresholds in the procurement process below the £1m threshold already in the Contract Procedure Rules. Rather, the Strategy challenges service managers and procurement officers to think broadly about the services and goods being procured and consider how wider social value could be generated. The ability to do this will vary depending upon the value, duration and nature of the procured services or goods and upon the availability and simplicity of support systems. The strongest challenge and support will be directed at the service planning stage not at the procurement process which is already too late to effectively secure change.
1.08	The initial focus will be on generating social value through the procurement process as this offers the greatest and most immediate opportunity to deliver considerable social value. Only a proportion of Council expenditure is procured each year so the delivery of social value will increase year on year as contracts come to an end and are procured. There will also be a proportion of contracts where it is decided that social value cannot be achieved.
1.09	Despite the need to keep the Strategy non-restrictive to encourage creativity it is essential that there is a consistent method to measure the social value generated. This is especially important during the procurement process if the social value element of tenders is to be weighted in future as decisions by officers may be subject to legal challenge. This requires: 1. a consistent suite of Key Performance Indicators (KPIs) and definitions to be adopted; 2. if the social value element of tenders is to be weighted in future, a consistent and evidence based suite of metrics to be adopted to convert these KPIs into a monetary equivalent to measure social return, especially for use during the procurement process to provide transparency; and

	3. a consistent system to record the achievement of social value to enable monitoring as well as provide visibility of the collective impact of the social value approach.
1.10	Developing an effective approach to generating social value will require new resources. A new lead officer position is proposed to deliver the Social Value Strategy, to provide intensive support to officers, supplies and partners and ensure that the benefits are realised and recorded. A dedicated software portal will also be created to enable the effective management of social value across the Council and its partners and demonstrate achievement of the principles set out in the Well-being of Future Generations Act.
1.11	The estimated annual cost for this delivery of the Strategy is £57,423. The estimated level of annual return in terms of social value generated is £1,236,650.

2.00	**RESOURCE IMPLICATIONS**
2.01	It is proposed that a full time lead officer is employed to deliver the Social Value Strategy and ensure the benefits are delivered and recorded. In addition, a software package will be procured to enable effective management of social value across the Council and its partners. It is proposed that this is allocated from reserves for a period of three years to enable the systems to establish and the returns on investment to be realised.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	The revised Strategy has been developed following consultation with a steering group of service managers and with Public Service Board partners.
3.02	The development of the systems to collect and collate social value will be subject to detailed consultation with service managers, procurement officers and suppliers.

4.00	**RISK MANAGEMENT**
4.01	The main risk to the achievement of the suggested levels of social return is the level of take-up by commissioning officers and suppliers. This will be mitigated by: • Intensive engagement work with service managers at the service planning stage so that there is sufficient time to influence planning procurement activity. • Development of simple systems to enable social vale to be embedded into procurement and contract management with minimal extra work. • One to one support for commissioning officers to embed social value

	into their work. • Support for smaller suppliers to help them to build their confidence and capacity to deliver social value.

5.00	**APPENDICES**
5.01	Draft Social Value Strategy.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	None. **Contact Officer:** Niall Waller (Enterprise and Regeneration Manager) **Telephone:** 01352 702137 **E-mail:** niall.waller@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Community benefits:** additional benefits generated by contractors through the procurement process. Predominantly these are generated through large construction contracts and typically feature apprenticeships and work experience opportunities. **Social value:** Broader than community benefits. Social value is defined by Social Value UK as "Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract."

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Flintshire social value strategy

What is social value?

"Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract." (Social Value UK)

Every time we spend a £1 on the delivery of services we will consider whether we can achieve additional collective well-being benefits from that £1 to the wider community.

We will generate social value through

- Generating social value through our procurement activity
- Supporting our asset transfers to report on the social value they generate
- Asking recipients of our voluntary sector funding to report on the social value they generate
- Deliver measurable social value through our partnership arrangements

2017/18 £186m FCC procured spend

Aims and objecties

Aims

1. Get better value for public money
2. Increase social commitment in our supply chain
3. Achieve wider benefits from the delivery of our services

Objectives

1. Increase the generation of social value
2. Consistently measure what has been achieved
3. Adopt a consistent approach to generating social value in procurement
4. Deliver real and lasting benefits to local communities

How will we achieve this through procurement?

- Contract procedure rules - for contracts exceeding £1m in value incorporating social value is mandatory.
- Below £1m it is recommended that social value is considered and included where appropriate and practicable.

Recommend 5-20% weighting for social value in tender scoring

- Design contracted works and services to increase wider social goals
- Encourage suppliers to provide added value

Core

- Encourage suppliers to do business in more socially responsible way

Non-core

- Help suppliers to build long term social partnerships

Post award

Process

Plan ahead Think broadly → Write into the spec → Write into the contract → Monitor during contract management → Measure what's achieved → Celebrate the success

Support

- Social Value lead officer - one to one advice and support
- Social Value Hub - thematic advice
- Procurement service - technical advice
- Guidance and toolkit

We will make a measurable contribution to…

Welsh Government Wellbeing of Future Generations Act

1. A prosperous Wales
2. A resilient Wales
3. A healthier Wales
4. A more equal Wales
5. A Wales of cohesive communities
6. A Wales of vibrant culture and thriving Welsh language
7. A globally responsible Wales

Flintshire Public Service Board priorities

Community safety | Economy and skills | Environment | Resilient communities | Healthy & independent living

Flintshire Council Plan

Caring Council | Ambitious Council | Learning Council | Green Council | Connected Council | Well run Council | New theme

Tackling poverty
Reducing food poverty
Reducing fuel poverty

Celebrating the cultures of Flintshire
Promoting the Welsh language

Increase use of local suppliers
Increase use of social enterprises
Providing local employment opportunities

Improving the condition of peoples' homes
Reducing homelessness

Supporting local volunteer groups to do more
Providing staff volunteering opportunities
Supporting the Armed Forces Covenant
Supporting community based transport

Providing work experience and training opportunities
Providing apprenticeship opportunities
Supporting schools and colleges to enhance learning experiences
Supporting children in care

Adopting ethical policies
Promoting staff well-being
Promoting equality
Promoting mental health and well-being
Helping clients to get support from wider agencies

Increasing environmental awareness
Reducing energy use and waste
Improving the physical environment
Reducing anti-social behaviour and fear of crime

Lead officer	Implementation Group	Chief Officer Team	Cabinet and Scrutiny
Support take-up of social value Commission systems Collect evidence Reporting	Consultation on system design Review progress and practice Service challenge	Review scale and spread of benefits Support service adoption	Review scale and spread of benefits Agree strategy, policy and resources

Governance

Target: £1,236,650 annual value generated

CABINET

Date of Meeting	Tuesday,19th March 2019
Report Subject	Becoming a 'Dementia Friendly Council'
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report recommends that Flintshire County Council becomes a Dementia Friendly Council.

Alzheimer's Society's Dementia Friendly Communities/Organisations programme aims to encourage everyone to share responsibility for ensuring that people with dementia feel understood, valued and able to contribute to their community. This focuses on improving inclusion and quality of life through training and awareness raising within communities and organisations so they are better able to respond to the needs of those living with dementia and their carers.

Dementia features as a priority within a number of corporate plans. In order to seal out commitment to this agenda, we would like to progress to becoming a Dementia Friendly Council, one of the first in North Wales.

We are not beginning this work from a standing start. Raising awareness of dementia and how it impacts people in our communities has been taking place over a number of years with the aim of upskilling staff to improve our practice, with a number of positive outcomes achieved within the community and in-house

The accreditation process will include meeting the criteria, followed by an online application to the Alzheimer's Society for official recognition. This will enable Flintshire County Council to use the 'Working Towards Becoming Dementia Friendly' logos and resources.

RECOMMENDATIONS	
1	For Cabinet to agree that Flintshire County Council move towards becoming a Dementia Friendly Organisation.

REPORT DETAILS

1.00	BECOMING A DEMENTIA FRIENDLY COUNCIL
1.01	Alzheimer's Society's Dementia Friendly Communities/Organisations programme aims to encourage everyone to share responsibility for ensuring that people with dementia feel understood, valued and able to contribute to their community. This focuses on improving inclusion and quality of life through training and awareness raising within communities and organisations so they are better able to respond to the needs of those living with dementia and their carers. The North Wales Population Needs Assessment (2017) reports that 'according to estimates, over 45,000 people in Wales are currently living with dementia, and it is expected for this figure to exceed 55,000 by 2021 (Alzheimer's Society, 2015).
1.02	In recognition of the growing population of people living with dementia, Flintshire County Council, in partnership with North East Wales Carers Information Service (NEWCIS), employ a Dementia Services Lead to progress this agenda locally. To date, Flintshire has 7 Dementia Friendly Communities and 3 Dementia Friendly Organisations. • 4 Accredited Dementia Friendly Communities (Flint, Buckley, Mold and Saltney) • 3 Awaiting Accreditation from Alzheimer's Society (Holywell and District, Deeside and surrounding area and Alyn Villages) • 3 Accredited Dementia Friendly Organisation (Aura, North Wales Police and North Wales Fire and Rescue). Flintshire County Council is well regarded in this area of work, and now seek agreement from Elected Members and Chief Officers Team to become a Dementia Friendly Council.
1.03	What could a Dementia Friendly Council look like? The Council Plan 2017-23 commits to further developing dementia support and awareness across the county by: • increasing the number of Dementia Friendly Communities in Flintshire, • working in partnership to support people living with dementia in the community By becoming a Dementia Friendly Council, we are further sealing our commitment to this agenda. Employees across all portfolios will come into contact with people living with dementia and their carers. Early symptoms can affect people physically, cognitively and emotionally. Consequently they may not be able to do many of the things they used to do, or easily understand or explain to others what is happening to them or what is needed. As a Dementia Friendly Council, our workforce will be better informed and equipped to identify and meet

	needs. Becoming a Dementia Friendly Council means: • Having senior staff ownership of the agenda and a working group to support this work, ensuring it is embedded at all levels • Understanding the impact of dementia and how it changes people's needs • Considering how products, processes and services can help customers affected by dementia (for example assisted waste collection, signage, tourism, customer service, day services, training, housing, schools, contracts with third sector organisations). • Supporting employees with caring responsibilities who might be affected by dementia • Supporting people who may be showing signs of dementia, whether they are customers or employees.
1.04	What is needed to become a Dementia Friendly Council?
1.05	1. Steering Group A Dementia Friendly Council Steering Group would be established with a proposed membership of: • NEWCIS Dementia Services Lead • Planning & Development Officer, Social Services • Education & Youth Representative • Social Services Representative • Street Scene and Transportation representative • Planning, Environment and Economy representative • Housing and Assets representative • Corporate Training Representative • Dementia Friendly Community representatives • Individuals living with dementia as lived experience advisors

1.06	2. Action Plan
	Actions contained in a plan could include:
	• Rollout of Dementia Friends Training across portfolios
	  ○ E.g. The creation of 30 Dementia Friends in each portfolio within 12 months through attendance at a 1hr training session.
	• Mapping exercise of existing support within portfolios that could be of benefit to those living with dementia and their carers. This information to be published in one place eg. assistance with waste collections, portfolio champions, day services, memory café calendar, Connects, transport cards
	• Develop portfolio based SMART dementia action plans with targeted actions with a focus on 1-2 areas in the first 12 months.
	• Dementia Champions within portfolios will receive a full day, more advanced training from Alzheimers Society which will enable them to deliver the Dementia Friends Training.
	• The development of awareness raising across all portfolios
	  ○ Open Sessions
	  ○ e-learning opportunity via Corporate Training
	  ○ Publicity and marketing – portfolio bulletins and information

	event
	• Engagement
	  ○ Recording feedback from people living with dementia who access council services
	  ○ Links and consultation with local Dementia Friendly Community groups to influence action planning
	  ○ Engagement with staff within the council who are affected by dementia
	• Evaluation
	  ○ Reports – Personal outcomes, Action Plan
	  ○ Press releases
	  ○ Celebration event

1.07	3. Accreditation The process to become a Dementia Friendly Council follows the same process as that to become a Dementia Friendly Community. The accreditation process will include meeting the criteria below, followed by an online application to the Alzheimer's Society for official recognition. This will enable Flintshire County Council to use the 'Working Towards Becoming Dementia Friendly' logos and resources. This recognition commits the Council to: • Meeting the foundation criteria for a dementia-friendly community • Providing a six monthly update • Completing and annual self-assessment of progress towards the criteria • Providing information on progress on a local webpage or site • Complying with the terms and conditions for use of the 'working to become dementia friendly' symbol. The Alzheimer's Society advise that this process could take between six months to one year. As shown in Appendix 3. The Alzheimer's Society have produced a number of publications and guidance to support organisations to work towards becoming Dementia Friendly. Jo Lane, Dementia Friendly Communities Coordinator, Alzheimer's Society has also offered to advise the work and be a member of the steering group.
1.05	Work to date The concept of becoming a Dementia Friendly Council has been discussed by the Corporate Safeguarding meeting, who have recommended an approach be made to the Chief Officer's Team and Cabinet to determine the way forward. We are not beginning this work from a standing start. Raising awareness of dementia and how it impacts people in our communities has been taking place over a number of years with the aim of upskilling staff to improve our practice. These activities have been mapped against the areas of focus as outlined by the Alzheimer's Society, with the addition of what has been achieved at a Corporate level, shown in Appendix 4.

	To date, a comprehensive overview of those who have attended a Dementia Friends sessions is difficult to establish. The sessions are delivered by Dementia Champions who keep a record of the session they have delivered and the numbers attending. This information is then uploaded by the Champions to a dashboard on the Alzheimer's Society's website. As we move to become a Dementia Friendly Council, we will develop a system to ensure we keep a record of staff engagement, enabling us to track our progress against our Action Plan.

2.00	**RESOURCE IMPLICATIONS**
2.01	A steering group be developed to oversee the work, made up of nominated officers across portfolios who would work together and with others to co-produce and implement an action plan to achieve and sustain the accreditation.
2.02	NEWCIS Dementia Lead and Social Services Planning and Development Officer to lead on the development of the Steering Group and Action Plan.
2.03	A commitment will be needed from portfolio leads to release staff to attend sessions and to become Champions.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	A wealth of information has been gathered through the NEWCIS Dementia Lead, Dementia Support Workers and those part of the development of the Dementia Friendly Communities Programme. This will inform the development of the work and action plan locally. This, alongside the involvement of those living with dementia in this work will mean that we will be able to truly co-produce and implement effective work streams.

4.00	**RISK MANAGEMENT**
4.01	Officers with the decision making authority will need to be nominated to attend the steering group to take the work forward. We seek nominations by the Chief Officer Team.
4.03	Through this corporate approach, we will be reducing the risk that those living with dementia and their carers will be unable to access services that support them to access anti-poverty, environment and equalities services.

5.00	**APPENDICES**
5.01	The foundation criteria for dementia-friendly communities.
5.02	The BSI Code of Practice for dementia friendly communities.

5.03	Criteria Alzheimer's Society.
5.04	Alzheimer activity mapping.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	• Dementia-friendly business guide - Toolkit on working towards becoming a dementia-friendly organisation • Safeguarding people with dementia (SCIE) **Contact Officer:** Emma Murphy, Planning & Development Officer, Social Services **Telephone:** 01352 701463 **E-mail:** emma.murphy@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Dementia Friends:** An awareness session that provides informal training on 5 key areas that support people living with Dementia. The session last 45 minutes and is open to all and provide the basic awareness required. **Dementia Friendly:** This is a term that is used to identify if an individual, business/ organisation, community etc. are doing action that support people living with Dementia and their carers. **Early Onset Dementia:** This refers to people living with Dementia that are aged 65 or younger. **Dementia Friendly communities** – This refers to the Alzheimer's Society Initiatives where Communities can apply for accreditation following actions that will raise awareness or support people living with Dementia. **Memory Cafés** – These are supportive groups set up in local communities to support people living with Dementia and their carers in a variety of ways. This includes advice and information, activity, events and social support from the community. **Dementia Friendly Council** – This term refers to the council completing action to support people living with Dementia. Each department will complete 3 action, following completion they can request accreditation from a Dementia Friendly Towns. Each year the departments will increase their action to build a Dementia Friendly Council. **Dementia Friendly Business/ Organisation** – This term refers to a Businesses or organisation completing 3 action to support people living with Dementia. Each year businesses or organisation will reapply and complete 3 new action to be awarded the status. **Intermediate Care Fund** – This refers to funding provided by Welsh

	Government to Health boards and Social Services to fund projects that will benefit a number of set key outcomes. **Creative Conversation** – This term refers to creating positive conversation with people living with Dementia that mainly look at imagination, memories and creative arts as a means of communication.

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Alzheimer's Society | Leading the fight against dementia

Foundation criteria for the dementia-friendly communities recognition process

In partnership with

DAA Dementia Action Alliance

2014 -15

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Working to become dementia friendly: foundation criteria

All communities that register for the dementia-friendly communities' recognition process will be formally working towards meeting the foundation criteria for being dementia friendly.

A community that registers for the recognition process is committing to taking each of the foundation criteria and interpret them from a local perspective to fit the size, type, stage of progression and resource, and describe what they are working towards and the actions they intend to take.

The foundation criteria have been developed from feedback from a number of stakeholders and communities that are becoming dementia friendly to act as a basis from which to develop local plans and you will be expected to report back on progress against them.

Criteria 1

Make sure you have the right local structure in place to maintain a sustainable dementia friendly community

Establishing a local structure is the key to the success and sustainability of creating a dementia-friendly community. A Local Dementia Action Alliance (or similar group[1]) is the recommended model for this as it enables you to bring together individuals and organisations with shared aims to help the community to become more dementia friendly.

A Local Dementia Action Alliance is a collection of stakeholders brought together to improve the lives of people with dementia in their area. They will usually include police forces, fire and rescue services, retailers, local authorities, local transport providers, charities, community groups, businesses, care providers, health trusts, and people living with dementia and their carers.

As part of their involvement in a Local Dementia Action Alliance, organisations sign up to the National Dementia Declaration (aligned to the dementia-friendly communities recognition process) and create short action plans setting out what actions they will take to help their community become more dementia friendly.

Example 1: South Lincolnshire Dementia Action Alliance

The South Lincolnshire Dementia Action Alliance was set up in July 2012 and officially launched in October 2012. The local alliance is made up of a range of organisations including voluntary sector organisations, community sector organisations, private businesses and local authorities. The South Lincolnshire Dementia Action Alliance members are not only working towards actions set out in their organisational action plan but are also working as a collective to ensure South Lincolnshire is working towards becoming a dementia-friendly community.

Example 2: York Dementia Action Alliance

Since June 2011 the Joseph Rowntree Foundation in York has supported an action research project called Dementia Without Walls. The researchers worked with local

[1] The similar group must have terms of reference and members publicly commit to and fulfill actions to support people with dementia and those who care for them.

people with dementia and their carers and families to find out what living in York means to them and in particular what makes life good and what makes it more difficult.

The project focused particularly on people who live with dementia in their own homes, either living alone or cared for by families and looked at how the wider resources of York, not just health and social care, can support them to manage and enrich their lives.

Across the wider community a range of diverse partners from business, statutory and voluntary organisations have supported the Dementia Without Walls project.

Much work has already been carried out, in particular around awareness and education. Following the forming of a steering group, and a wider network of committed supporters, the York Dementia Action Alliance was formed in summer 2013.

Example 3: Dementia-friendly parishes around the Yealm

It is not just cities and towns that are seeking to become dementia friendly. For example, five parishes around the River Yealm in South Devon have come together and committed to improve and change the lives of people with dementia and their carers.

To help deliver this innovative two-year project a co-ordinator has been employed in the Parishes of Brixton, Yealmpton, Wembury, Newton and Noss and Holbeton to develop dementia-friendly parishes. Some of the key aims of dementia-friendly parishes around the Yealm are to promote individual and community based activities for people with dementia and their carers and contribute to the development of sustainable inclusive social activities and services. Other aims include ensuring people with dementia and their families have a voice and are able to maintain and, where necessary, increase their social contacts within their local community.

Useful information

- Guidance on how to form a Local Dementia Action Alliance can be found at www.dementiaaction.org.uk/local_alliances
- If you would like more information about how to form a Local Dementia Action Alliance or to find out if a Local Action Alliance is already in place or being considered in your area, call 0207 423 5186, or email dementiaactionalliance@alzheimers.org.uk

- Joseph Rowntree Foundation has produced some information on their project in York
  www.jrf.org.uk/sites/files/jrf/dementia-communities-york-summary.pdf

Criteria 2

Identify a person or people to take responsibility for driving forward the work to support your community to become dementia friendly and ensure that individuals, organisations and businesses are meeting their stated commitments

It is important to have a named local leader(s) or key contact who can take responsibility for driving forward the work to make your community dementia friendly. This should be determined locally but some examples include the chair of the Local Dementia Action Alliance, a councillor or a commissioner from the local authority, a member of the parish council or a local business leader.

Example 1: Nottinghamshire Dementia Action Alliance

Susannah Spencer is the Chair of the Nottinghamshire Local Dementia Action Alliance and has helped the local alliance develop its aims and terms of reference. Susannah is the Chief Operating Officer at C2L Care to Learn, a company providing learning and development support to the social care sector.

Example 2: Leicestershire Dementia Action Alliance

The Leicestershire Dementia Action Alliance is chaired jointly by Bev White from Leicester City Council and Lynne Woodward from Leicestershire police. The two chairs are working together to support the local alliance and to ensure it is working towards the aims outlined above and in the terms of reference

Example 3 -Tavistock

In June 2012 members of the Rotary Club of Tavistock decided to create a project group with the aim of meeting the Prime Minister's challenge of creating a dementia friendly community in the town. The group has recruited a wide range of stakeholders, supporters and experts in the field such as emergency services, businesses, GPs, consultants and volunteers. The aim is to raise awareness of dementia, establishing community support including high street shop schemes and breaking down barriers and stigma.

Useful information

- If you have a Local Dementia Action Alliance in place the person could be the chair or an appointed member of the alliance.
- Contact your local authority to see if it has a dementia plan in place or it is being considered in your community.
- There may be a lead councillor or commissioner for dementia services who will be willing to take this on or suggest someone who may be appropriate to approach.
- Many areas have a vibrant local voluntary and community sector that supports people with dementia and there may be a local campaigner who will be willing to take on a leadership role.

Criteria 3

Have a plan to raise awareness about dementia in key organisations and businesses within the community that support people with dementia

For people with dementia to feel confident and supported in accessing local services in their communities it is vital that all members of the community including friends, neighbours, the public, shops and businesses have a better understanding of dementia and an appreciation of the condition.

Produce and target a list of individuals in local businesses, and organisations that are a priority. Organisations you could approach to take part include schools, colleges, businesses, public services, emergency services, shops, banks, professional bodies, community groups, leisure and cultural facilities, hospitals, local authorities, care homes, housing associations.

It is important to ensure the level of information is appropriate to the audience. Raising awareness is different to attending an accredited training course. An

employee in a local supermarket will not need the same level or depth of knowledge as a healthcare professional working in a hospital or care home. Some of the opportunities you could investigate/use include:

- leaflets
- e-learning
- local education and training providers
- voluntary organisations that specialise in dementia
- Alzheimer's Society Dementia Friend Champions
- healthcare professionals (including care providers)

Below are some practical examples of awareness raising activities that have been undertaken by different local organisations that are working to become dementia friendly:

- Having a nominated dementia champion within a company that can be the point of contact for staff (and consumers) on issues associated with dementia.
- Tours of theatres, galleries, public buildings and the like by people with dementia to offer suggestions for better customer care or environmental factors (signage, lighting, space). For example in the theatre having dedicated seating set aside that is near to exits or aisles so people can leave if necessary.
- Local branches of banks to give talks to local memory cafes about financial issues and what support the bank can offer, e.g. chip and signature cards
- Local emergency services and trading standards departments to visit memory cafes to talk about community safety and support.
- Pharmacies visit memory cafes to talk about what they offer as well as having a list of local support groups and information about where to get help on a notice board or in a folder.
- Producing a very quick reference guide for local shops/businesses with details of where they can get help or advice if they meet someone who has dementia that needs support (e.g. local numbers for GP/carers organisations) in their community.

Example 1: Dementia Friends in action

Dementia Friends Champions are planning to run information sessions in all kinds of imaginative ways. One has involved the landlord of her local pub and told us: 'People living with dementia often retain a tremendous enjoyment of music and can usually sing entire songs from earlier in their lives, without the words! So I am running a sing-along on a Friday afternoon, when the pub is closed. I will promote it in the post office, local notice boards and our local free paper, where the editor is making encouraging noises about Dementia Friends'.

Example 2: Northfleet School for Girls, Kent

- Including dementia awareness in Health and Social Care Studies (AS/A2 level) and in PHSE lessons
- Talking about dementia and raising awareness (whole school activity) – Pupils were asked to write any thoughts or fears about dementia on luggage labels, then hang them on a Christmas tree to share them with other pupils
- Appreciating some of the problems experienced by people with dementia
- Meeting people with dementia – Pupils paired up and went to visit people with dementia in their own homes (accompanied by a care support worker – arranged by Alzheimer's Society dementia support service). Over the course of three half hour sessions the pupils came to know more about the people with dementia and their life histories. By taking copies of old photographs and finding relevant photos on the internet, the pupils compiled photo books recording the life stories of the people with dementia. The school then held a tea party for the people with dementia and their carers to present them with copies of the life story books.

Example 3: British Transport Police, North-east Region

The British Transport Police, as members of the Yorkshire and Humber Dementia Action Alliance, have committed to a number of actions to make their force dementia friendly. This includes displaying dementia awareness literature in public facing areas at all police stations, providing training to all staff to ensure basic dementia understanding and creating an internal network of champions to ensure that they remain committed to promoting dementia awareness among their staff and partners.

Useful information

- Dementia Friends Programme www.dementiafriends.org.uk
- Alzheimer's Society provides bespoke team training options. You can find out more information at www.alzheimers.org.uk/site/scripts/documents.php?categoryID=200307
- SCIE has an e learning portal that you might find useful: www.scie.org.uk/publications/elearning/dementia/index.asp
- Hampshire County Council has produced communication top tips for customer facing staff:

www3.hants.gov.uk/adultservices/adultservicesprofessionals/dementia/dementia-friendly-toolkit.htm

Criteria 4

Develop a strong voice for people with dementia living in your communities. This will give your plan credibility and will make sure it focuses on areas people with dementia feel are most important

People with dementia can help by raising awareness and telling you what is already working in the community to support them and what can be improved. Engage people with dementia and carers living in the community to analyse the key issues that need addressing.

Example 1: Hindley Dragon's Den

Wigan Council received £15,000 for dementia-friendly communities work as part of an innovation programme. Alzheimer's Society in Wigan ran a focus group in late November for people with dementia and carers in Hindley to explore what a dementia-friendly community would look like. The focus group came back together in February to review the ideas before all the bids were presented at a community event in March. All attendees had two votes. People in attendance included people with dementia, carers, representatives from other organisations and the community. A local steering group was set up to share information and maintain interest.

Example 2: Crawley Dementia Action Alliance

Grant funding from the Prime Minister's dementia challenge fund is helping Crawley Dementia Action Alliance reach out to new networks and make Crawley a dementia-friendly community. The Local Dementia Action Alliance has taken a 'just get on with it' attitude towards new projects and ideas for becoming dementia friendly. It has launched a range of training opportunities, events and neighbourhood programmes and started the Forward Thinking group that brings together people with dementia to share their experiences and aspirations for the community. There has been outstanding commitment from participating

organisations, from fire services to local colleges.

Useful information

- Try to represent all groups of people with dementia within the local community, for example younger people and people in the later stages of dementia, as well as people from different ethnic groups or other hard to reach groups.
- Involve active engagement: face to face discussions where possible – interviews; focus groups; consultation events.
- Information on the key issues to address should be available publicly, including a breakdown of whom has been consulted.
- Hampshire County Council has produced some guidelines on how engage people with dementia: www3.hants.gov.uk/2012-dementia-friendly-communities-toolkit-engagement.pdf
- This South West resource below can be helpful to facilitate such work: http://www.dementiapartnerships.org.uk/communities/involvement/

Criteria 5

Raise the profile of your work to increase reach and awareness to different groups in the community

Think about how to raise the profile and communicate information about your dementia friendly communities plan or Local Dementia Action Alliance to the wider community. Some of the ways you could do this include:

- dementia awareness raising events
- articles in local community newspapers
- launches
- public meetings.

This message must be targeted at people affected by dementia and key stakeholders – e.g. the local authority, health and social care professionals and the general public - and must include awareness raising of how the community is meeting the criteria, action being taken and why (wider benefits to all). Getting the word out about your plans and positive media coverage will help public recognition of plans and with the long term sustainability of making your community dementia friendly.

Example 1: A village engagement event

A village in Bradford, Idle is moving towards becoming dementia-friendly. Following a community meeting, involving people with dementia, their carers and local organisations, a group of active volunteers pulled together to form an action group. In its first meeting people were asked to identify what was working well in their village, what could be done better and what they were prepared to do to help make Idle dementia friendly. Early ideas for action included organising transport for shopping and following this up with a lunch or a coffee in a local café. Another idea was forming a memories or reminiscence group that would suit not only people with dementia, but other older people or those feeling lonely or isolated from their community.

Example 2: Surrey County Council

Surrey County Council and three of Surrey's Clinical Commissioning Groups have embarked on a project to support communities across Surrey to become more inclusive and supportive places for people with dementia and their families. A number of ideas have been generated since the launch, from dementia-friendly parking at the supermarket to supporting people with dementia to volunteer in their community. Dementia-friendly champions are currently touring high streets to drum up interest in the project. The response has been encouraging with cafés, hairdressers, supermarkets and other retailers willing to get involved.

Useful information

- If you have or are developing a Local Dementia Action Alliance you can host your information on a page on the Dementia Action Alliance website www.dementiaaction.org.uk/local_alliances
- You could think about an appropriate local site perhaps provided by the local authority or local council or a dedicated website.

Criteria 6

Focus your plans on a number of key areas that have been identified locally

To begin your work on how to make your community dementia friendly it can be useful to identify two or three priorities based on your local analysis and the available evidence about dementia friendly communities. For example you may want to focus on transport or local business. There are a number of information sources that you can use to start thinking about which areas you want to focus on in your community.

Example 1: Drivers for Change: dementia-friendly bus transport in Northumberland

Northumberland is developing a dementia awareness training package for local bus drivers for inclusion in the Certificate of Professional Competency. The large geographic area, diverse nature of communities within the different localities, higher older population and range of bus operators have made this a challenging but key part of the Ageing Well programme to help ensure people with dementia can continue to be active and engaged in their community.

The training development stage identified that a more sustainable and effective process is to work in partnership with existing providers of driver training to develop an enhanced package that focuses on awareness and practical measures to support passengers. This is informed by people with different needs and stages of dementia and their families across the country.

Example 2: Dementia-friendly churches, North West Midlands

Challenged by a District Council CEO to respond to the changing demographics in their area, the Anglican Diocese of Lichfield is driving forward an agenda to offer care, support and activities for people with dementia. With almost 600 churches across the West Midlands, the diocese serves a population of nearly 2 million. The diocese is now part of a Local Dementia Action Alliance and church members are signing up to become Dementia Friends.

As part of an Age on Agenda symposium, a multidisciplinary workshop on dementia was held. In the action plan that followed, collaborative ventures with partners from both the voluntary and the statutory sectors, as well as bespoke training for local parish churches were agreed on. Over 20 churches have expressed an interest in being part of a pilot project on becoming dementia friendly and further planning is underway with local charities and community organisations. Churches will look at ways to improve their environment, raise awareness, tailor church services, offer pastoral care and become person-centred.

Example 3: Pass on the Memories. Everton in the Community and Mersey Care NHS Trust

Everton in the Community and Mersey Care NHS Trust have launched an innovative new programme to support people with dementia.

The Blues' official charity and Mersey Care have developed a unique initiative, known as Pass on the Memories, for people with memory loss. The weekly scheme uses a range of interventions, including sporting reminiscence workshops, custom-made life story memory books and calendars, day trips to local places of interest and social activities, to help people to share important memories and create new ones.

One particular tool used in the sessions is an audio CD containing interviews and stories from past Everton players, including Dixie Dean and Graeme Sharp.

Everton in the Community and Mersey Care are supporting Liverpool PCT and Liverpool City Council's Year of dementia awareness campaign. The campaign aims to develop an understanding and awareness of dementia and work towards creating dementia-friendly environments in work places, public areas and communities, with Pass on the Memories being just one initiative to help achieve these goals.

Useful Information

- Use local opportunities or meetings to start to identify what is working well in your community and what could be done better to make the community dementia friendly.
- Look at the evidence of what people with dementia say matters to them in their communities e.g. accessible transport or access to leisure and cultural activities and identify who would be best to approach.
- Building dementia friendly communities – A priority for all www.alzheimers.org.uk/buildingdfcs
- Dementia Without Walls http://www.jrf.org.uk/work/workarea/dementia-without-walls

Criteria 7

Have in place a plan or system to update the progress of your community after six months and one year

To participate in the recognition process you will need to set out how you intend to report on progress towards becoming dementia friendly at the six-month stage and self-assess on an annual basis. It is important that you start to think about methods you will use to carry this out. There are a number of ways you could carry out your self-assessment locally:

Example: Methods for self-assessment

- Focus groups and interviews of those participating in the dementia friendly initiatives
- Focus groups and interviews with members of the community
- Research specifically with people with dementia and carers
- A 'mystery shopper' style exercise
- Working with another community to assess each other
- Seeking the opinions of staff in shops/businesses; one intends to do a baseline of where they are now and where they want to be when the Local Dementia Action Alliance is established
- Participating in the Alzheimer's Society annual survey of people with dementia and those that care for them.

Useful information

- Dementia reference group made up of local people with dementia.
- Summary of Local Dementia Action Alliance members' progress.
- Summary action plan capturing all the Local Dementia Action Alliance member actions.
- www.mentalhealth.org.uk/our-work/research/dementia-engagement-and-empowerment-project/

Further information

For further information on the recognition process please email:

dementiafriendlycommunities@alzheimers.org.uk

PAS 1365:2015

Code of practice for the recognition of dementia-friendly communities in England

Leading the fight against dementia

Alzheimer's Society

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The PAS process enables a code of practice to be rapidly developed in order to fulfil an immediate need in industry. A PAS can be considered for further development as a British Standard, or constitute part of the UK input into the development of a European or International Standard.

Use of this document

As a code of practice, this PAS takes the form of guidance and recommendations. It should not be quoted as if it were a specification and particular care should be taken to ensure that claims of compliance are not misleading.

Any user claiming compliance with this PAS is expected to be able to justify any course of action that deviates from its recommendations.

Alzheimer's Society has introduced a recognition process for communities to support those that are working towards becoming dementia-friendly, which sets out seven criteria for communities to follow. Stakeholders across the dementia sector are keen to ensure that communities and organizations treat this recognition process as a continuous improvement pathway for lasting change and on-going sustainability to embed dementia friendliness into society. This PAS is designed to support the development of dementia-friendly communities that are part of Alzheimer's Society's recognition process or other forms of recognition.[1)]

[1)] For more information on the recognition process see www.alzheimers.org.uk/dfcrecognition

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Presentational conventions

The provisions of this standard are presented in roman (i.e. upright) type. Its recommendations are expressed in sentences in which the principal auxiliary verb is "should".

Commentary, explanation and general informative material is presented in italic type, and does not constitute a normative element.

The word "should" is used to express recommendations of this standard. The word "may" is used in the text to express permissibility, e.g. as an alternative to the primary recommendation of the clause. The word "can" is used to express possibility, e.g. a consequence of an action or an event.

Notes and commentaries are provided throughout the text of this standard. Notes give references and additional information that are important but do not form part of the recommendations. Commentaries give background information.

Spelling conforms to The Shorter Oxford English Dictionary. If a word has more than one spelling, the first spelling in the dictionary is used. [2)]

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a PAS cannot confer immunity from legal obligations.

[2)] OXFORD UNIVERSITY PRESS. *Shorter Oxford English Dictionary.* Sixth edition. Oxford: Oxford University Press, 2007.

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0 Introduction

0.1 About this PAS

Dementia-friendly communities are geographic areas where people with dementia are understood, respected and supported, and confident they can contribute to community life. In a dementia-friendly community people are aware of and understand dementia, and people with dementia feel included and involved, and have choice and control over their day-to-day lives. A dementia-friendly community is made up of individuals, businesses, organizations, services, and faith communities that support the needs of people with dementia.

The aim of dementia-friendly communities is to improve the quality of life for people with dementia wherever they live. In local communities, it is evident that small changes are making a real difference, however, these changes within communities are unique to those communities and the process may take a number of years to develop. Alzheimer's Society (AS) has been assigned by government to take the lead in driving the concept of dementia-friendly communities forward. To support this continuous development, Alzheimer's Society developed the foundation stage recognition process [3] to ensure that communities are able to work towards a common set of criteria in the journey towards becoming dementia-friendly.

The framework set out in this PAS builds directly on the existing foundation stage recognition process for dementia-friendly communities and consideration of other good practices occurring within local initiatives in England. Through discussion with experts, which included people with dementia and carers, this PAS sign-posts users to the core *areas for action* and additional resources so that local communities can continue on their journey towards becoming dementia-friendly. It is expected that all communities considering themselves to be 'working to become dementia friendly' follow the recommendations in this PAS to choose which areas for action to focus on as communities develop. As further evidence becomes available in the future, the process contained within this PAS will also evolve.

Foundation criteria for dementia friendly communities' recognition process

Alzheimer's Society has developed a national recognition process for dementia-friendly communities. The purpose of the recognition process is to show that the community in question has committed to becoming dementia-friendly. Once a community has registered with the process, they may demonstrate how they meet the foundation criteria for 'working to become dementia-friendly' by:

1) ensuring the right local structure is in place to maintain a sustainable dementia-friendly community;
2) identifying a person to take responsibility for driving forward the work to support a community to become dementia-friendly;
3) having a plan in place to raise awareness about dementia in key organizations and businesses within the community that support people with dementia;
4) developing a strong voice for people with dementia living in communities;
5) raising the profile of the work to increase reach and awareness to different groups in the community;
6) focusing plans on a number of key areas that have been identified locally; and
7) having in place a plan or system to update the progress of your community.

Once a community has demonstrated how they meet the criteria, they are issued with a symbol which they can give to organizations and businesses in their community that wish to be part of the dementia-friendly communities' initiative and have stated what their actions are towards becoming dementia-friendly.

In some geographic areas of England, other symbols are used to support and promote dementia awareness. Where these have been chosen as symbols for a particular location, they may sit alongside the 'working to become dementia-friendly' symbol, thereby contributing to overall efforts to create greater dementia awareness and therefore better support and understanding for people with dementia.

[3] See www.alzheimers.org.uk/site/scripts/documents_info.php?documentID=2136 [1].

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0.2 Policy background

Currently in the UK, an estimated 850,000 people are living with dementia, of which over 40,000 are below 65 years of age. The number of people with dementia is expected to grow to one million by 2025 [1]. In England, the National Dementia Strategy (2009) [2] introduced a plan for addressing the impact of increasing numbers of people with dementia and strategies to improve diagnosis, care and support. The National Dementia Declaration (2010) [3] set out to maintain positive momentum to eliminate stigma by encouraging individuals, organizations and businesses to support seven outcomes that people with dementia would like to see in their lives:

1) I have personal choice and control or influence over decisions about me;
2) I know that services are designed around me and my needs;
3) I have support that helps me live my life;
4) I have the knowledge and know-how to get what I need;
5) I live in an enabling and supportive environment where I feel valued and understood;
6) I have a sense of belonging and of being a valued part of family, community and civic life; and
7) I know there is research going on which delivers a better life for me now and hope for the future.

In order to enhance and sustain the efforts of the National Dementia Strategy (2009) [2] and build on the priority of the National Dementia Declaration (2010) [3] which places people with dementia first; the Prime Minister's Challenge on Dementia (2012) [4] established three key areas which included improvements in health and care, creating dementia-friendly communities and better research. Membership of the Dementia Friendly Communities Champion Group includes public, private and voluntary sector organizations. Through the leadership of the Champion Group, ten sector-based task and finish groups were established to take action in individual sectors. Each group has produced an output, often in the form of a charter, to guide other similar organizations on steps they can make to become dementia friendly. [4)] The Prime Minister's Challenge on Dementia 2020 [4a] carries on this commitment with an ambition to see over half of people living in areas that have been recognized as dementia-friendly communities by 2020 and all businesses encouraged and supported to become dementia friendly, with all industry sectors developing Dementia Friendly Charters and working with business leaders to make individual commitment. [5)] With dementia-friendly communities at the forefront of the policy agenda, people with dementia in England are encouraged to live as independently as possible with choice and control, while eliminating the stigma that surrounds dementia and thereby reducing social isolation. People with dementia report feeling marginalized and stigmatized by others, including losing friends, and not feeling comfortable telling people about their diagnosis [5], [6]. Underpinning dementia-friendly communities is increasing knowledge and awareness which may help alleviate many misunderstandings about dementia by people with dementia themselves and within society as a whole.

Among the most recent evidence supporting dementia-friendly communities is found in Building Dementia-friendly Communities: A priority for everyone (2013) [7]. This report provides information for how well people with dementia are living in their communities, how active they are and what barriers they face. A variety of solutions and examples are provided in the report that also underlie the *areas for action* in this PAS, such as increasing awareness and understanding, improving transport, housing, businesses, and physical environments to support people with dementia.
To date, work towards building dementia-friendly communities builds on several other initiatives, policies and legislation such as the Age Friendly Cities (2007) [8], Mental Capacity Act (2005) [9] and the Equality Act (2010) [10].

Age Friendly Cities (2007) [8] taps into the potential that older people represent and creates an environment accessible and inclusive of their needs. It does this by adapting its structures and services to support individuals with varying needs and capabilities [8]. Although dementia is not specifically addressed, the largest risk factor for dementia is age and the prevalence of dementia significantly increases with age [11] therefore, people with dementia are likely to benefit from the Age Friendly Cities initiative [8]. People with dementia are also affected by the Mental Capacity Act (2005) [9]. Under the Mental Capacity Act, a person is presumed to be able to make their own decisions "unless all practical steps to help him (or her) to make a decision have been taken without success" [9].

[4)] www.alzheimers.org.uk/aboutdfc

[5)] See www.gov.uk/government/publications/prime-ministers-challenge-on-dementia-2020

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Under the Equality Act (2010) [10] most people with dementia would be considered disabled, as the condition progresses over time. The Equality Act (2010) [10] combines several previous discrimination laws into one Act. It includes provisions for age discrimination as well as ensuring that all public bodies, under the Equality Duty (2011) [12], consider all citizens when carrying out their work in shaping policy, in delivering services and in relation to their own employees. The implications of this means that service providers, including businesses, cannot unfairly discriminate against disabled persons in the provision of services. Participation in dementia-friendly initiatives assists businesses, government, voluntary organizations and community citizens to comply with a variety of policies and laws. The collaborative nature of working towards a common purpose for the inclusion of people with dementia benefits everyone and alleviates some stresses of an increasing population of people with dementia and also benefits other people with lifelong disabilities.

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1 Scope

This PAS provides recommendations for those involved in developing a dementia-friendly community, what areas of a community to consider and what changes to expect as a result. People with dementia and carers are an integral part of each stage of the process.

It covers:

- how to develop a dementia-friendly community by engaging community stakeholders;
- *areas for action* within the community that are meaningful to people with dementia;

  NOTE *Areas for action include, but are not limited to:*

  - *arts, culture, leisure, and recreation;*
  - *businesses and shops;*
  - *children, young people and students;*
  - *community, voluntary, faith groups and organizations;*
  - *emergency services;*
  - *health and social care;*
  - *housing; and*
  - *transport.*
- opportunities for promotion, information sharing and awareness raising, during the development process, and as major accomplishments are completed;
- what to expect as a result of developing a dementia-friendly community.

  NOTE *Although the process of becoming a dementia-friendly community continues to evolve over time.*

It is for use by participants engaged in a stakeholder engagement process.

NOTE 1 *Stakeholders may include representatives from the community, and representatives from small and large shops, businesses and industries, local and regional governments, educational institutions, community services such as fire, police, libraries, museums, and the voluntary and faith sectors.*

It does not cover a specific checklist of what to do.

NOTE 2 *Each community stakeholder group is encouraged to embark on the development process to determine their own aims and priorities considering the needs from the perspectives of people with dementia living in the target community.*

2 Terms and definitions

For the purposes of this PAS, the following terms and definitions apply.

2.1 dementia

group of symptoms that indicate a progressive cognitive decline which includes problems with memory, thinking, reasoning, language and judgement

NOTE *Typically caused by diseases or conditions such as Alzheimer's disease, vascular dementia, fronto-temporal dementia, Lewy body dementia, primary progressive aphasia or other related types of dementia. It may last an average of 8 years and a person can live up to 20 years, with many of these years with early symptoms of forgetfulness, disorientation, difficulty managing complex tasks like inability to drive, cope with money or missed appointments. As individuals progress, they experience more difficulty with their own daily care needs and require assistance with tasks such as eating, getting dressed and bathing and eventually require full care. However, some people find they can live well with dementia and discover satisfying new interests, relationships and roles throughout the condition.*

2.2 person with dementia

individual with dementia who has the right to be treated with dignity and respect and included as an active, participating citizen within a community

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NOTE 1 *Diagnosis rates remain variable; therefore not every person in the community with dementia will have a formal diagnosis and may or may not know they have dementia.*

NOTE 2 *Engaging with people with dementia requires empathy, understanding, compassion and support.*

2.3 carer

person(s) supporting a person with dementia on a day-to-day basis in an unpaid or non-professional capacity

NOTE 1 *For example, a family member or a close friend.*

NOTE 2 *Whether the person with dementia lives at home or in a care setting, carers are usually responsible for their well-being when a person with dementia can no longer take care of him or herself. Carers assist people with dementia with their daily tasks and help them to stay included in society. Carers can feel isolated and require support and inclusion just as much as the person with dementia.*

NOTE 3 *Many organizations also provide paid professional carers who may visit people living with dementia.*

2.4 community

geographic boundaries established by each stakeholder group

2.5 dementia-friendly community

geographic area where people with dementia are understood, respected and supported, and confident they can contribute to community life. In a dementia-friendly community people are aware of and understand dementia, and people with dementia feel included and involved, and have choice and control over their day-to-day lives

NOTE *A dementia-friendly community is a community made up of dementia-friendly individuals, businesses, organizations, services, and faith communities that support the needs of people with dementia.*

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2.6 inclusion

involving, incorporating and serving people with dementia and carers

NOTE *Based on the perspective of business, organization, government or individual role, the inclusion of people with dementia may be different. The following are examples:*

- *the inclusion of people with dementia in a retail shop may include how employees engage with customers that have dementia;*
- *an industry that develops clothing for people with dementia and makes clothing that is more dementia-friendly with press studs instead of buttons;*
- *an organization that provides social activities that include people with dementia;*
- *a bank that makes financial processes easier for a person with dementia to retain control of their finances as long as possible and minimizes confusion with having to remember pass codes and the use of bank machines.*

2.7 dementia awareness

basic understanding about what dementia is and how to effectively interact with and support a person with dementia

NOTE *An example of a dementia awareness programme is Dementia Friends, a programme run by Alzheimer's Society.* [6)]

2.8 dementia education and training

formal learning or skills development, which provide a person with the knowledge, skills and value base about dementia, relevant to undertaking their specific job or role

2.9 community stakeholders

participants within a community invested and engaged personally or on behalf of an organization or business to carry out the dementia-friendly community implementation plan as determined by the stakeholder engagement process

NOTE *Stakeholders are users of this PAS (see Clause **1**) and include people with dementia, carers, community organizations, businesses, government, and community citizens.*

2.10 stakeholder engagement process

process of developing a dementia-friendly community, inspiring and connecting activists and champions, setting priorities within a community, promoting and monitoring the success of the community's efforts

NOTE *An example of a stakeholder engagement process is the Dementia Action Alliances across England which is described in Clause **4**.*

2.11 BAME (Black, Asian and Minority Ethnic) population

population from all ethnic groups with the exception of White British

2.12 media

means of communication such as community newsletters and publications, newspapers, television, radio and the internet that provide information to the general public

2.13 LGBT (Lesbian, Gay, Bisexual, Transgender) population

population described by their sexual orientation or gender identity

2.14 planning

participatory process between a community and local government in order to have the needs of community citizens met

NOTE *This includes the provisions of programmes, services and housing provided by local councils or authorities.*

2.15 local Dementia Action Alliance

brings together regional and local members to improve the lives of people with dementia in their area

NOTE 1 *They are seen as the local vehicle to develop dementia-friendly communities.*

NOTE 2 *A Local Alliance may be established at any level, be it a village, city, county or even a region. They can overlap geographically and member organizations are encouraged to participate in more than one.*

[6)] For more information see www.dementiafriends.org.uk

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3 The building blocks of a dementia-friendly community

3.1 The importance of 'people', 'place' and 'process'

People lie at the heart of what it means to be dementia-friendly. Dementia-friendly communities should consider from the viewpoint of someone with dementia how 'people', 'place' and 'process' supports them. On the subject of people, considerations include how to interact, communicate and support people with dementia and also provide support to carers. With regards to place, physical spaces should be easy to navigate and accessible for people with dementia. Attention should be paid to aspects of an environment that may help people with dementia or cause them difficulties. When consideration is made to public and private spaces, people with dementia are able to enjoy a more meaningful and inclusive life. Processes, such as systems, organizations and infrastructures are important to consider as these can help enable or provide barriers to ensuring people and places are successful in supporting people with dementia.

***NOTE** For more information on the importance of people and place as building blocks, see Creating a Dementia-Friendly York (2012) [13].*

People, place and process may be different depending on the context, such as a rural compared to an urban community. Considerations include the size and scope of the community. In a rural community, its strengths may include a small network of people and places to coordinate. In an urban community, perhaps there are more resources available, however deciding where to begin and how many stakeholders to engage can become complex. Regardless of the setting between rural and urban, each dementia-friendly community is unique and its aim is to support people with dementia living within its boundaries. Keeping the focus on people with dementia as the primary drivers of where change needs to happen is the key to being a successful community.

Plymouth Dementia Action Alliance

Plymouth City Council (P.C.C.) and Plymouth Dementia Action Alliance (P.D.A.A) have been working to make Plymouth a more dementia-friendly place since 2011. By 2015, it is predicted that 3,166 individuals in Plymouth will be living with dementia, rising to 3,667 by 2020. Two-thirds of people with dementia live independently within the community.

The P.D.A.A is an alliance of businesses and organizations from across the city who are working together to improve the experiences of people living with dementia and their carers so ensuring that they are included in all aspects of community life and that their decisions and choices are respected. The P.D.A.A. and P.C.C. have developed a toolkit which includes a range of useful information on training opportunities, details of useful contacts and other resources, and simple ways that all organizations in Plymouth can become more dementia-friendly.

The P.D.A.A's innovative work is mirrored in the range and diversity of the Dementia Friendly City Programme. By linking people with dementia into the development and planning processes within the city of Plymouth, they have influenced the physical, social, health and leisure environment which will have an impact for years to come on the lives of individuals with dementia and their carers. To further support this ethos, Plymouth University and P.C.C. have held a National Dementia conference in the city for the past three years. This conference has now become a diary date in the dementia conference programme in England.

The work of the P.D.A.A. has been successful by using awareness-raising events. By raising awareness and changing the culture of organizations, the P.D.A.A. has created sustainable improvements in the quality of life for people with dementia. These organizations include libraries, schools, the NHS, fire service, solicitors, Dartmoor Search and Rescue, dentists, Plymouth University, Local Authority, domiciliary care agencies, City Bus, First Bus, taxi firms, Plymouth Argyle Football Club, Plymouth Raiders Basket Ball Team, voluntary and private health and social care organizations, GP surgeries, police, housing associations, marine industries, veterans associations and businesses across Plymouth. The P.D.A.A. has created sustainable improvements in the quality of life for people with dementia. The P.D.A.A aims to continue to ensure that all support services are truly accessible to people with dementia. The result of this work is a menu of support to people with dementia covering early intervention, information and advice, low-level support and opportunities to get involved in all aspects of the life in the city. [7)]

[7)] www.dementiaaction.org.uk/local_alliances/1961_plymouth_dementia_action_alliance

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3.2 Areas for action

Areas for action are the key areas within a community identified by people with dementia to be important. In some *areas for action*, people with dementia need to be included and supported and in other areas, systems and infrastructures may need attention to reduce barriers to access. As members of the stakeholder group, people with dementia can guide local priorities through the stakeholder engagement process as given in Clause **5**. There are 8 *areas for action* as described individually (see Clauses **6** to **13**). These areas are not exhaustive or all-inclusive and may have overlapping priorities with regards to people with dementia. This is a consolidation of key areas identified in current good practice within England.

The areas are a good place to start or to continue working towards becoming a dementia-friendly community and include:

- arts, culture, leisure and recreation;
- businesses and shops;
- children, young people and students;
- community, voluntary, faith groups and organizations;
- fire and police;
- health and social care;
- housing; and
- transport.

When reviewing the 8 areas, a useful way to think about the actions is through that of 'people', 'place' and 'process' within each area, and the responsibilities of a stakeholder to re-design spaces or create new services, infrastructures, laws, or policies that support clients, customers or employees that have dementia or are caring for someone with dementia. Stakeholders' responsibilities include encouraging increased awareness of dementia in its people and allowing better access to its space by individuals with dementia.

Furthermore, local authorities have a number of key duties under the Localism Act (2011) [14] and the Care Act (2014) [15] to promote the wellbeing of their local communities and have responsibility for services including social care, public health, housing and planning. Local authorities can be actively involved in the development of dementia-friendly communities [8)] and promote the engagement of people with dementia with recreation, leisure and cultural activities. Although local authorities have much responsibility in helping dementia-friendly communities to succeed, they cannot do it alone. The stakeholder process encourages collaboration between all sectors within a community.

[8)] For more information see Developing dementia-friendly communities: Learning and guidance for Local Authorities (2012).

3.3 Recognizing a dementia-friendly community

Aspects of dementia-friendly communities may be visible or invisible, for example, a dementia-friendly fire or police service may have received training and have become prepared to serve people with dementia. However, these types of services are often invisible until a person with dementia uses the service.

In contrast, a dementia-friendly shop or business such as a supermarket may have widened its aisles, provided customer service training on dementia for its employees and included easier to read signage. These elements of dementia friendliness are more visible as a person with dementia is likely to visit a supermarket several times per week.

Communities embarking on the dementia-friendly community process are likely in different stages in the process of becoming dementia-friendly. Each community will choose its own *areas for action* to work on and some of these will be more visible than others. Clause **15.1** outlines the national foundation stage recognition process developed by Alzheimer's Society through consensus with various stakeholders. This recognition process forms the basis of measuring progress until future outcomes are more visible.

3.4 Measuring progress

The process of developing, maintaining and sustaining a dementia-friendly community is on-going. From year to year, people with dementia can assist in identifying areas for improvement of the local community. Not all areas can be focused on at one time. This PAS is intended to support a long-term development process. Recognizing and communicating accomplishments is an important task along the journey to becoming dementia-friendly. It is expected that users of this PAS will make progress over time in the 8 *areas for action*, plus other areas that they might identify.

The key determinant for working towards success is to ask the members of the stakeholder group, including people with dementia:

- Are people with dementia in your community understood, respected and supported, and confident they can contribute to community life?
- Do they feel included and involved, and have choice and control over their day-to-day lives?

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4 Who should be involved

4.1 Stakeholders

A stakeholder group should drive the dementia-friendly communities' process.

The stakeholder group should consider two perspectives when working towards becoming a dementia-friendly community:

a) people with dementia and their carers; and
b) other key stakeholders, such as individuals, businesses, organizations, services, and faith communities, engaged in the process of becoming dementia-friendly.

NOTE 1 *People living with dementia and carers play three roles:*

a) they are the motivation for the development of a dementia-friendly community;
b) key stakeholders at the table helping to drive forward the progress; and
c) end users who help determine whether progress has been made.

NOTE 2 *For more information on previous views of people with dementia, see Dementia Capable Communities: The views of people with dementia and their supporters. Executive summary and recommendations or full report (2011) [16] and Finding out what a dementia-friendly community means to people with dementia and carers: Toolkit for engaging people with dementia and carers (2012) [17].*

4.2 People with dementia and carers

The stakeholder group should include individuals with dementia and carers.

NOTE *Involving multiple people with dementia and carers can provide a well-rounded discussion of the needs and barriers people face and not reflect only one person's experience. Ensure participation by people with dementia is not tokenistic, but seen as a meaningful contribution by a community's citizens. The perspectives of people with dementia and their carers may differ. Ensuring both people living with dementia and carers are listened to ensures both viewpoints are heard and included.*

Considerations should be made for the participation of people with dementia, such as:

a) time of day for involvement in meetings;
b) pace of the meetings;
c) preparation documents available to the person with dementia prior to the meeting to allow the person time to prepare in a format that works for the individual;
d) transport issues; and
e) carer involvement, as needed.

NOTE 1 *For more information on how to involve people with dementia in stakeholder engagement, see Choosing a dementia-friendly meeting space (2013) [18] and Collecting the views of people with dementia (2013) [19].*

NOTE 2 *Involving the carer may enhance the participation of a person with dementia. Some carers assist the person to prepare ahead of time, provide transport, have unique perspectives on the situation and require dementia-friendly communities to support them in their caring role. Ensure the carer's schedule is also valued and appreciated in supporting the person with dementia to participate in the stakeholder group.*

People with dementia should be integral to the process of developing a dementia-friendly community as individual insights and experiences provide first-hand experience of the everyday challenges faced.

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Joy (person living with dementia)

My husband and I were passionate about helping our local town to set out on the journey to become a dementia-friendly community. Having spoken to a good number of people with dementia and their carers and families, we realized there were lots of areas that we could look at. The main issue that stood out for many people was that of the small shops in the town centre. So we set out to visit every shop in the town asking them if they would be interested in finding out more. We had a fantastic response. It goes without saying that it is essential to have people living with dementia involved at every stage of the awareness journey, as they are best positioned to be able to identify the needs. We found that a personal approach worked really well. Shop keepers were more likely to come on board if someone had taken the time to explain things and answer their questions. Yes, this is time consuming, but it pays off in the long run because you've built up relationships with the businesses.

We didn't have the literature that is presently available, so we printed our own. We were very careful to produce good quality leaflets as we felt this would enhance our awareness message. We gave the shops time to read the information booklet before going back to enquire if all their staff had been informed. This gave us the opportunity to invite them to join the local Dementia Action Alliance. Larger establishments were given letters outlining the Dementia Action Alliance's position.

This is only a small representation of how we did things. Would we do things differently were we embarking on this again? Yes, we would. We would do more local research. We would offer Dementia Friends' awareness sessions sooner in the process. We would investigate how to engage better with the larger shops. Examples being, the post office, the chemists, the dentists, and the superstores.

We were a bit naive in the early days, and our passion ruled over being practical. **Becoming a dementia-friendly community is a journey, just as living with the disease is.** I'm not sure if we will ever arrive as there will always be follow up visits and new areas to address. But living well with dementia is about enjoying the journey on the days you can.

4.3 Other key stakeholders

The stakeholder group should include representatives from the community and from the private, public and voluntary sectors.

***NOTE** See Clauses **6** to **13** for recommendations on types of stakeholder entities.*

Each stakeholder should consider the following benefits of their business or organization becoming dementia-friendly:

a) improving customer, client or citizen relations through increased knowledge about the needs of people with dementia and how to provide products or services that can help improve the experience of living in the community;

b) providing support for employees with dementia especially:

- employees who wish to remain in the workforce;
- employees who need help with a new work role adapted to their abilities;
- employees who may need assistance stopping work and corresponding with appropriate support and referrals.

***NOTE** For more information about issues for employees, see Tips for employers who want to be more dementia-friendly (2013) [20] and Creating a dementia-friendly workplace: A guide for employees (2015) [21].*

c) providing support to employees who may be caring for a person with dementia through policies and practices such as:

- flexible working arrangements;
- support and referrals to organizations that can assist the carer.

***NOTE** For more information on sample policies, see Supporting employees who are caring for someone with dementia [22].*

d) providing volunteer opportunities to enable people more flexibility and choice over their participation whilst contributing to meaningful activities.

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5 How to develop a dementia-friendly community

5.1 Stakeholder process

The process of developing a dementia-friendly community should include conducting stakeholder engagement and setting priorities for how a community can become dementia-friendly.

The following actions should be carried out for successful stakeholder engagement when developing a dementia-friendly community:

a) create a local structure or stakeholder group;

***NOTE** Stakeholders are the users of this PAS and include people with dementia, carers, community organizations, businesses, government and community citizens.*

b) include people with dementia as the primary contributors;

***NOTE** For more information on how to involve people with dementia in stakeholder engagement, see Choosing a dementia-friendly meeting space [18] and Collecting the views of people with dementia [19].*

c) include people with dementia and carers alongside other stakeholders from private, public and voluntary sectors;

d) identify a chair or rotating chair to keep the group on task and moving forward; and

e) define aims, objectives and timescales for the stakeholder group based on the feedback of people with dementia.

***NOTE** For further information see Building dementia-friendly communities: a priority for everyone (2013) [7]; Dementia-friendly Yorkshire: First Steps on the Journey (2014) [23] and Creating a Local Dementia Action Alliance: a guide to getting started (2015) [24].*

Yorkshire and Humber Dementia Action Alliance

From improving signage in public toilets to ensuring that front-line ambulance crew have a greater understanding of the communications difficulties often faced by people with dementia – the Dementia Action Alliance has begun to make Yorkshire & Humber a more dementia-friendly region.

Members from the private, public and voluntary sectors, from emergency services to high street retailers, acute hospitals to taxi operators, have made a significant commitment to change the way they respond to the needs of people with dementia.

Perhaps even more significant is the work undertaken by the regional alliance to encourage and support the development of Local Dementia Action Alliances in cities, towns and districts across the region.

Member organizations have also been responsible for an on-going programme of training. Between 30,000 and 40,000 people have already received comprehensive training to help them enable people with dementia to continue to contribute to family and community life. [9)]

5.2 Use of language [9)]

The stakeholder group should use positive language when engaged in discussions about people with dementia both within the stakeholder meetings and externally when promoting a dementia-friendly community.

[9)] www.dementiaaction.org.uk/local_alliances/1639_yorkshire_humber_dementia_action_alliance

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The stakeholder group should use and encourage others to use positive terms which include:

- always using the person's own name when referring to an individual noting preference on use of first or surname;
- a person or people living with dementia;
- a person or people with dementia;
- a person or people affected by dementia;
- as experienced by people with dementia.

The stakeholder group should not use and encourage others, including the media, not to use the following examples:

- the demented;
- victims;
- sufferers;
- the afflicted;
- dementia patients.

People living with dementia should be respected by using language that maintains personhood. [10)]

5.3 Geographical boundaries

The stakeholder group should determine its own geographic boundaries and investigate if nearby cities, towns or villages are already working towards the process of becoming dementia-friendly to coordinate possible efforts.

The stakeholder group should identify and include any individual stakeholders who may be part of a larger dementia-friendly business or organization and work with their national partners to involve them locally.

***NOTE** For example, a restaurant, retail or supermarket chain, a national bank or communications provider may be in the process of becoming a dementia-friendly organization. The local affiliates would make good members in the stakeholder group.*

5.4 Equal opportunity

***NOTE 1** Attention is drawn to the Equality Act (2010) [10] and protected characteristics for stakeholder groups looking to develop a dementia-friendly community.*

The stakeholder group should be formed and encourage inclusion of people with dementia in the community irrespective of the following characteristics:

- age;
- disability;
- race/ethnicity;
- religion or belief;
- sex;
- gender reassignment;
- sexual orientation;
- marriage and civil partnership.

The stakeholder group should recognize health inequalities are also associated with characteristics such as:

1) socio-economic status;
2) geography;
3) seldom heard/vulnerable groups;
4) mental health;
5) long-term or acute medical conditions.

The stakeholder group should pay particular attention to local diverse populations affected by dementia, such as black, Asian and minority ethnic (BAME); lesbian, gay, bisexual, transgender (LGBT) and other populations that may traditionally be more likely to be excluded from support and service. The stakeholder group should have representation from these populations. The stakeholder group should seek to consider and respond to the specific need of these populations.

When becoming a dementia-friendly community that is inclusive of such populations, the stakeholder group should consider the following factors:

a) avoid making well-meaning assumptions about any specific cultural, ethnic or identity group;
b) understand that there may be differences in the stigma, discrimination and language regarding dementia and the care and support of people with dementia;
c) involve representatives of minority communities in all co-production and monitoring activities of developing a dementia-friendly community;
d) educate all people within a community, regardless of race, culture, identity or religion about locally available support including health and social care;
e) promote the use of culturally appropriate awareness materials, assessment tools and information about dementia.

[10)] For more information on language see http://dementiavoices.org.uk/wp-content/uploads/2015/03/DEEP-Guide-Language.pdf.

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NOTE 2 For more information on BAME populations, see Black and minority ethnic communities and dementia: Where are we now? (2013) [25] and Dementia Does Not Discriminate the experience of people with dementia from black, Asian and minority ethnic communities (2013) [26].

Connecting Communities Project

The Connecting Communities Project is a three year pilot project, run by Alzheimer's Society, working across 8 London boroughs to raise awareness of dementia for black, Asian and minority ethnic groups (BAME). The original targets included enabling 1,950 people from BAME communities to receive accessible information about dementia; know how to and appreciate the benefits of getting a diagnosis and be able to access local services. Within the first 16 months the programme reached well over 4,000 people showing that there is a clear appetite for people to learn more about this condition and engage with learning more about dementia. The project team works closely with many local leaders from diverse communities to ensure information about dementia, reducing risk and how to get a diagnosis is conveyed in a meaningful way. As the project develops the learning will be shared both to enhance the Alzheimer's Society's approach to dementia and BAME groups as well as externally through a variety of media. [11)]

5.5 Environment and design

All aspects of the environment including internal and external spaces, both built and natural, contribute to the physical context of a dementia-friendly community. Well-designed environments have the power to stimulate, refresh, remind and give pleasure to people with dementia and other disabilities. The stakeholder group should identify and build on their local assets and resources that can help people with dementia live a better quality of life.

NOTE 1 Local assets can include natural resources such as water sources, woods, or moors or built environments such as cathedrals, museums, libraries and parks.

The stakeholder group should pay particular attention to those spaces that contribute to the risk of:

- falls;
- confusion or disorientation;
- getting into difficulties;
- embarrassment;
- any consequential stress responses that arise;
- inhibiting independence.

NOTE 2 Attention is drawn to the Equality Act 2010 [10].

NOTE 3 See BS 8300, BS 9266 and BIP 2228.

The stakeholder group should demonstrate understanding of the physical, sensory and neurological challenges experienced by people with dementia, by looking at ways to solve specific problems encountered with the following activities:

a) travelling from one space or place to another;
b) finding the way to and around familiar and unfamiliar locations;
c) participating in every day tasks such as shopping, parking, or posting a letter.

The stakeholder group should ensure that environments are accessible and adaptable for people with physical and sensory needs, as well as being aware of how the sensory environment can affect people with dementia.

Public places and spaces should accommodate people with dementia and their carers.

Public places and spaces should be:

a) easily accessible and approachable;
b) navigated easily externally and internally.

Public places and spaces should have:

1) wide pathways/corridors and even surfaces without confusing patterns or reflections;
2) positive sights, sounds and smells without causing sensory stress or confusion;
3) available seating, shade and shelter from the weather;
4) available and accessible activities; and
5) available and accessible receptions, toilets, restaurants, entertainment spaces, and workplaces.

NOTE For more information on designing public places and spaces see Designing Outdoor Spaces for People with Dementia (2012) [27]; Landscape Design for Dementia Care (2013) [28]; and the Dementia Green Care Handbook of Therapeutic Design and Practice (2013) [29].

[11)] www.alzheimers.org.uk/connectingcommunities

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The stakeholder group should encourage organizations to include people with dementia into their disability access policies.

NOTE 4 Good design and understanding from a facilities management perspective can help prevent and reduce challenges for people with dementia and those that support them.

Environment and design

Mina

Mina loves to shop, but her dementia symptoms make her feel overwhelmed in crowded spaces and sometimes she is unable to find her way around a store. One time she got lost while trying to locate the toilet and was unable to remember how to get back to the ladies department.

Possible design improvements may include for example, the widening of aisles, places to sit down and rest, colour coding and easy to read signage that is located at lower eyesight lines and uses images rather than words to make it easier to find the toilets and other departments within a store.

Joseph

Joseph has dementia and experiences perception issues, as well as confusion about everyday objects, for example, Joseph finds it hard to see a white toilet when it blends into a white wall and a white floor, which means that sometimes Joseph urinates outside of the toilet. Joseph may also use planters as a receptacle for urinating as an alternative to using a toilet.

Possible design improvements may include, for example, using different coloured tiles to differentiate the floor and the wall from the toilet, making sure there is colour contrast between the toilet seat, handrails and sanitary ware, better signage and directions to the toilet.

Sally

Sally has dementia and sometimes experiences hallucinations. One time, while in hospital, she thought a standing lamp in the corner of her room was a person staring at her and she was frightened. When the nurse came in, the solution was to medicate Sally unnecessarily.

Possible environment improvements may include identifying possible causes for Sally's hallucinations and removing the cause. Do not assume there isn't a reason for it and blame the dementia automatically. Increased medications may cause Sally to experience unwelcome side-effects and reduce her autonomy and dignity.

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6 Areas for action: Arts, culture, leisure and recreation

6.1 Process

The stakeholder group should ensure the identification, development and maintenance of meaningful activities specifically designed for individuals and groups of people with dementia and how other activities can be adapted for the enjoyment of people with dementia.

NOTE 1 *Activities may be offered in formal or informal ways through private, public, voluntary, civic, or charity organizations, faith communities, schools, libraries, parks, museums, etc.*

These meaningful activities should promote:

a) people's sense of worth, being a valued member of society, and maintaining their identity;

   NOTE *Meaningful activity does not mean a supervisory service where people are contained and looked after.*

b) inclusion and participation by people with dementia in the general community with and without their carers;

c) appropriate adaptations for people with dementia regardless of symptom severity;

d) opportunities for carers to socialize with and without the person with dementia;

e) education, counseling and support to people with dementia, carers and the general public.

NOTE 2 *For more information and ideas on offering services and programmes for people with dementia, see the following: Dementia Green Care Handbook of Therapeutic Design and Practice [29]; Developing Support Groups for People with Early Stage Alzheimer's Disease (1995) [30]; A Guide to Setting Up a Memory Café (2011) [31]; The MoMA Alzheimer's Project: Making Art Accessible to People with Dementia - A Guide for Museums [32]; Reawakening the Mind: Arts interventions to re-energise and inspire people in the early stages of dementia and their carers (2013) [33].*

6.2 People

Staff working in arts, culture, leisure and recreation services such as leisure centres, libraries, adult education, and contact centres should be aware of the range of services and provide information about what help is available and how to access it.

Staff leading group activities such as museum, gallery, leisure or recreation staff should have specific skills in their delivery area to support people with dementia in enjoying meaningful activities.

Staff leading group activities should be able to adapt activities to the specific and individual needs of people with dementia, as necessary.

NOTE 1 *People that run social programmes for people with dementia may locate awareness or training through contacting their local dementia or ageing organization.*

NOTE 2 *Several universities also offer qualifications specific to dementia studies.*

NOTE 3 *Educational workshops may be helpful to train sports and leisure employees to be more dementia-friendly. Services can be easily adapted and sports clubs such as bowls, tennis, swimming, golf and cricket can be inclusive of people with dementia to help people maintain an active lifestyle.*

6.3 Place

Libraries, museums, theatres, music and dance halls may provide opportunities for people with dementia who have either never visited before or lost the confidence to visit them. They offer ideas, support and culture in a local venue. They are typically welcoming places with supportive staff and can incorporate dementia programmes into disability programmes.

Arts, cultural education, peer support groups, art therapy and appreciation, and reminiscence and recreation may be offered.

Venues should, wherever reasonably possible, remove or reduce physical, sensory, or attitudinal barriers so that all aspects of spaces, and activities are as accessible as possible for all visitors.

Physical settings for activities should be consistent with **5.5**.

Considerations should be made for adaptations to the space to help aid in the accessibility of meaningful activities.

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The Mede and Seaward House: Respite and holiday care for people with dementia

The Mede and Seaward House is a holiday home for people with dementia and their carers to enjoy time together. Activities such as cognitive stimulation therapy, yoga, gardening and art therapy are delivered to both people with dementia and their carers. The programme is facilitated through volunteers, support staff and partnerships with other providers.

If carers have a holiday with support in place they feel more able to cope with their loved ones at home. The Mede and Seaward House is a unique dementia-friendly business with good feedback and repeat bookings which aims to grow both locally and regionally. [12)]

House of Memories: A museum initiative

House of Memories was created by National Museums Liverpool in 2012, as dementia awareness training for health, social care and housing providers. The aim was to introduce the care sector to new skills and memory activities that promote the need for compassion, respect and dignity in care – to achieve better health and wellbeing, and support for people living with dementia, their carers and families. To date, the programme has trained more than 4,500 participants in Liverpool, Bury, Salford, Sunderland, Newcastle, Nottingham, Leicester and Birmingham.

The success of the programme encouraged National Museums Liverpool to develop new initiatives including a digital app developed by people living with dementia as a memory resource; an intergenerational programme for children and grandparents; regular drop-in events for older museum visitors; and a free loan service designed to encourage people living with dementia to talk about objects, memorabilia and photographs relating to their past. [13)]

Sporting Memories

Sporting Memories Network has created city and county-wide partnerships to embed inclusive, accessible, community-based projects that tap into the passion of sport to promote physical and mental wellbeing of people living with dementia. Sporting memories activities take place in care homes, day centres, libraries, museums, sports clubs, sports stadiums and pubs. [14)]

Participants are encouraged to record their sporting histories and their memories can be shared with fans across the UK, helping to trigger more memories in groups across the country.

The network has worked with high profile Premiership, Football League, Rugby and Cricket clubs to stage intergenerational 'memories games' to raise awareness of dementia and to encourage fans living with dementia to continue being engaged with their favourite clubs. Each club's match-day programme has featured information about dementia and Dementia Friends, reaching thousands of ordinary sports fans of all ages, with the games attracting high levels of media coverage.

[12)] www.themede.org/

[13)] www.liverpoolmuseums.org.uk/learning/projects/house-of-memories

[14)] www.sportingmemories.org

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7 Businesses and shops

7.1 Process

Business and shop owners should consider how working towards becoming dementia-friendly might help improve the reputation and social responsibility of the business, increase and maintain the employee and customer base, and produce cost savings by understanding employee and customer needs.

NOTE 1 *From an economic perspective the cost of dementia to the UK economy is over £26bn.* [15)]

Business and shop owners should not discriminate against people because of race, ethnicity, religion, gender, sexual orientation or disability. Dementia is a disability that affects a person's cognitive abilities, but not their rights to participate in society.

NOTE 2 *Attention is drawn the Equality Act (2010) [10] for businesses and shop owners for understanding obligations under this Act.*

7.2 People

Business and shop owners should provide appropriate awareness and education to customer-facing staff.

This should include:

a) information about how dementia affects people;

   NOTE *Symptoms include memory loss, communication problems, difficulties with thinking things through and planning, confusion about time or place, sight and vision problems, unusual behaviour or responses or restlessness or disorientation.*

b) advice on customer service skills including offering understanding and reassurance, communicating clearly and being aware of the environment;

c) advice on how to help people with dementia with practical support;

d) tips and suggestions to deal with a difficult situation.

NOTE 1 *It is not possible to identify people with dementia because of any physical characteristics. A person might look lost or confused or perhaps act inappropriately, such as straightening items on shelves. It is important attention is not drawn to the person's condition, but additional help and assistance is offered, as needed. It is important that dementia-friendly employees show patience, kindness, willingness to help, and being non-judgmental and understanding. This is good customer service practice and may be included in induction training.*

NOTE 2 *For more information on specific skills, see How to help people with dementia: A guide for customer-facing staff (2014) [34].*

NOTE 3 *For the banking industry, see Dementia-friendly financial services: A charter for improving the customer experience of people living with dementia when dealing with financial service organisations (2014) [35].*

NOTE 4 *For the general inclusion of businesses becoming dementia-friendly, see Dementia Action Alliance's Guidance for businesses (2013) [36].*

7.3 Place

Physical settings for activities should be consistent with **5.5**.

Considerations should be made for adaptations to the space to help aid in the accessibility and independence of people with dementia.

BT

BT is a supporter of dementia-friendly communities. Its 74,000 employees have the opportunity to register and become Dementia Friends through Alzheimer's Society.

Inclusive Design is embedded at the forefront of all products, processes and services – actively involving people with disabilities within the development stages (e.g. the nuisance calls' phone that enables vulnerable customers block up to 100% of nuisance calls).

BT sought insight into helping customers with dementia and their carers, and introduced a Power of Attorney (PoA) process making it easier to register a PoA and deal with BT on behalf of someone else.

Through a Carers Network, BT actively supports employees by removing any stigma around caring responsibilities, encouraging employees to tap into a wealth of resource and subject matter expertise available, and, at a practical level, supporting flexible working.

[15)] More information can be found on the economic costs of dementia at www.cebr.com/reports/the-rising-costs-of-dementia.

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8 Children, young people and students

8.1 Process

To create a 'dementia-friendly generation', schools, colleges, universities and youth groups should be encouraged to include dementia awareness in the classroom, lecture hall or through relevant activities.

Schools and colleges should encourage teachers to include dementia within the curriculum, particularly within Personal, Social, Health, and Economic education (PHSE) and citizenship subject areas.

Developers of dementia-friendly curriculums should consider the following components:

a) good public health messages around the prevention of dementia, such as good nutrition, exercise and brain health;

b) information about caring for someone with dementia such as a grandparent, parent or other relative;

c) meeting a person with dementia to help dispel myths, and promote living a fulfilled life with dementia;

d) undertake activities with the older generation, such as creating memory boxes, to improve intergenerational relationships and understanding;

e) an understanding of how young people can be involved in their community and support people with dementia to live well in a community.

NOTE *Alzheimer's Society have a number of resources for teachers and can provide support and guidance for anyone wishing to engage young people with dementia.* [16] *See also Dementia information for children, teenagers and young adults (2015) [37].*

8.2 People

Young people should be encouraged to get involved in supporting people with dementia, through interactions with people with dementia in youth groups, school programmes, volunteering, and intergenerational projects.

8.3 Place

Young people should be aware of how the environment affects people with dementia and compensate by having conversations with people with dementia in quiet places with few distractions and minimizing chaotic environments.

Primary Schools

Bernard Gilpin Primary School

As one of the pioneer schools in the Prime Minister's Challenge on Dementia, Bernard Gilpin Primary School teaches children to learn about the brain, dementia and its effects. People living with dementia have given talks at the school about how they cope with the disease and how the children can support them to live well. Year 5 held a parliamentary style debate about Dementia-Friendly Communities, chaired by the local MP and televised by ITV Tyne Tees. The school has opened "The Living Room – a place to enjoy spending time with others", an accessible area of the school for the community activities which include: Singing for the Brain, dementia café, dance and an intergenerational choir where children and people with dementia sing together. The primary school has more plans for intergenerational learning in other curriculum areas designed to enhance their dementia-friendly community. [17]

Dixons Allerton Academy

A small group of students was initially interested in volunteering at a local care home. Wonderful intergenerational relationships blossomed between the students and residents. Together they worked on art activities and memory place mats. A set of memory place mats were designed and professionally made for *Meri Yaadain* (Asian Dementia support) which has led to the Academy to consider starting a social enterprise to make memory mats available to others.

The students educate the whole school about dementia including the creation of a short film and animations aimed at young people. School houses will begin new programmes such as running a pop-up memory café and inviting the elderly into their school to allow more students to experience special intergenerational relationships.[18]

[16] See www.alzheimers.org.uk/youngpeople

[17] www.bernardgilpin.com

[18] www.dixonsaa.com/

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Higher Education

Stoke Damerel Community College

As a pioneer school for the Prime Minister's Challenge on Dementia, Stoke Damerel Community College took a unique approach to dementia education, placing it across the curriculum into as many subjects as possible, endeavouring to work in partnership with the community and local and national organizations. There has been an emphasis placed on creative processes and outcomes, intergenerational contact and active learning. Subject leaders have been actively engaged in determining the shape of dementia education in their own subjects. The programme has resulted in raising awareness and understanding of dementia among both students and staff, and in engaging students in the curriculum, offering them new experiences and leadership opportunities. The programme has potential for replication and growth such as partnering with local primary schools to develop dementia education for younger students.[19)]

Salford Institute for Dementia at University of Salford

Salford Institute for Dementia aims to improve the lives of people with dementia through the creation, development and dissemination of knowledge about living well with dementia. This includes enhancing understanding of the role of the built environment, technology and the performing arts by engaging directly with people affected by dementia in the definition of its priorities, design of its projects, dissemination and implementation strategies; working with colleagues across the University towards ensuring that dementia is included in undergraduate and postgraduate degree curricula across the university, as appropriate; and through relationships with partners in the public, private and third sectors.

Engagement with people with dementia is a core feature of the Institute's work, through regular participation in the Institute's meetings and in specific projects. The Institute plays a central role in the Salford Dementia Action Alliance, of which a university Pro Vice Chancellor is the Chair. The Institute leads the university's work to become a dementia-friendly university, including encouraging staff and students to become Dementia Friends and Dementia Friends Champions and ensuring that support is in place for staff and students affected by dementia. [20)]

[19)] www.sdcc.net/

[20)] www.salford.ac.uk/salford-institute-for-dementia

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9 Community, voluntary, faith groups and organizations

9.1 Process

Community, voluntary, faith groups and organizations should consider ways of demonstrating:

- putting the person first (and the dementia second), recognizing the personhood, rights and citizenship of people first and foremost;
- recognition of the person's source of identity (e.g. place, culture, history and community);
- the meaningful involvement of people with dementia in the governance, management and key decision-making processes of the organization, where people with other health conditions and disabilities are involved in these activities.

Community, voluntary, faith groups and organizations should consider providing services such as volunteer visitors, drivers, respite, and peer support programmes and dementia cafes for people with dementia and their carers.

NOTE 1 *The purpose of self-help groups or peer groups is for either people with dementia or carers, or both together, to meet with, share and support one another. Groups exist throughout England. Groups may meet weekly, biweekly or monthly; the important factor being routine and consistency. Groups are typically facilitated by a paid individual who works for a local social care organization.*

An average number of participants in a self-help or peer group is between 8-15. For groups with people with dementia, sometimes smaller numbers are better so everyone gets a chance to participate. The group's aims can be developed within the group and may focus on advice and support for each other about how to cope with dementia or group action to support greater awareness in the community.

NOTE 2 *A dementia café is a community setting where people with dementia and carers can come together socially. It is different than a peer group or self-help group as its primary goal may not be to discuss dementia, but rather to encourage social interaction and provide stimulating activities. Groups meet weekly or monthly in community-based settings such as churches or leisure centres. A social and welcoming atmosphere usually involves coffee and cake and encourages people meeting each other and activities such as arts, singing, reminiscence, and quizzes can keep the group engaged and interacting. The purpose is for people with dementia and carers not to be isolated at home alone and enjoy each other's company.*

Cafes are run by a number of different sources including Alzheimer's Society, other charities, local health and social care organizations and local councils. Additional staff and volunteers are useful depending on the size of the group. In many groups, both carers and people with dementia take on voluntary roles to greet others, and plan activities. Specialized groups can be created for people with younger onset dementia. More information can be found in A Guide to Setting Up a Memory Café (2011) [31].

Community, voluntary, faith groups and organizations should consider ways in which they can use their influence in communities to support and encourage other organizations to become more dementia-friendly through community forums, inter-faith groups, work with schools, etc.

9.2 People

Community, voluntary, and faith organizations should consider raising awareness about dementia among their staff, users, volunteers, congregations and members, with a focus on the active inclusion and participation of people with dementia;

a) as active citizens and members of their community and the organizations they participate in;

b) to make decisions as much as possible about their own lives, and to be given the appropriate support wherever necessary to make their own choices.

NOTE *Attention is drawn to the Mental Capacity Act (2005) [9].*

9.3 Place

Community, voluntary, faith groups and organizations should consider ways that the physical environment of the buildings and facilities that their activities take place in are as accessible as possible for people with dementia (see **5.5**).

Community, voluntary and faith organizations should consider having policies and practices that are inclusive of people with dementia and their carers, such as:

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a) reaching out to welcome people with dementia and their carers in all activities;
b) activities that are sensitive to the needs of people with dementia, such as participation without the over-stimulation of crowds, or other alternative opportunities where appropriate, that allow people with dementia to participate in a quieter environment;
c) home visits to people with dementia, where appropriate, so activities can be maintained;
d) the recognition of carer stress so that help and support can be provided;
e) referrals for supportive services.

Dementia Cafés

Sheffield Central Dementia Café

The Sheffield Central Dementia Café, run by Alzheimer's Society, has been running for 9 years. It takes place monthly on Fridays, 10am – 12:30pm, in the upstairs hall of a local church in Sheffield city centre which is accessible by a lift where a number of large tables are set out around the hall. There are generally four members of staff including a dementia support manager along with three dementia support workers, one of whom is responsible for organising the Dementia Café. In addition, there are a number of both regular and casual volunteers. Volunteers are briefed by staff at the start of the session.

The average number of service users attending the Café is 64, with a high of 130 at one point (during Dementia Awareness Week) and a low of 18 because of heavy snow. The Sheffield Central Dementia Café had previously had an even greater number of service users than this but four smaller community cafés were set up in the area demonstrating the need and popularity of these types of programmes.

Swaffham Dementia Café

The Swaffham Dementia Café takes place monthly on Wednesdays, 10am – 12pm at a location in the town centre. An average of 26 service-users attend the Swaffham Dementia Café, with an average ratio of 12 people with dementia to 14 carers.

Service users sit around one large table that runs the length of the room, on which activities such as quizzes, word searches and reminiscence books are laid out. This layout is based on feedback from service users about activities they would like at the Dementia Café.

The first half an hour is spent welcoming and talking to service users. Staff and volunteers make efforts to help service users get to know each other. A member of staff then gives a talk which includes notices for that week and upcoming activities in the local area. Service users are also encouraged to provide suggestions to staff at any time about how they would like the Dementia Café to be run, before handing over to an external speaker. Activities sometimes take place at the Swaffham Dementia Café, such as gardening or crafts. Staff explained that they would like to run more activities at the Café sessions, such as music or singing, but are constrained by lack of funding.[21)]

Lost Chord

Lost Chord is an innovative charity that brings music into dementia cafés. Music gives people with dementia a vehicle through which they can continue to communicate. The evidence of the power of music in unlocking memories is striking and undeniable. People with dementia can experience a sense of achievement. Especially with hard to reach individuals, music seems to reach into their very souls unlocking the door behind which a frightened, intimidated and humiliated person hides from the world. Through music, song and dance, carers often find the person they once knew and thought they had lost. [22)]

[21)] These examples were adapted with permission from Dementia Café evaluation report Alzheimer's Society internal report, January 2014.
[22)] www.lost-chord.org.uk

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Faith-based Services

Dementia-Friendly Gurudwaras

The Dementia-Friendly Gurudwaras Project is a local initiative in Bradford spear-headed by Sikh healthcare professionals. The project is focused on establishing the baseline understanding of dementia within the Sikh Community in Bradford through surveys and questionnaires, tackling the stigma and the lack of knowledge about dementia and its implications through the use of tailored workshops, courses, lectures and physical and virtual information portals both in English and Punjabi; modifying the environment at the Gurudwara to make it easier for people with dementia to interact and liaise with other organizations and dementia groups to share ideas and learn from each other while reassessing the impact of the project to guide future interventions. [23)]

Kendal Parish Church

Kendal Parish Church seeks to promote the inclusion of people with dementia and their carers in all aspects of parish life, for example by encouraging attendance at services by those able to attend and offering a ministry, including Holy Communion, to those now resident in care homes. A number of members of the congregation are Dementia Friends, and one is a Dementia Friends Champion. The Church is active in support of the Kendal Dementia Action Alliance, and is closely involved in discussion of ways in which the Churches in Cumbria more generally may become dementia-friendly. [24)]

Dementia Support South Lincolnshire

Dementia Support South Lincolnshire, supports around 200 families in south Lincolnshire through one-to-one advice, information, and emotional support from a memory health care worker. Peer support is provided at monthly meetings where members can share experiences or take part in an activity. A monthly pub lunch is facilitated for a group of younger people with dementia.

A fortnightly day club, Square Hole Club, occurs for younger members or those in the early stages of the illness. The name came from a member who was frustrated that day care services were not geared towards younger people. '*I feel like a square peg being forced into round hole*' he said. [25)]

[23)] http://dementiafriendlygurudwaras.com/

[24)] www.kendalparishchurch.co.uk

[25)] http://dementiasupportsouthlincs.co.uk/

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10 Emergency services

10.1 Process

When new customer-related policies and processes are created, consideration should be given to how people with dementia might be affected by those, as part of the equality impact assessment process.

Processes should be in place to support staff who develop dementia and those who care for someone with dementia.

Provisions for routine safety visits by emergency services should be encouraged and may help spot signs of dementia.

Preparation and planning for the safety of people with dementia should be made before disasters such as flooding, major power outages, severe heat or cold or other national disasters.

***NOTE** Attention is also drawn to the Equality Act (2010) [10].*

10.2 People

Emergency services staff should receive familiarization and training to a level appropriate to their role, in order to ensure:

a) appropriate communication with people with dementia and their family carer;

b) understanding of any risks which they may be able to reduce or remove in conjunction with the individual, specific to their area of expertise for example, fire risk.

***NOTE 1** In England, there is an appointed dementia representative in each police force.*

***NOTE 2** For more information see the Chief Fire Officers Association Dementia Pledge (2012) [38].*[26)]

***NOTE 3** If each of these agencies is not already educated about dementia, they may work with the local Alzheimer's Society or ageing organization to obtain dementia awareness.*

Health and social care staff should be trained to recognize that people with dementia may be at risk of fire if they have difficulties with cooking, short term memory, or dexterity (in relation to smoking, lighters for cigarettes or cookers).

Staff should be made aware to contact their emergency services for free advice if they identify such concerns.

10.3 Place

Facilities open to the public should be considered for accessibility, which would include how the design might impact upon people with dementia (see **5.5**).

Lily

Lily was 98 and had been diagnosed with dementia. She needed a high level of care but found it hard to settle in her care placements so had been allowed to return home to the flat she had lived in for 40 years. The decision to allow Lilly to live at home was based on an assessment of her care needs but this did not include consideration of fire risk. The care package put in place by Lily's local authority to support her move home was supplemented by a night time carer paid for by her family. Lily had a very unsettled first night back in her home becoming confused and disoriented shortly after her family left in the early evening. She made a number of attempts to leave her flat and tampered with the controls on her cooker which prompted her carer to disconnect it from the power supply. Twelve minutes after Lily's carer left in the morning after her first night at home, the Brigade were called to a fire at Lily's flat.

Greater Manchester Fire & Rescue Service (GMFRS): Salford Borough HQ

Salford/Trafford Community Safety Team has devised partnership agreements with AGE UK, Alzheimer's Society, Adult Social Care, City West Housing, Salix Housing and Salford Royal Foundation Trust. By working closely with the above agencies reciprocal training occurs in that each agency is trained in fire safety and fire staff have training on dementia awareness. This ensures that when fire staff visit people with dementia they understand and relate to that person better. All the above agencies refer people with dementia to the fire service for a person-centred home safety check which gives the client and carer bespoke advice on how to reduce their risk of fire, escape routes and the installation of ten year smoke alarms in their properties. There is little doubt this initiative improves the life of people with dementia and certainly reduces their fear of fire.[27)]

[26)] www.cfoa.org.uk/14241

[27)] www.manchesterfire.gov.uk/my_area/salford.aspx

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11 Health and social care

__NOTE__ For more information see, Dementia-friendly health and social care environments (2015) [39]. [28)]

11.1 Process

Health and social care services should provide quality care and support for people with dementia. This includes:

a) ensuring timely diagnosis of dementia;

   __NOTE__ For more information see, Benefits of a timely diagnosis: A report for consideration in primary care (2014) [40].

b) signposting people with dementia and their carers to appropriate and available post-diagnosis support, including personalized information to help them understand and manage their condition;

c) ensuring that care in all settings, whether at home, in care homes or in hospital, is sensitive to the needs of people with dementia, such as the need for support with personal care, nutrition or at mealtimes;

d) co-ordinated end of life care;

e) seamless, integrated care with health, social care, supported housing providers, police, fire and rescue, where appropriate;

f) ensuring overall clinical leadership on dementia.

11.2 People

Leaders within health and social care services should ensure the following:

a) all health and social care staff, including but not limited to, general practitioners and medical specialists, nurses, care workers, qualified professionals and support staff have training in dementia care, with more appropriate further training for staff working directly with people with dementia;

__NOTE 1__ The Common core principles for supporting people with dementia (2011) [41], produced jointly by Skills for Care and Skills for Health, can be used to support workforce development for staff working with people with dementia in any health or social care setting.

__NOTE 2__ For example, specialist training may include delirium as 25% of hospital beds are used by patients with dementia; 20% of hospital admissions include delirium as a primary presenting symptom; 20% will develop delirium after admission; Delirium and dementia are not the same and delirium needs to be recognized and treated by clinicians as a separate and distinct condition. See Delirium and dementia (2013) [42].

b) all health and social care staff provide support to families and carers of people with dementia;

c) all health and social care staff liaise with appropriate sectors such as fire and police, supported housing and residential providers and other businesses, voluntary and community-based organizations, where applicable.

11.3 Place

Leaders within health and social care services should consider how the physical environment (see **5.5**) can be made more dementia-friendly.

__NOTE 1__ For more information regarding design in care environments, see the *King's Fund dementia-friendly design documents: Developing Supportive Design for People with Dementia. The Enhancing the Healing Environment (EHE) Programme and accompanying Assessment Tool Bibliography (2009-2012) [43]; EHE environmental assessment tools are available as follows:*

- *Is your ward dementia friendly?*
- *Is your hospital dementia friendly?*
- *Is your care home dementia friendly?*
- *Is your health centre dementia friendly?*

See also, Developing supportive design for people with dementia: Overarching design principles [44]; and the Alzheimer's Society Guide to the Dementia Care Environment (2010) [45].

__NOTE 2__ Attention is drawn to the NICE Clinical Guidance #42 [46]; House of Commons Committee of Public Accounts: Improving Services and Support for People with Dementia, (2008) [47]. The care of people with dementia in acute hospital settings. Evidence-based practice, innovation, collaboration: a resource pack for staff (2012) [48].

__NOTE 3__ Also see the following documents for more information on hospital design: Enabling Independence - Living well with dementia (2013) [49]; The right care: creating dementia-friendly hospitals (2015) [50] and The role of lighting in promoting well-being and recovery within healthcare (2010) [51].

__NOTE 4__ See www.dementiaaction.org.uk/dkit for an example of how hospital workers can know and understand a person with dementia. Care homes can sign

[28)] www.gov.uk/government/publications/dementia-friendly-health-and-social-care-environments-hbn-08-02

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up to the Dementia Care and Support Compact www.dementiaaction.org.uk/dementiacompact and hospitals can sign up to the Dementia-Friendly Hospital Charter.

Royal Free – My Discharge project

Royal Free London NHS Foundation Trust applied to the Health Foundation for financial support in implementing a specialist discharge service for patients with dementia who are admitted to the Royal Free.

The project offered:

- A bespoke, personalized service working in partnership with patients, carers and the community;
- Signposting patients and carers to national and local services;
- Co-ordination and development of a community based infrastructure to ensure long-term support;
- Flexible follow up and management post discharge to support the transfer of care;
- 1:1 training and support to carers and family on the patients' care needs.

It is developed in partnership with the patient, the carer and the multidisciplinary hospital team in order to improve the quality of discharge planning for patients admitted from their own home.

One hundred patients with dementia were seen in the first 9 months. All came from their own homes and were keen to return home, however faced challenges due to the complexity of their dementia and concerns of family and community services.

The impact of the project can be seen through significant outcomes such as:

- Reduced length of stay by 2.6 days;
- 26% reduction in re-attendances to A&E;
- 85% patients supported to return home directly from hospital;
- 34% of the 100 patients were at risk of permanent placement and were instead supported home;
- 100% of carers acknowledged the effectiveness of the personalized approach;
- Cost saving estimated at £48,708.40. [29)]

St Catherine's Hospice

St Catherine's Hospice is a charitably-funded organization which is also commissioned by the NHS and provides specialist palliative care and end of life care to people with life limiting conditions in West Sussex and East Surrey. St Catherine's also provides end of life education services. Historically, most people who were referred had a cancerous condition. More recently, people with multiple co-morbidities (which increasingly includes dementia) have also been accessing services. Patients may also be cared for by loved ones who themselves have dementia.

Through experience of caring for these groups, St. Catherine's recognized the need to enhance their knowledge and understanding of dementia at end of life in order to improve the quality of the end of life care. A specialist training course was developed to prepare staff and others to provide end of life care for people with dementia. A 5 day course is available. As well as helping to educate their own staff, St. Catherine's targeted the course at care home staff because national data suggests that 75%+ of people in care homes have dementia and only 8% of people with dementia die at home. This data confirmed that more was needed to ensure that local people with dementia had real choices when considering end of life care.

St. Catherine's also contributes to other initiatives such as Surrey Dementia Local Implementation Group, the development of the West Sussex County Council Dementia Strategy and the development of the Sussex Integrated Dementia Care and End of Life Pathway. Expanding their participation in other initiatives helps to provide people with equality of access to appropriate care throughout an illness including at end of life. [30)]

[29)] www.health.org.uk/areas-of-work/programmes/shine-twelve/related-projects/royal-free-london-nhs-foundation-trust

[30)] www.stch.org.uk/default.asp

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12 Housing

12.1 Process

Housing can include private owned or rented homes, mainstream social housing (council or housing association managed), specialist or supported housing such as extra care housing and care homes with the overall aim to enable an individual with dementia to have independent, inclusive and non-discriminatory housing. The following housing provisions should be considered:

a) adaptations, built environment and design (see **5.5**);
b) assistive technologies, including telecare;
c) access to outdoor spaces (see **5.5**);
d) support of family and paid carers in private homes;
e) training of all staff in the housing sector appropriate to the settings in which they work and their roles;
f) maintenance of tenancy if a person with dementia is temporarily admitted to care.

12.2 People

Housing provision for people with dementia should recognize that these individuals may need living environments which support their independence and emotional well-being, their community and family ties, and which reduce safety risks.

Housing officers, scheme managers and support workers should support people with dementia and their carers to live well and where appropriate, in coordination with health and social care providers, and police, fire and rescue officers.

12.3 Place

Considerations should be made for adaptations and tools that might assist in maintaining independence, emotional well-being, connection to others and safety such as:

a) assistive devices and technology;

   NOTE *For example, telecare, walking sticks and frames, GPS, oven and hob safety switches.*

b) spaces that accommodate accessibility and social needs;
c) ensuring sprinkler, smoke and carbon monoxide alarms are in working order.

NOTE 1 *Local fire and rescue service may be contacted for free advice.*

NOTE 2 *For more information see, Improving the Design of Housing to Assist People with Dementia (2013) [52]; Enabling Independence – Living well with dementia (2013) [49]; Assistive technology as a means of supporting people with dementia: A Review (2012) [53] and Dementia-friendly technology charter (2014) [54].* [31)]

NOTE 3 *See http://asksara.dlf.org.uk/ for use of technologies to assist daily independence.*

NOTE 4 *For more information see, Making a Start: Dementia – Skilling the General Needs Housing Workforce (2014) [55], Dementia: Finding Housing Solutions [56] and Housing Call to Action (2015) [57].*

[31)] See www.alzheimers.org.uk/technologycharter

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Rose's story: Assistive devices and technology provide help at home [32)]

Rose has dementia and at times her recall is very poor. She recently moved into a new flat in an extra care building in Hull, which she loves. During the day staff are around to support Rose in her new surroundings. But during the night the building is not staffed, which has led to a few issues. Rose has woken up during the night and become disorientated. This has led to her to walking down corridors, sometimes knocking on the doors of neighbours, and one time she left the building.

Rose agrees to have a bed sensor and door sensor fitted in her flat. Because she doesn't have any close family members, an arrangement is set up with Hull City Council that it's out of hours care team will respond to any alerts triggered by the sensors.

The sensor on the door sends an alert to the out of hours' team if Rose leaves her flat between 10pm and 7am and doesn't return within five minutes. In addition, within the same hours, if Rose leaves her bed and doesn't return within 15 minutes, an alert is also sent, which may indicate a fall.

So far, the out of hours team has been called out seven times in four months. This has provided reassurance to Rose and prevented her from disturbing other residents or leaving her building at unsocial hours. If this solution had not been implemented, there was a real possibility that Rose would have been placed into 24-hour care.

Beeches Manor Wokingham: Dementia housing with care

In 2009 Wokingham Borough Council proposed the flagship in their strategy for housing for older people and put out a tender for a dementia housing development. The strategy was a direct response to the government publications: Lifetime Homes, Lifetime Neighbourhoods and a National Strategy for Housing in an Ageing Society [33)]. The latter of which had the objective of creating choice for older people currently restricted to the options of traditional sheltered housing or nursing or residential institutions. This need is further reinforced in 'Living Well with Dementia, a National Dementia Strategy' [34)], which highlights the need for early intervention. All of the publications have been further emphasised in the coalition government's Dementia Challenge [35)].

The aim of the project is to deliver a dementia focused housing scheme that will provide both quality and choice for older people. The facilities, care and support services available aims to make the scheme a home for life, with the key objectives and principles being:

- a flagship development of excellent quality, design and build;
- the units are 100% social-rented accommodation and subject to full nomination rights for the Council;
- a scheme that promotes and meets a range of environmental and sustainability issues through the use of innovative design and build solutions;
- able to demonstrate value for money and financial strength;
- able to contribute to the values and objectives set out in Wokingham's Housing Strategy for Older People;
- able to deliver a model that shows effective housing related support including social activities and excellent housing management services.

[32)] Taken from www.alzheimers.org.uk/technologycharter

[33)] Department for Communities and Local Government, Lifetime Homes, Lifetime Neighbourhoods (2008).

[34)] Department of Health, Living Well With Dementia – a National Dementia Strategy (2009).

[35)] Department of Health, Prime Minister's challenge on dementia (2012).

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13 Transport

13.1 Process

Subject to regulatory constraints and regions where bus and rail transport is available, interior design of buses and trains and design of bus and rail stops and stations should facilitate ease of access and egress.

Airports should include people with dementia into disability policies and consideration given to all sectors within an airport where knowledge of dementia may be useful such as information desks, security, airlines, baggage claim and retail.

13.2 People

Customer-facing employees should be trained to be dementia-friendly.

People with dementia should be encouraged to carry assistance cards, as well as, identification and carer's emergency contact details.

NOTE 1 *Assistance cards are designed to assist people with hidden disabilities to discreetly alert the personnel or officials that the individual may need assistance. This allows staff to assist accordingly using their dementia awareness training.*

NOTE 2 *A Safe Journey Card, and the Journey Assistance Cards perform the same function.*

13.3 Place

Seating and shelter should be provided at major stops and stations.

Where supporting technology is available, there should be appropriate audio-visual announcements of stops.

Signage should be clearly visible and understandable.

Maps and guides should be easy to read and navigate.

NOTE 1 *For more information on issues experienced by people with dementia in accessing transport, see series of videos by Alzheimer's Society that appear on Youtube.[36])*

Alternatives to bus and train transport in all areas; including areas where public transport services do not exist, the following should be considered:

- volunteers as drivers;

  NOTE 1 *For example, neighbours, friends, and community volunteers can provide a service to people with dementia who are no longer able to drive on their own.*

  NOTE 2 *Volunteer driver programmes may be developed and sustained by faith communities or local ageing organizations.*

  NOTE 3 *Maintaining regular activities and outings helps the person with dementia remain an active part of their community and to maintain their health and wellbeing.*

- dementia-friendly taxi services.

  NOTE 1 *For example, a dementia-friendly taxi driver may provide extra services such as knocking on the door to remind the person with dementia of their arrival time and assist the person with dementia at their destination with finding the correct address or office rather than dropping them outside.*

  NOTE 2 *A dementia-friendly taxi company may assign the same drivers to their regular customers with dementia to make the person feel safe and confident that someone knows them and ensures they make it back home safely.*

[36)] First UK Bus: www.youtube.com/watch?v=XFKG503UNGo; and Travelling when you have dementia: Mary's story www.youtube.com/watch?v=ua4IqiuD2ss. These videos can also be accessed at Youtube.com and searching for 'Alzheimer's Society transport'.

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Liverpool Dementia Action Alliance (DAA)

Following consultation with local people with dementia and their carers, Liverpool DAA's transport working group brought the transport sector together to explore how it can improve the experience of passengers with dementia. Personalized training is being provided to Virgin Trains to improve the understanding of staff about dementia so that they can respond more appropriately to passengers with dementia who may be lost or confused. Other providers are now taking up the offer of training. Joint work with British Transport Police and the local authority is exploring the idea of a place of safety as a more appropriate response for people who are lost than conveyance to A&E or a police station. Merseytravel, the local passenger transport executive, is considering how to capture emergency contact details for holders of concessionary travel passes and how it might amend its concessionary scheme for people who are eligible for a travel pass but cannot use it without assistance on the journey, to include a travelling companion such as a family carer or friend. [37)]

First Bus

First Bus is one of Britain's largest bus operators carrying around 2.3 million people every day for school, work and leisure. One aim has been to actively improve how people living with disabilities and health conditions are served, including how to make services more accessible to people with dementia. In partnership with Alzheimer's Society, a 2.5 hour training module was produced for their 13,500 drivers that forms part of the annual Driver Certificate of Professional Competence. The objective is to raise awareness of dementia, so that drivers are equipped to help someone experiencing difficulties while travelling. In addition, a Safe Journey Card is another flexible, low tech solution for people with dementia to privately let drivers know if they need extra assistance. [38)]

[37)] www.dementiaaction.org.uk/local_alliances/3012_liverpool_dementia_action_alliance

[38)] See www.firstgroup.com/ukbus/assets/pdfs/Safe_Journey_Card.pdf

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14 How to promote a dementia-friendly community

14.1 Awareness raising and education

Dementia awareness is a basic understanding about what dementia is and how to effectively interact with and support a person with dementia. The stakeholder group should work to increase dementia awareness throughout the community to individuals, groups, organizations and businesses.

NOTE *An example of a dementia awareness programme is Dementia Friends, a programme run by Alzheimer's Society.* [39)]

Dementia Friends: Andy Jones

Andy is aged 55 years and has a diagnosis of young onset dementia. He became a Dementia-Friends Champion in Summer 2013 and has since created 33 Dementia Friends. Andy explained that, as a direct result of becoming a Champion, he and two acquaintances went on to create a Local Dementia Action Alliance (LDAA). The LDAA now has 16 key members and they are involved in a wide range of activities such as delivering Dementia Friends Information Sessions, posting topical dementia research and good news stories on their website, and doing radio interviews. They also encouraged their local NHS Trust to do a dementia-friendliness audit, resulting in the Trust changing their signage and layout. Andy feels that their work to help people living with dementia is having a positive effect.

Andy retired from paid work a year ago and feels that being part of Dementia Friends and the LDAA has given him a real sense of purpose; he is pleased and proud of what he is achieving. Andy says: *"Dementia Friends led me to more interest and passion to do something, the programme is wonderful. It is raising awareness which is great. The idea is based on your networks – it is a word of mouth movement."*

Dementia education and training is formal learning or skills development, which provide a person with the knowledge, skills and value base about dementia, relevant to undertaking their specific job or role. The stakeholder group should encourage dementia education and training within applicable sectors, especially for workers that have the direct possibility of interaction with people with dementia.

The Life Story Network project (LSN) – "Your Community Matters"

Building on a one year project with the residential, home care and housing sectors, 'Your Community Matters' has grown into a broader programme of community engagement. This aims to increase the capacity and capability of communities by raising awareness and understanding of dementia and its impact on individuals and giving people practical ways of responding positively. Narrative approaches are used to ensure that care and support adapt to the unique biographies of individuals within trusted relationships; this helps people stay connected within their communities and supports those communities to understand dementia better and be inclusive of people living with dementia. Family carers and people with dementia work alongside LSN staff as co-trainers and as members of the advisory group to shape the project, which operates under the umbrella of the Liverpool Dementia Action Alliance. [40)]

14.2 Promotion and sharing information

The stakeholder group should promote the work they are undertaking to become more dementia-friendly.

Promotional activity efforts should include:

a) awareness-raising and education about dementia;
b) what to achieve and by when;
c) developing a relationship with the media to disseminate awareness and education.

The stakeholder group should identify a key person or several key people to be responsible for promoting the work of the local dementia-friendly community.

[39)] For more information, see www.dementiafriends.org.

[40)] www.lifestorynetwork.org.uk

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Promotion should include how the local community process was started, where it is now, where it is headed and how people in the community can recognize that the community is dementia-friendly.

14.3 Media

The stakeholder group should discourage the media using negative representations of people with dementia as 'victims' and 'sufferers' and discourage use of fear producing images such as isolated people with dementia primarily in the later stages or at the end of life.

NOTE 1 *Although occasionally appropriate based on the story line, there are now many positive images and examples of people with dementia from the earliest symptoms through to end of life that are available to help change the stigma of dementia.*

The stakeholder group should encourage the media to represent people with dementia positively interacting and engaging with other people and activities in a number of ways to show the possibilities and abilities of people with dementia.

People with dementia should be included in media events to promote the dementia-friendly community, where appropriate and where they have the desire and ability, and be given any necessary assistance to enable them to make the most of these opportunities and to have a successful experience.

NOTE 2 *For more information on challenges people with dementia face in public speaking and ethical issues with public speaking, see How to involve people with dementia in speaking roles for your organization [58].*

BBC Radio Devon working to make Devon, a rural community, more dementia-friendly

In January 2014, BBC Radio Devon announced it would spend the year helping to make Devon more dementia-friendly. It was explained that a "dementia-friendly" place was somewhere people with dementia and their carers feel understood, respected, included, valued and supported. Simply stating this aim on air was significant, it required radio DJ's to explain what the phrase *dementia-friendly* meant, to consider how much understanding, respect and support existed, and to ask what needed to be done to improve the situation.

BBC Radio Devon's efforts were particularly relevant as Devon is one of England's biggest rural counties. Although the geography can be difficult and some local services are limited, radio has the power to transcend these issues and reach into even the most isolated of homes. BBC Radio Devon helped make Devon more dementia-friendly through:

- Broadcasting material that raises awareness about, and reduces the stigma surrounding dementia;
- Making BBC Radio Devon itself more dementia-friendly;
- Investigating ways to make radio output itself, the mechanics of broadcasting, more dementia-friendly.

Raising awareness; reducing stigma

The station investigated and challenged individuals' and organizations' attitudes and actions towards those with dementia and their carers, and reflected on things being done locally that may help. The emphasis was on the fact that although they can't 'improve dementia' itself, that individually and collectively the station, its listeners, employers and organizations can dramatically improve people's experiences. Target coverage was across all output, from breakfast shows to mid-morning, lunch and drive, request shows and special documentaries.

Making BBC Radio Devon itself more dementia-friendly

The station held a highly successful Dementia Friends' awareness session for staff. Guidance was given to staff who answer calls to on-air programmes, as they sometimes get repeat calls from people who are confused or agitated, and who might be living with dementia. A range of experts were consulted for their views on the appropriate actions regarding programmes and policies. This has also involved exploring the current guidance to all wider BBC staff. [41)]

[41)] www.bbc.co.uk/programmes/p01vwnqx

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15 Measurement and evaluation

15.1 The recognition process

Since each dementia-friendly community is unique, each stakeholder group should consider how it will conduct measurement and evaluation to match its overall aim to be recognized as a dementia-friendly community.

Recognition process (overview)

If signed up to the Alzheimer's Society Recognition Process, the following should be assessed:

- ensure the right local structure is in place to maintain a sustainable dementia-friendly community;

  NOTE *The stakeholder group has been established and represents individuals, organizations and businesses representative of the community.*

- identify a person or people (e.g. chair, local leader, key contact) responsible for driving forward the work to support your community to become dementia-friendly and ensure that individuals, organizations, and businesses are meeting their stated commitments;
- establish a plan to raise awareness about dementia in key organizations and businesses within the community that support people with dementia;
- ensure a strong voice of and for people with dementia and carers living in the community;

  NOTE *Ensure the dementia-friendly community has focused on areas that people with dementia feel is most important.*

- raise the profile of your work (e.g. increased reach and awareness to different groups in the community and through different approaches such as leaflets, awareness and education events, radio, and newspaper);
- identify a number of *areas for action* are being worked towards;

  NOTE *It is suggested to begin with two or three areas for action and work towards adding more.*

- develop a system to update the progress of your community after six months and one year.

NOTE 1 *The recognition process has been developed by Alzheimer's Society through a steering group process and provides a good foundation in which to begin measuring progress. Once a community has demonstrated how the criteria is met, it is issued with a symbol which may be given to organizations and businesses in the community that wish to be part of the dementia-friendly communities' initiative and have stated what the actions are towards becoming dementia-friendly. Alzheimer's Society conducts an annual review and renewal process to ensure recognition standards are maintained.*

NOTE 2 *In some geographic areas of England, other symbols are used to support and promote dementia awareness. Where these have been chosen as symbols for a particular location, they may sit alongside the 'working to become dementia-friendly' symbol, thereby contributing to overall efforts to create greater dementia awareness and therefore better support and understanding for people affected by dementia.*

Local stakeholder groups should be accountable for the distribution and monitoring of a recognition symbol to organizations and businesses.

NOTE 3 *At the present time, recognition symbols are used in England for both awareness-raising by groups and as tools to recognize when an organization is working towards becoming dementia-friendly.*

15.2 Other ways to measure output

The stakeholder group should develop an action plan and use the action plan to measure its own progress at specific intervals in time.

The stakeholder group should include people living with dementia and carers as an integral part of measuring a dementia-friendly community.

NOTE *One cannot claim a community is "dementia-friendly" without including, or fully evidencing how attempts have been made to include people living with dementia as a full contributing member of the stakeholder process, both in development and measurement.*

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The stakeholder group should consider the following outputs when measuring its progress:

a) How many awareness raising events, or information and education programmes have been completed;

b) How many organizations within the community are working towards becoming dementia-friendly;

c) How many of the *areas for action* (see Clauses **6** to **13**) are being actively addressed.

Creative outputs from Redditch

A DEEP (Dementia Engagement and Empowerment Project) peer group in Redditch notes some successes in measuring their progress in providing awareness about their group such as:

- The making of a DVD to demonstrate what peer support for people with dementia looks like and provide education to the greater community;
- Developing a Facebook page to show photographs of their work and their achievements;
- Attending the Redditch Dementia Café to seek ideas from other people living with dementia;
- Taking part in a Leisure & Wellbeing Group for people living with dementia based at a leisure centre in Redditch and encouraging other communities to set up a similar group at their local leisure centre. For example, a similar group, inspired by Redditch was formed in Pershore;
- Undertaking other projects to help people with dementia to access community activities such as a summer project to work with a local garden centre to set up a monthly gardening club for people with dementia.

This single peer group in Redditch can measure their success by their excellent use of social media, involving and sharing with other people with dementia outside their group, and connecting people with dementia to local businesses and organizations that may not have otherwise provided support to people with dementia. [42)]

15.3 Dementia-friendly as experienced by people living with dementia

The stakeholder group should consider the National Dementia Declaration 'I' Statements as a tool to measure progress:

1) I have personal choice and control or influence over decisions about me;
2) I know that services are designed around me and my needs;
3) I have support that helps me live my life;
4) I have the knowledge and know-how to get what I need;
5) I live in an enabling and supportive environment where I feel valued and understood;
6) I have a sense of belonging and of being a valued part of family, community and civic life;
7) I know there is research going on which delivers a better life for me now and hope for the future.

The stakeholder group should consider mystery shopping as one method of measuring progress and to help organizations and businesses improve their services and environments.

NOTE *Encouraging the use of secret shopping as a positive tool helps build collaborations and understanding between customers and organizations or businesses. Where applicable, bringing attention to possible statutory regulations that impact people with disabilities is important.*

The stakeholder group should consider conducting walking tours of the community with people with dementia to experience possible barriers first hand.

[42)] www.dementiaaction.org.uk/local_alliances/3141_redditch_and_bromsgrove_dementia_action_alliance

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Walking the patch

Adapted with permission from Developing dementia-friendly communities: Learning and guidance for local authorities (2012).

Walking the patch is an effective way to find out how people with dementia experience their local environment. Ideally, a person with dementia should be taken to their favourite or most frequented places one-on-one to minimize distractions and to offer the full attention of the guide.

Where to go? Favourite or most frequented places might include supermarkets, restaurants, pubs, gymnasiums, railway stations, and leisure facilities. A leisurely walk on a high street or park can also be useful to learn how the person with dementia experiences these places.

When to go? Visit during less busy periods to help reduce the person with dementia's stress level and ensure the guide can focus on what they person is saying and experiencing.

How to go? Keep the activity informal to elicit enjoyable conversation with the person with dementia. Clearly explain the purpose of the activity and collect information such as:

What are you looking at?

How did you choose between this way and that way?

Can you see that notice?

What do you think it means?

Make mental notes of how well they are navigating the environment, the usefulness of navigation aids such as signs, or formal or informal aids, and how are the interactions with those they encounter.

A common example is a person with dementia's experience in the supermarket. There may be anxiety when the person enters the checkout lane. They might worry about not being able to count their money or worry about customers in the lane behind them becoming impatient. Once an experience is collected, it is important for the stakeholder group to consider how to approach the business or organization, what kind of training is needed, and what possible solutions might exist to ease the anxiety of the person with dementia.

15.4 Evaluating the bigger picture

The stakeholder group should have the aim of dispelling stigma and myths about dementia.

Although becoming dementia-friendly is an evolving, long-term process, in order to maintain momentum and be recognized as a dementia-friendly community, targets should be set by the stakeholder group.

Targets that should be used to evaluate the bigger picture and to possibly reduce stigma may include:

a) evaluating the experiences of people with dementia and carers to assess if they feel attitudes from the general public have changed;
b) evaluating the attitudes of the community to assess whether they feel more positively towards people with dementia;
c) evaluating how meaningfully people with dementia are involved as:
   - volunteers;
   - committee members;
   - public spokespersons.

NOTE *Peer-reviewed evidence-based tools do not currently exist to assess and evaluate dementia-friendly communities. Alzheimer's Society conducts a regular survey in England and publishes the results in a report and public opinion surveys are being carried out by local authorities.*

15.5 Revisiting the definition

The stakeholder group should revisit the definition of what it means to be dementia-friendly (see **2.5**) and assess if this aim has been achieved or is on its way to being achieved. Key points included in the definition include:

- Do people with dementia feel more understood, respected and supported, and confident they can contribute to community life;
- Are people aware of and more understanding about dementia;
- Do people with dementia feel more included and involved, and have choice and control over their day-to-day lives.

The stakeholder group should evaluate the following whilst working to become a dementia-friendly community:

a) what is working;
b) what is not working;
c) where are the barriers;
d) what is being learned that would be helpful in continuing to grow the dementia-friendly community.

[43] See www.innovationsindementia.org.uk/DementiaFriendlyCommunities/DementiaFriendlyCommunities_engagement.pdf

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Useful resources

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Alzheimer's Research UK, www.alzheimersresearchuk.org

Alzheimer's Society, www.alzheimers.org.uk

Carers UK, www.carersuk.org

Community Care, www.communitycare.co.uk

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Dementia Friends, www.dementiafriends.org.uk

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Organisation for Economic Cooperation and Development, www.oecd.org/health/dementia.htm

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Criteria		Evidence
1	Make sure you have the right local structure in place to maintain a suitable dementia friendly community.	• Steering group with a membership covering portfolios, people living with dementia and other supporting services. • Terms of Reference
2	Identify a person to take responsibility for driving forward the work to support your community to become dementia friendly and ensure individuals, organisations and businesses are meeting their stated commitments.	• A named lead who will oversee the work and apply for recognition as a Dementia Friendly Council
3	Have a plan to raise awareness about dementia in key organisations and businesses within the community that support people with dementia.	• Identify dementia champions • Developing a plan and publish on the Infonet and website • Information included in induction process re: dementia • Information on how we support those living with dementia in the community and their carers, including those who work within the Council.
4	Develop a strong voice for people living with dementia in the community. This will give your plan credibility and will make sure it focuses on areas people living with dementia feel are most important.	• Consultation with people living with dementia through memory café's, within existing Dementia Friendly Communities and other advisory groups. • People living with dementia attend the Council's steering group as lived experience advisors.
5	Raise the profile of your work to increase reach and awareness to different groups in the community.	• Action Plan published on the website • Information on services of benefit to those living with dementia published and promoted
6	Focus you plans on a number of key areas that have been identified locally	• At least 1 area of focus in the first 12 months to be chosen from: o Arts, culture leisure and recreation, Business and shops o Children, young people and students o Community, voluntary, faith groups and organisations, Emergency Services o Health and social care o Housing o Transport

7	Have in place a plan or system to update the progress of your community after six months to one year.	• Communication plan • Programme update across portfolios

Arts, culture leisure and recreation, Business and shops	• Local services accredited as Dementia Friendly Organisations:
	  ○ Theatr Clwyd (held accreditation for 1 year)
	  ○ Aura accredited as an organisation with The Jade Jones Pavilion and Mold Leisure Centre holding the own accreditations
	• Communities have accredited businesses for their actions to become Dementia Friendly. Flint, Mold and Buckley have accredited and worked with 62 businesses and organisations locally.
	• Annual Dementia Friendly Christmas Shopping event in Flint Town Centre

Children, young people and students	• 15 members of the Flintshire Youth Council received Dementia Friends training in 2019. • All pupils and some staff within 12 schools in Flintshire have completed Dementia Friends training and practical communication skills workshops. This enables them to go into communities, tackle stigma and effectively communicate with those living with dementia. Flint High School Ysgol Maes Hyfryd Queensferry CP St Etholwolds Sealand CP St David's High School Castell Alun High School Ysgol Bryn Gwalia Elfed High Scxhool Southdown Mountain Lane Primary Westwood Primary
Community, voluntary, faith groups and organisations, Emergency Services	• Flintshire hosts 8 Memory Cafes within the county in Mostyn, Holywell, Flint, Connahs Quay, Sealand, Saltney, Buckley and Mold. These cafes work as a team developing and delivering a number wellbeing initiatives this includes the yearly Memory Café Christmas Ball. • 4 accredited Dementia Friendly Communities in Flintshire - Flint, Buckley, Mold and Saltney • 3 areas are awaiting accreditation from Alzheimer's Society - Holywell and District, Deeside and surrounding area and Alyn Villages. • North Wales Police and North Wales Fire and Rescue have been supported to receive Dementia Friendly Organisation status. • Mold Town Council have also received the accreditation
Health and social care	• A Full time Development Officer is employed in partnership with NEWCIS to develop the dementia support agenda in Flintshire.

	• AFTA Thought Drama group presented awareness workshops in 2015 to which health and emergency services colleagues were invited. • The Council employs 3 dementia support workers who support families with dementia in the family and the county's memory cafes. • 4 Dementia Friend sessions were run in 2016 for Social Services staff which were attended by 60 staff across children's and adult services. • Social Services are supporting the social care sector to implement person centred approaches through the Progress for Providers Programme, winning a Social Care Wales Accolade in 2018. • Creative Conversations - Bangor University, in partnership with Flintshire Social Services worked with fourteen Flintshire Care Homes, offering their staff creative workshops to offer new and alternative techniques to support people living with dementia and to help stimulate conversations with them. • The Old Brewery is open to anyone with a diagnosis of young onset dementia, and supports people to have a meaningful and varied programme of activities and outings, and opportunities that aim to promote and maintain independence and skills
Housing	• Assisted waste collections within Streetscene are available • Llys Raddington Extra Care facility is now fully subscribed with waiting a list. The facility includes 15 apartments specifically designed and adapted for people with memory loss or living with dementia. • Work is commenced on an Extra Care Facility in Holywell, with completion in 2019.
Transport	• Community Transport available in some areas, supporting those who can no longer easily access services
Corporate	• Managing Carers Needs policy in place • Employee Assistance Programme available • Chief Officer's Team attended a Dementia Awareness in 2017 and 2017. A number of Elected Members have also attended sessions • Internal departments have received Dementia Friendly accreditation: o Human Resources (held accreditation for 3 years) o Social Services (held accreditation for 3 years)

	○ Workforce Development (held accreditation for 3 years) ○ Corporate Communications (held accreditation for 1 year)

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CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	Flintshire County Council's Response to the Welsh Government White Paper 'Improving Public Transport'.
Cabinet Member	Cabinet Member for Streetscene and Countryside. Cabinet Member for Planning and Public Protection
Report Author	Chief Officer (Streetscene and Transportation) Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

Welsh Government (WG) issued a consultation White Paper in December 2018, on their plans to improve public transport in Wales, the document is entitled 'Improving Public Transport'. The purpose of the consultation is to seek views on WG's legislative proposals for reforming the planning and delivery of local bus services in Wales, together with the licensing of taxis and other private hire vehicles.

The closing date for responses is 27th March 2019. (Consultation reference WG36240).

This report includes the Council's formal response to the White Paper.

RECOMMENDATIONS	
1	That Cabinet approves the response to the WG consultation document 'Improving Public Transport' shown in Appendix 1.

REPORT DETAILS

1.00	EXPLAINING THE AUTHORITY'S STATUTORY DUTY AND PROCESS UTILISED TO ASSESS THE TRAVEL NEEDS OF PUPILS.
1.01	Welsh Government (WG) issued a consultation White Paper in December 2018 entitled 'Improving Public Transport'. The purpose of the consultation was to seek views on the Welsh Government legislative proposals for reforming the planning and delivery of local bus services in Wales, together with changes to the process of licensing taxis and other private hire vehicles.
1.02	There are 10 proposals within the White Paper which are summarised as follows: 1. A proposal to establish Joint Transport Authorities (JTAs) in Wales. 2. Provide powers for Councils to enter Enhanced Quality Partnerships with transport operators. 3. Revise legislation to make franchising bus routes a useable option for Councils. 4. Revise legislation to allow Councils to operate their own bus service. 5. Increase the eligibility age for the mandatory concessionary fares scheme, to bring it in line with a woman's pensionable age. 6. Put in place information monitoring and sharing requirements on transport operators. 7. Set national standards for taxi and private hire licensing. 8. Allow a licensing authority to take enforcement action against any non-compliant vehicle operating their area (even if it is licensed in by another council). 9. Create a mechanism to enable information to be shared to purposes of safeguarding. 10. To redirect all existing taxi and private hire vehicles (PHV) licensing functions away from local authorities and into a national licensing authority through the JTA.
1.03	Proposals 1 – 6 were discussed by the Council's Environment Overview and Scrutiny Committee at their meeting in February 2019. Details of the comments from the committee have been incorporated into the formal response.
1.04	Proposals 7 – 10 refer directly to taxi licensing and the Council's response has been discussed by the Licensing Committee at their February meeting and the comments of the committee have also been incorporated into the response.
1.05	The final detailed responses to each question within the consultation document are shown in Appendix 1.

2.00	RESOURCE IMPLICATIONS
2.01	Staff resources may be impacted if specific duties transfer to the proposed JTA's however without full details of the final working arrangements, the full impact cannot be evaluated at this stage.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	With Cabinet Members.
3.02	With Environment Overview and Scrutiny Committee – February 2019.
3.03	With Licensing Committee – January 2019.

4.00	RISK MANAGEMENT
4.01	Not applicable at this stage.

5.00	APPENDICES
5.01	Appendix 1 – Response to the WG consultation.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Link to full consultation document https://beta.gov.wales/improving-public-transport **Contact Officer:** Stephen O Jones **Telephone:** 01352 704700 **E-mail:** stephen.o.jones@flintshire.gov.uk **Contact Officer:** Andrew Farrow **Telephone:** 01352 703201 **E-mail:** andrew.farrow@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**JTA** – Joint Transport Arrangement **PHV** – Private Hire Vehicle

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FLINTSHIRE COUNTY COUNCIL'S RESPONSE TO
WELSH GOVERNMENT'S WHITE PAPER FOR TRANSPORT

Q1. Do you agree it is important for local authorities to work together with regard to local bus services? Yes/No? Please explain your answer

Yes

Transport services are not influenced by County boundaries but by end destinations. A joined up and integrated service is therefore critical, if a sustainable and affordable public transport is to be provided.

Q2. Please provide comments on the proposed organisational structures. Which is your preferred option and why?

Within the options provided in the consultation document, the preferred option would be a national JTA setting policy and clear and consistent standards across Wales, with regional/sub regional delivery boards. However there is a lack of certainty over the makeup of the regional delivery boards. The Council would support a devolved sub-regional/regional partnership of local authorities to deliver the transport function. The regional delivery boards in this arrangement should also comprise of Council's with similar demographic/geographic characteristics or a wider area based delivery arrangement possibly based on the Growth Deal Area.

We consider it is essential that there is local authority representation on the national JTA.

It is unclear what governance arrangements would be in place for the proposed National or regional JTA's.

There are concerns that a regional JTA would cover too large an area to allow full integration of all of the transport functions across such wide and diverse demographic and or geographic delivery area.

A lack of understanding of the role of the national JTA and the local JTA in option 2.

Will the proposed organisational structure take account of current regional transport committees?

What role will TfW have in delivering public transport – is there duplication in this respect?

Delivery boards need to include cross border working relationships with existing English JTA's.

Clarity is required on the full scope of the JTA powers and regional boards. Would it include adult, social care transport and school transport and non-emergency medical patient transport.
Lack of clarity on funding for the JTA. It should not be at the expense of existing Council funding streams for other transport related functions.

Q3. Is there another organisational structure for JTA's that we should consider? Please describe.

Yes.

Option 1. National JTA with local sub regional collaboration partnerships with local authorities (see Q2)

Option 2. Devolved regional delivery based on Growth Deal areas and delivered within the constituted powers of the Growth Deal Programme

Q4. Do you have any comments on the proposal that the Welsh Ministers should be represented on a JTA or any committees of a JTA?

We support Welsh Ministers being on the National Board or Committee of the JTA in order to set strategic direction policy and set budgets. However, there would be a conflict of interest, if Welsh Ministers were represented on the local JTA's or delivery boards.

Q5. Do you have any comments on the proposals that the Welsh Ministers should have powers to issue guidance and directions, and to intervene where a JTA is failing to exercise its functions effectively?

The powers should sit at JTA Committee/Board level to set guidance and direction however, it is appropriate for Welsh Minsters to intervene where a JTA is failing

Q6. Is the proposed division of national and regional functions appropriate?

Yes with the following exception.

Responsibility for certain back office functions such as concessionary fare reimbursements, grant payments, Traveline and customer surveys and inspectors could remain national functions however other back office functions such as ticketing and fares back office systems, integrated demand responsive travel system implementation and management should remain as a regional functions.

Q7. Should any other transport functions be transferred to a JTA? Please describe.

Yes. Non-emergency medical patient transport and co-ordination of community transport schemes. A national JTA should also set standards for community transport schemes across Wales.

See the Council's response to Question 33 in respect of taxi and PHV licensing

Q8. Do you think that legislation is required to secure the benefits of enhanced partnership working? Yes/No? Please explain your answer to this question.

Yes. This is welcomed in order to encourage operators to enter into partnership working arrangements.

Q9. Do you agree with our proposals for EQPs, in particular the proposed process for developing and making EQPs? Yes/No? Please explain our answer to this question.

Yes.

Q10. Do you think that the proposed scheme provides a more workable option for the franchising of local bus services? Yes/No? Please explain your answer.

Yes however, we see franchising very much as the least favourable option, due to financial implications and the likely impact on the bus industry in terms of restricting supplier access to the market.

Q11. Do you think there should be a requirement for the assessment to be subject to an independent audit? Yes/No? Please explain your answer.

Yes. This will avoid a future challenge against the decision by non successful operator.

Q12. Do you have any other comments on the proposed process for franchising?

No. Other than franchising would further restrict the transport supplier market.

Q13. Do you have any comments in relation to the proposals for the issuing of permits in circumstances where franchising arrangements are in place?

We do not feel this is practicable in North Wales where franchising (if appropriate) should operate on defined routes/corridors and not by area.

Q14. Do you agree that as part of any arrangements to let franchise contracts, specific consideration should be given to how SMEs can be enabled to be involved in the procurement process? Yes/No? Please explain your answer.

Yes otherwise we will restricting the limited market even further

Q15. What transitional arrangements should be considered in order to ensure that bus services are not compromised during the process of preparing to franchise?

Further subsidy of existing services – this will require defined and long term budget planning. A commitment by WG and local authorities to commit to current spending levels would provide assurances on this matter.

Q16. Do you think that local authorities should be able to run bus services directly (i.e. in house services)?

Yes.

In what circumstances do you think this would be appropriate?

Where there are concerns that suppliers are not providing value for money - this process will provide some level of control against increased costs and help, support and regulate the market and would be particularly useful where we have high contract prices due to a lack of competition.

What, if any, safeguards do you feel ought to be put in place with in-house services to ensure that no local authority has an unfair advantage in a deregulated market, and why?

Open and transparent procurement process with an award only in circumstances where the in-house option provides overall best value.

Q17. Do you think that local authorities should be able to set up arms length companies to operate local bus services?

Yes

In what circumstances do you think this would be appropriate?

For wider scale bus service provision.

Forming the arms-length company would remove the opportunity to integrate the transport provision with existing internal transport services.

What, if any, safeguards do you think should be put in place with arms length bus companies to ensure that no local authority has an unfair advantage in a deregulated market, and why?

Open and transparent procurement process with an award only in circumstances where the in-house option provides best value. When the scale of the operation justifies a support team to deliver the service.

Q18. Do you agree with the Welsh Minister's proposal to align entitlement to a mandatory concessionary fare pass with a woman's pensionable age? Please give reasons for your answer.

No.

Reduction in the number of potential users will further reduce demand and the number of bus journeys made.

More people would use their own cars for journey's - which would have a further detrimental impact of the environment

The availability of free bus passes encourages bus use amongst this age group.

Q19. Do you agree that an incremental change is the most appropriate method?

Yes.

This would be appropriate if the date were to be changed – which the Council does not support.

Q20. Do you agree with our proposal to require the release of open data on routes, timetables, fares and tickets? Yes/No? Please explain your answer.

Yes. Information should be made available to help network planning but given the commercial sensitivity access to this information should be restricted.

Q21. Do you agree with our proposal to enable local authorities to have the power to obtain information on services which are to be cancelled or varied, and where appropriate, disclose this information as part of the tendering process? Yes/No? Please explain your answer.

Yes. This information will aid service continuity on core routes.

Q22. Do you agree with our proposal to introduce national standards which will apply to all taxis and PHVs in Wales? Yes/No? Please explain your answer.

Yes, this is consistent with the previous consultation work undertaken between the Licensing Expert Panel, which Flintshire are represented at, and the Welsh Government lead on taxi reform in Wales. It is also consistent with recommendation 2 made by the "Ministerial Working Party into hackney carriage and private hire licensing in England [2018]" and the Law Commission review "reforming the law of taxi and private hire services" [2012]".

National standards would ensure that taxi services are delivered consistently across Wales and deal with any perceptions of any unnecessary inconsistency across Council's.

This may cause issues with those counties who border England.

Q23. Are there any matters which you would like to see contained in any National Standards?

Flintshire County Council's view is that separate National Standards should be defined for vehicles, drivers and operators. Our belief is that following matters should be included, although this is not an exhaustive list:

- Enhanced DBS and Barring List checks (certificate of good conduct for oversees applicants) for drivers, operators, proprietors and dispatchers. The Panel believe that anyone taking or holding an individual's personal information should have to be vetted to ensure that that person is safe and suitable ("fit and proper").
- Medical fitness and specifically the requirement of Group 2 Medical Standards and the need for the applicant's full medical history to be noted by the completing GP. Standards should also consider consistency of the issue of exemption certificates in terms of Equality Act duties.
- Immigration checks specifically the Right to Work in the UK
- Suitability of applicants and licence holders. The Institute of Licensing has published guidance on determining the suitability of applicants and licence holders in the hackney carriage and private hire trades. The criteria used in this guidance should be incorporated into any National Standards https://www.instituteoflicensing.org/documents/Guidance_on_Suitability_Web_Version_(16_May_2018).pdf
- Nationally-recognised vocational qualifications to include disability quality and awareness training, safeguarding awareness training (Child Sexual abuse / Exploitation, County Lines), practical driving standards test, communication skills and literacy, customer care, handling of emergencies, managing conflict etc.
- Knowledge and suitability test (literacy, numeracy, highway-code, conditions, local area knowledge).
- Overseas driving licenses.

In addition, we recommend the following matters be included in relation to vehicles:

- National Inspection Standards and frequency of inspections and testing including the criteria for testing. Consideration should also be given to suitability,

independency and availability of testing stations and how they are approved e.g. consider if use of Trade owned testing stations are appropriate.

- Accessibility standards including the carrying of assistance dogs.
- Design and appearance and internal spatial requirements of vehicles including the approach to identify taxis and private hire vehicles.
- The information which should be contained on any vehicle identification source (plates, door signs)
- Standards for specialist and novelty vehicles, such as stretched limousines, wedding and funeral cars, omnibuses and pedicabs
- Taxi Meter standards including the criteria for Pulse and GPS meters.
- The use and standards for CCTV within vehicles, both audible and video as outlined in recommendation 17 & 18 "Ministerial Working Party into hackney carriage and private hire licensing in England [2018]". The Information Commissioner's Office has produced advice for Council's and other organisations in using surveillance and CCTV systems in licensed taxis. A National Standard should take account of this advice. https://ico.org.uk/about-the-ico/news-and-events/blog-continuous-cctv-in-taxis-where-do-Council's-stand The LGA Guidance has also now been published. (The cost of fitting CCTV within licensed vehicles particularly for small businesses may require subsidy from Welsh Government)
- Record Keeping including the retention period required. The Panel believe that ideally records should be kept for every journey undertaken, however, there are obvious practical difficulties with taking this approach. A better option would be to use technology to better the safeguarding processes. The use of CCTV, trackers and GPS systems would not only provide a more robust system for record keeping, but would also not place an administrative burden on taxi drivers.
- Environmental considerations such as vehicle emission standards

The standards for some of the points recommended above are included in guidance already and should be taken into account when developing any National Standards, such as the Department of Transport Taxi and Private Hire Vehicle Licensing: Best Practice Guidance (March 2010), although this is in need of updating. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/212554/taxi-private-hire-licensing-guide.pdf

In addition we recommend mandating training for all individuals involved in the licensing decision-making process. Consistent and appropriate training of officers and councillors is essential to ensure those applying standards are competent to do so. The content of the training should form part of National Standards.

Finally, any National Standards developed should be consistent with criteria implemented in England to reduce variations in driver, vehicle and operator requirements especially around the border areas.

Q24. Are there any matters which you think should be excluded from any National Standards?

There are no matters that should be excluded, although National Standards should not duplicate other legislation.

Q25. What practical obstacles might there be to setting common national standards for both taxis and PHVs?

The main obstacle will be incorporating the National Standards into the 10,000 vehicles and 12,000 drivers currently licensed in Wales and the provisions that will need to be in place for transitional arrangements and grandfather rights. Consideration will also need to be given to finding suitable consistent standards which work for both urban and rural areas, and those which have thriving town / city centres.

Q26. What would be the best approach for determining the content of national standards?

There are already a number of national policies in place which have been adopted by a number of Welsh Local Authorities in order to provide a level of consistency between areas, such examples include:

- National Inspection Standards for Hackney Carriage and Private Hire Vehicles, and
- Institute of Licensing Guidance on determining the suitability of applicants and licences in the hackney carriage private hire trade

There are also some excellent examples of local taxi licensing policies and standards in place which have been developed and applied at a local level.

Welsh Government will first need to establish what polices and standards are already in place in Wales and then draw on the knowledge of licensing practitioners who have expert practical experience of undertaking taxi licensing work on a daily basis.

It would be remiss of Welsh Government to disregard any polices, standards or procedures which have been developed by licensing professionals and which actually serve to provide a robust service against a backdrop of legislation which is woefully inadequate and outdated.

The All Wales Licensing Expert Panel, at which Flintshire are represented, consists of managers and team leaders who have extensive knowledge and experience in the taxi licensing field and would without question need to be heavily involved in the development of National Standards.

It is suggested that Welsh Government would also need to engage with passenger safety groups and operator representatives by way of meetings, seminars and workshops.

Q27. Please provide any other comments or proposals around national standards that were not covered in the above questions.

The previous Welsh Government consultation on Taxi and Private Hire Vehicle Licensing in Wales [WG31865] referred to "National Standards for all taxis and private hire vehicles, set by Welsh Ministers, with the power for local licensing authorities to set additional conditions where it is appropriate to do so"

Although the White Paper makes no reference to minimum national standards, it is worth noting that we would not recommend that local licensing authorities be permitted to set additional local conditions above the national standard.

Q28. Should a local authority be able to revoke or suspend a licence relating to any vehicle operating in its area, even if it did not issue the original licence? Yes/No? Please explain your answer.

Flintshire County Council believe that the revocation of a vehicle licence should be the responsibility of the home Licensing Authority. Where it is proposed that action is taken to revoke a licence, it is imperative that the licence holder is afforded the opportunity to be heard i.e. the opportunity of a fair hearing; this is a requirement of Article 6 Human Rights Act which protects your right to a fair trial. The Licensing Authority that has issued the licence will also have invaluable local knowledge about the licence holder, have immediate access to the history of the vehicle and any complaints received and should be responsible for recovering any fees associated with taking the enforcement action (It is noted that proposals in relation to fee setting are not included in the White Paper).

We also believe that it is appropriate for any authorised officer from any Licensing Authority area to have the power to suspend immediately (Section 68 LG (MP) 1976) a licence of any vehicle operating in their area (irrespective of where it was licensed) where there is an immediate public safety risk e.g. defective tyre, or potentially where the vehicle fails to meet the national standards e.g. missing door signs / back plates. The authority that issues the suspension, would then report the matter to the home Licensing Authority for them to consider whether to lift the suspension or take further action.

Q29. Should a local authority be able to issue a lesser sanction in relation to any vehicle operating in its area, even if it did not issue the original licence? Yes/No? Please explain your answer.

This would be considered to be of benefit to aid the home authority in order to determine whether any further action is required e.g. improvement notice / advisory / warning. For example introducing a system of issuing a Fixed Penalty Notices would bring taxi and private hire enforcement in line with other areas of local government. Some method of

referral scheme would need to be developed to notify the issuing local authority, however the practical implications of this would need further consideration.

Q30. Please provide any other comments or proposals around enforcement that were not covered in the above questions.

Discussions have previously taken place with Welsh Government about introducing the power to stop and direct taxi and PHVs. This would be a useful and beneficial addition to the enforcement options currently available to local authorities.

Currently Licensing authorities are unable to attach conditions to hackney carriage driver licences, some local authorities, including Flintshire, have byelaws in place and we would recommend incorporating any relevant component of these into National Standards

Other enforcement provisions are recommended for introduction by Welsh Government, such as where a driver refuses a fare due to the short distance involved or for cases of overcharging.

We would recommend mandating training for all individuals involved in the licensing decision-making process (as mentioned above). Consistent and appropriate training of officers and councillors is essential to ensure those applying standards are competent to do so. The content of the training should form part of National Standards.

Q31. Do you agree with our proposal to create a database or make other arrangements for relevant safeguarding information to be shared? Yes/No? Please explain your answer.

The establishment of a mandatory national database of all licensed drivers is critical, however this database should be expanded to include vehicle and operators, proprietors and dispatchers to support stronger enforcement. This must be established quickly.

In the interim, the National Anti-Fraud Network (NAFN) currently provides an online register of taxi and private hire drivers who have been refused or had their licence revoked. The database includes the reasons for any refusal or revocation, along with the relevant licensing authority details. The Welsh Government must introduce legislation to mandate its use as a priority. It was agreed in principle at Licensing Expert Panel that Welsh Authorities would use this database and at the time of this consultation response all local authorities were progressing this.

In addition any national database must be able to accommodate or link in with an equivalent database in England to avoid duplication of data entry and ensure public safety particularly around the border areas.

Q32. Please provide any other comments or proposals around information-sharing that were not covered in the above questions.

The Common Law Police Disclosure provisions have been highlighted as a significant concern previously. These proposals do not cover this issue. It's suggested that the current Disclosure provisions be reviewed to ensure that all relevant information of crimes and conduct by taxi and private hire drivers, including arrest, charge and conviction information, is shared with licensing authority immediately.

Welsh Government may be limited in influencing this suggestion but it is essential to ensure all drivers, operators, proprietors and dispatchers are safe and suitable. Any influence Welsh Government could have on this to improve information-sharing on public safety grounds would be welcomed.

Q33. Do you agree with our proposal to redirect all of the existing taxi and PHV licensing functions away from local authorities and into a national licensing authority (Option A)? Yes/No? Please explain your answer.

We do **not** support the proposal on the information provided, as there is no evidence to support the need to redirect the existing taxi and PHV licensing function away from Local Authorities. At this stage there is no detail contained within this white paper as to how the JTA would undertake the licensing function and therefore it is very difficult to be able to answer this question. The Panel feel that insufficient research has been undertaken in respect of this proposal and that Welsh Government must produce a far more detailed explanation on how the JTA would work. We feel that they would then be in a better position to comment on the proposal. Our overriding concern is the protection of the public, and there in nothing contained within this proposal which suggests that public safety is at the forefront of this proposal.

There are of course many advantages of retaining the function at a local level, with local knowledge, needs and issues.

We would be happy to consider the evidence for Welsh Government's proposals and to work with them further to ensure any reform of taxi and private hire vehicle legislation is robust, enforceable and improves public safety.

Q34. Do you think that local authorities should continue to have responsibility for taxi and PHV licensing (Option B)? Yes/No? Please explain your answer.

Yes, local authorities should continue to have responsibility for taxi and PHV licensing. The Licensing function requires strengthening as mentioned in option B of the consultation, but it is recognised that licensing at the local level works well. Additional evidence is requested from Welsh Government to justify the contrary to continuing with local authority responsibility.

Q35. Please provide any other comments or proposals around responsibility for taxi/PHV licensing that were not covered in the above questions.

Flintshire County Council believe that the current proposals contained within the White Paper fall far short of the reform that taxi and private hire licensing so desperately requires. The previous set of proposals contained within the Taxi and Private Hire Vehicle Licensing in Wales [WG31865] would have introduced a robust taxi licensing regime which was fit for the 21st century and afforded local authorities the necessary tools to protect the public, tackle cross border working and introduce more powers for better enforcement. Instead what is now being proposed is a quick fix and offers nothing more than a temporary solution. The existing legislation is archaic, not fit for purpose and requires fundamental reform with new primary legislation.

The radical, ambitious and exciting plans previously proposed by Welsh Government have effectively been overlooked, and are unlikely to be revisited. A viable alternative however is readily available by considering in more details adopting the recommendations of the "Ministerial Working Party into Hackney Carriage and Private Hire Licensing in England [2018]" which builds on the work undertaken by the Law Commission "Reforming the Law of Taxi and Private Hire Services [2012]".

These recommendations offer far more in terms of a workable solution, and would modernise the legislative framework, introducing appropriate regulation and giving licensing authorities the necessary enforcement tools to better protect the public. The recommendations if implemented, would ensure that inconsistencies between Welsh and English authorities, particularly along the border, are negated.

Q36. We would like to know your views on the effects that the legislative proposals set out in this paper would have on the Welsh language, specifically on opportunities for people to use Welsh and on treating the Welsh language no less favourably than English. What effects do you think there would be? How could positive effects be increased? or negative effects be mitigated?

The Welsh Language Act specifies that anyone should be able to conduct business through the medium of wither Welsh or English.

Q37. Please also explain how you believe the proposals could be formulated or changed so as to have positive effects or increased positive effects on opportunities for people to use the Welsh language and on treating the Welsh

language no less favourably than the English language, and no adverse effects on opportunities for people to use the Welsh language and on treating the Welsh language no less favourably than the English language.

The Welsh Language Act is in place to ensure the Welsh language is treated no less favourably than English.

Q38. We have asked a number of specific questions. If you have any related issues which we have not specifically addressed, please use this space to report them: Please enter here:

No further comments.

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CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	Sheltered Accommodation Review
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Housing
Report Author	Chief Officer (Housing and Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council's sheltered housing is currently for people aged over 60 and the mini-group accommodation is for people aged over 50 years. However, the Council's age criteria is an operational issue, due to our Housing Association partners' criteria being over 55 years resulting in three different age specifications at point of allocating properties.

In terms of our wider sheltered housing stock, a desk based analysis has been undertaken and has provided an overview of all of our sheltered accommodation, which totals 2,633 properties across the County equating to 36% of our housing stock. The analysis has identified a series of issues where some of the schemes appear to be unpopular and as a consequence, have high turnover and void levels which are considered excessive.

Key findings of the data to date indicate that the primary reason behind the stock turn-over (66%) occurs as a result of the tenant's death or their transfer to residential care accommodation. This does not diminish the fact that there are still some significant issues with specific schemes and / or property types, which result in longer term voids and hard to let properties.

RECOMMENDATIONS	
1.	To approve eligibility criteria for all mini-groups and sheltered schemes to age 55 so as to bring them in line with our Housing Association and Local Authority SARTH Partners.
2.	To approve the scope of the review with update reports being brought back to Cabinet and Scrutiny as the review progresses.

REPORT DETAILS

1.00	**SHELTERED ACCOMMODATION REVIEW**
	Background
1.01	The Council's sheltered housing is for people aged over 60 and the mini-group accommodation is for people aged over 50 years. However, the Council's age criteria is an operational issue, due to our Housing Association partners' criteria being over 55 years. This results in three different age requirements at point of allocating properties, and can be confusing for prospective tenants.
1.02	A review of sheltered accommodation is being proposed within the context of an increasing demand for social housing across Flintshire; an increasing number of people with physical disabilities; and the strategic principle in our draft Housing Strategy of making the best use of our existing stock.
1.03	An initial desk top analysis has been completed, providing a better understanding of our stock use. • A third (2,633 properties) of all Flintshire County Council's stock is deemed 'sheltered' for people over 60 years, which is a significant proportion of all stock. • Initial findings indicate that turnover of the stock is relatively low, however, certain areas / schemes and types of accommodation (i.e. bedsits) have higher turnover rates. • In terms of wider impacts, it is worth noting, that there has recently been significant investment by our housing partners in Extra Care schemes across the County, providing a range of options for people currently living in mini group / sheltered accommodation. For example, we are aware that 17 households have moved from our stock into Llys Raddington Extra Care scheme in Flint recently with the majority (fourteen) moving from our own sheltered housing.
	Current Sheltered Housing provision

1.04 There are a total of 2,633[1] properties spread across the County that make up the suite of sheltered accommodation of which 533 properties are for over 50's and the balance of 2,100 are for over 60's. This equates to 36% of all of our stock, the breakdown is set out in the table below.

Description	No. of bedrooms	No. of properties
Sheltered bungalow	1, 2 and 3	1,362
Sheltered Flats	1 and 2	627
Sheltered bedsit		64
Mini-group bungalow	1,2 and 3	394
Mini-group flat	1 and 2	139
Warden House	2 and 3	21
Warden Bungalow	2 and 3	18
Warden Flat	2, 3 and 4	6
Sheltered House	1 and 2	2
Total		**2,633**

1.05 Looking at the available data over the previous five year period the range of reasons for the termination of properties includes:

1. Deceased 44%
2. Transfer/move to residential care 24%
3. Transfer to another FCC property 12%
4. Other* 20%

*Other includes a range of 14 categories such as evictions and will be considered in more detail as part of the wider review.

1.06 Further analysis has been undertaken on those properties with higher void frequency rates by site over a five year period. This will need to be researched further so we can establish a better understanding of all terminations. Furthermore, this should be considered within the context of the rising demand for single person accommodation as a result of Welfare Reform; an increase in the number of households on the Specialist Housing Register; and a reduction in demand for certain types of accommodation by older people i.e. bedsits.

Mini-group schemes (over 50s)
The key finding from the mini-group schemes, to be considered in more detail, is an understanding of the reasons why people moved to other social housing stock and where people moved to for example Extra Care.

Sheltered (over 60's)
The reasons for turnover are more extensive and less clear for the over 60 sheltered schemes and this will be explored as part of the review so as to inform recommendations.

[1] As at December 2018 – source HRA Business Plan 2019/20

1.07	Each of the properties with high void frequency rates have their own unique set of issues; however, common themes include: • Sheltered bedsits are generally unpopular and tend to be used as a short term temporary accommodation measure by tenants. • Upstairs flats, over time, become unsuitable for elderly tenants as they become less mobile. • The ongoing reduction of local convenience stores dictates the need to travel further away to access shops for those tenants who live in remote sheltered accommodation which again also becomes difficult for those less mobile elderly tenants.
1.08	Analysis of termination data to date shows that bedsit tenancy turnover is significantly different between sites and is less popular with older people as a housing option. The best use of bedsit accommodation would be to meet general needs but again this would need to be explored in more detail as part of considerations for a review of specific properties.
1.09	Flintshire Social Services have an excellent track record in supporting older people to live as independently as possible in their own homes and Extra Care facilities; as a result of good community support FCC has the smallest number of older people entering long term residential care. The average age of people in care homes is 87 years with the average stay approximately two years.
1.10	There are currently 47 households on the Flintshire Specialist Housing Register, this includes people who have disabilities and require accessible housing, such as level access, wet rooms or more extensive adaptations, in order to live independently. It is challenging to meet the needs of these households from our general needs stock and therefore, in some instances where it is appropriate, it would be the best use of existing stock to be able to use sheltered accommodation.
1.11	Financially the projected rental income flowing into the Housing Revenue Account (HRA) from occupied sheltered accommodation in 2018/19 will be £11,314,467 with a rental loss due to voids of £245,402, which equates to 2.2% of rental income. The review would need to develop a better understanding of how this could be addressed.
	Conclusions
1.12	Currently Flintshire County Council is the only partner of the Housing Register (SARTH) who have two levels of age criteria for sheltered accommodation, neither of which align with our partner's criteria. All other SARTH partners have a criteria of over 55 years and it is proposed that Flintshire County Council properties align the age criteria with our partners. This discrepancy currently causes operational complexities when allocating, as well as creating confusion for our customers. It is proposed we align our sheltered and mini-group accommodation age criteria with our housing partners.

1.13	In terms of the review it is proposed that this will include:
	
	Stage 1: A scheme by scheme review to ascertain:
	• Analysis of property types and current use;
	• Void rates - developing a detailed understanding of the reasons for turnover;
	• Developing a series of options for individual schemes with the aim of reducing void rates and ensuring best use of stock;
	• Produce recommendations for Cabinet to adopt on a scheme by scheme basis.
	
	Stage 2: Assess best use of the stock where there are issues identified as a result of the Stage 1 review:
	• The review of those properties should identify the best use of the stock including whether they should be general needs or consider if they could be used to assist with delayed transfer from care / hospital and in doing so reduce costs to the Council.
	• Consider whether it would be efficient to invest capital expenditure to make them fit for purpose for the future, for example:
	  • Installation of Stair Lifts might be a cost effective solution to avoid the need for tenants in upper flats to move to a more accessible property.
	  • Technology and training to enable internet shopping and other local deliveries, may be useful in supporting those who live in rural areas.
	• Consider whether bedsit accommodation can best meet changing housing demand and expectations including the reduced demand from older people for this type of accommodation, and an increasing demand for single person accommodation.

2.00	**RESOURCE IMPLICATIONS**
2.01	Resource requirements, will be determined following appropriate condition surveys determining potential changes to communal and individual properties.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	Any potential amendments to properties will be undertaken in consultation with current residents and local elected Members.

4.00	**RISK MANAGEMENT**
4.01	Financial challenges associated to the scale of capital requirements of modifying the existing layout of communal facilities, will need to be considered as part of the annual housing investment programme and HRA

	Business Plan.
4.02	Lack of detailed information from departmental colleagues on the level of demand determining potential structural changes to properties and facilities. Overcome by undertaking detailed surveys and analysis.
4.03	Access arrangements post consultations with tenants effected by potential structural changes to properties. Overcome though the development and understanding of the types of modification and their costs which need to feed into the Business Planning process.

5.00	**APPENDICES**
5.01	None.

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	**Contact Officer:** Lesley Bassett **Telephone:** 01352 701433 **Email:** lesley.bassett@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Single Access Route to Housing (SARTH) Policy –** the regional common policy for all major social landlords allocating social housing properties across Conwy, Denbighshire and Wrexham.

CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	Local Full Fibre Network (LFFN)
Cabinet Member	Cabinet Member for Corporate Management and Assets Cabinet Member for Economic Development
Report Author	Chief Officer (Governance) Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

The North Wales Economic Ambition Board (NWEAB) have an ambitious vision to improve the economy across North Wales. That vision has previously been approved by Cabinet, and involves objectives to increase access to faster broadband speeds. The Head of Housing and Economy from Wrexham County Borough Council is the senior responsible officer for the regional digital work, with support from officers from each county. This report explains the opportunities and implications of the regional digital work for Flintshire County Council.

The report provides an update on the digital work carried out to date by NWEAB, in particular, the development of the Digital Connectivity Strategy for the region. The report also provides an update on the Local Full Fibre Network (LFFN) project being developed to secure funding from UK Government's Department for Digital, Culture, Media and Sport.

RECOMMENDATIONS	
1	That Cabinet adopts the North Wales Connectivity Strategy.
2	That Cabinet agrees that the Council enters into a suitable Inter Authority Agreement with the other partner bodies in respect of the LFFN project.
3	That Cabinet authorises the s151 Officer and Monitoring Officer in consultation with the Cabinet Members for Corporate Management and Assets and Economic Development, and Leader, to agree the final terms of the Inter Authority Agreement.

REPORT DETAILS

1.00	**EXPLAINING THE NORTH WALES DIGITAL CONNECTIVITY STRATEGY AND LOCAL FULL FIBRE NETWORK PROGRAMME**
1.01	At their March 2018 meeting the NWEAB approved a Digital Connectivity Strategy for the region, which is attached as Appendix 1. The Strategy has been used to inform the bid for funding to the Local Full Fibre Network programme and to inform the proposals for the North Wales Growth Deal. Cabinet are asked to formally adopt the Strategy.
1.02	In order to support the delivery of the Strategy, the NWEAB also agreed at the March meeting to develop and submit a regional bid to the UK Government's LFFN Programme Challenge Fund[1]. The Fund is only for investment in digital connectivity delivered by the public sector. It was proposed and agreed that Denbighshire County Council (DCC) would be the lead authority for the purposes of the LFFN bid, with Steve Bayley of Wrexham County Borough Council continuing to provide the overall senior responsible officer role.
1.03	The LFFN bid focusses on upgrading public sector connectivity by replacing current copper (slow / low and relatively expensive bandwidth) connections with better value, faster 'full fibre' connections at around 400 sites across the region. Among the direct public sector beneficiaries will be the Local Authorities, Betsi Cadwaladr University Health Board, North Wales Fire and Rescue and GP surgeries. The public sector upgrades will be delivered via the well-established Welsh public sector procurement framework known as PSBA (Public Sector Broadband Aggregation), with BT providing the service to the sites. Surrounding residential and business properties will benefit from the investment in the fibre network. How will they benefit? Wider availability of full fibre broadband to the private sector will result from the investment in the public sector sites and UK Department for Culture Media and Sport considers that those within 50m of the 'target' site (e.g. a library) to be within reach of this positive impact, with this potentially extending to 200m depending on local network design. The outcome of the £13m investment will be an almost complete coverage of full fibre connectivity across the public sector in North Wales, making it one of the best connected in the UK.
1.04	An application has been submitted and in-principle approval has been received subject to a series of detailed tests being met. The LFFN proposal currently stands at £9 million worth of investment in the region.
1.05	Delivery of full fibre broadband on the proposed scale will result in more of the region's businesses accessing affordable, high quality connectivity, typically only available in larger urban centres. This will facilitate not only the growth of digital industries which support highly skilled, well paid jobs

	but also most other sectors which are increasingly dependent on higher standards of connectivity. These include tourism, manufacturing and retail. Extensive consultation with businesses with the support of the North Wales and Mersey Dee Business Council, on behalf of the NWEAB, has identified digital connectivity of this type as a consistent priority.
1.06	Around a third of the public sector sites to be upgraded are associated with health board sites and around 100 of these are GP surgeries, sometimes in very rural communities. Both UK and Welsh Governments have identified a need for greater adoption of digital technology in healthcare. The current lack of full fibre connectivity to these sites is restricting the innovation and efficiencies being achieved elsewhere in better connected regions, with routine tasks such as transferring patient records relying upon inefficient and slow technologies.
1.07	Further proposals for improving digital connectivity across North Wales, informed by the Strategy, have been included in the North Wales Growth Deal programme currently being negotiated with UK and Welsh Governments. The details of proposed activity is still to be fully determined and will depend on the final level of resources available for this work stream. It is anticipated that the work stream will include measures to: improve digital connectivity to strategic employment sites and along major transport corridors and to increase domestic access to higher speed broadband (building upon the Welsh Government Superfast Cymru 2 programme).
1.08	The regional officers group is working closely with Welsh Government officials to ensure that proposals build upon and add value to wider programmes including Superfast Cymru 2 and improvements to mobile telephone infrastructure. Other funding opportunities will be sought to expand the fibre infrastructure of the region and the County, or to support business and households in connecting to it.
1.09	The digital work streams of the NWEAB and the programme management of the LFFN project will require a new project management and governance structure which is set out at Appendix 2.

2.00	**RESOURCE IMPLICATIONS**
2.01	The increased connectivity to Council properties through the LFFN programme will create opportunities to improve services through future-proofed technology. There is a capital cost of approximately £33,000 associated with upgrading equipment in Council premises to take advantage of the improved connectivity and an associated annual increased revenue cost of £9,500 per annum. There will be the requirement for Flintshire's IT team to configure and install this equipment to take advantage of the increased connectivity. This will form part of the action plan associated with the delivery of the Council's Digital Strategy under the Business and Community workstream.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has been undertaken throughout the course of 2018 by the NWEAB with; • Each of the other North Wales Local Authorities (ICT and Economic Development) • Welsh Government (ICT Infrastructure Division) • UK Government (Department for Digital, Culture, Media and Sport) • North Wales Economic Ambition Board • Betsi Cadwalader University Health Board (NHS) • National Wales Informatics Service (NHS) • North Wales and Mersey Dee Business Council • Federation of Small Businesses The outcome of this consultation has included the North Wales Digital Connectivity Strategy (Appendix 1), a Digital Connectivity Action Plan for the NWEAB Growth Bid and the proposed North Wales Local Full Fibre Network Programme application.

4.00	RISK MANAGEMENT
4.01	There are no risks foreseen in the Council adopting the North Wales Connectivity Strategy. The Strategy should be reviewed periodically to ensure it remains relevant.
4.02	The risks associated with procuring new telecommunications duct networks in key economic sites in the County involve potential for disruption to the highways at the target sites which will be minimised as far as practicable.

5.00	APPENDICES
5.01	Appendix 1 North Wales Digital Connectivity Strategy Appendix 2 Project Management and Governance framework

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None **Contact Officer:** Niall Waller **Telephone:** 01352 702137 **E-mail:** niall.waller@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Local Full Fibre Network (LFFN)** – a challenge programme funded by the UK Government Department for Culture Media and Sport to increase fibre connectivity in the UK. **North Wales Economic Ambition Board (NWEAB)** – a statutory Joint Committee tasked with delivering economic growth. **PSBA (Public Sector Broadband Aggregation)** – a Welsh Government framework for high speed fibre connectivity to public buildings. **Superfast Cymru 2 Programme** – a Welsh Government programme to increase the availability of faster broadband speeds to domestic premises. Delivered by BT Openreach using, in most cases, existing copper telephone infrastructure.

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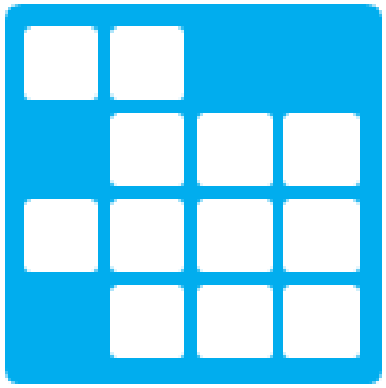

North Wales Digital Connectivity Strategy

Strategaeth Cysylltedd Digidol Gogledd Cymru

Regional Strategy

North Wales

18th March 2018

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1. Introduction

Improved digital connectivity is identified as the most important factor in the ongoing economic and social transformation of North Wales. The *North Wales Digital Connectivity Strategy* details the rationale and the interventions for the development of digital connectivity to match this transformation to 2030 and beyond.

The digital strategy supports the *Growth Vision for the Economy of North Wales* [1], with development funded through the North Wales Growth Bid and other sources of funding.

The *North Wales Digital Connectivity Strategy* is a regional collaboration of six local authorities and the private sector (through the North Wales and Mersey Dee Business Council). The regional strategy has been developed to complement local and national strategies to establish a 'joined-up' approach to ensure the maximum economic benefit will result.

The regional strategy concentrates on the vision for economic growth, the key sectors and the consequential spatial distribution of the actions required to make a difference. In addition, it targets the key strategic sites which have been agreed in the *Growth Vision for the Economy of North Wales*.

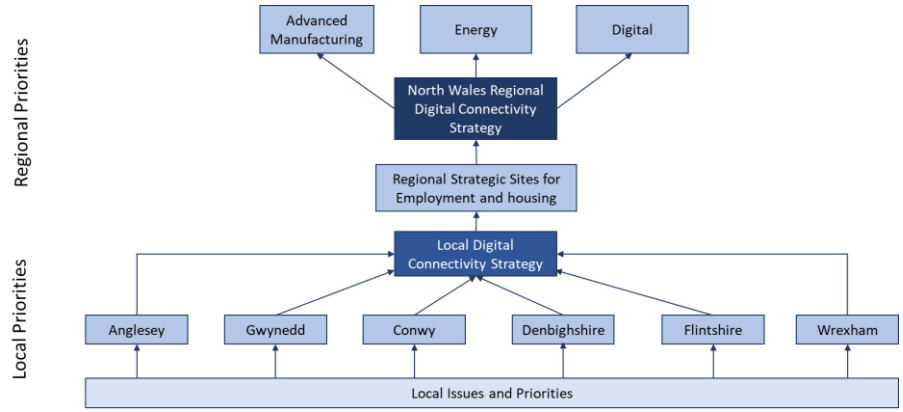

Fig.1 Context of regional and local digital connectivity strategies

The local strategies are broader; each local authority area benefits from and contributes to the regional priorities and seeks to address specific local issues in terms of local sector priorities and local priority sites.

Local and regional strategies benefit from, and seek to support and extend national strategies from Welsh and UK governments. These include the ongoing *Superfast Cymru* [2] programme as well as the Welsh Government *Mobile Action Plan* [3] and *UK Digital Strategy 2017* [4].

Fig.1 illustrates the context of the activities and illustrates how the local strategies both address local issues and priorities but are also key to the delivery of the regional strategy.

2. Executive Summary

2.1 Digital Priorities

The *Growth Vision for the Economy of North Wales* identifies a number of key economic sectors and key sites that are central to the growth of the economy in North Wales. In addition, there are sectors and locations that are important locally. Key sectors identified in this report are:

- Energy Cluster
- Advanced Manufacturing
- Digital Cluster
- Construction
- Tourism and hospitality
- Health and Social Care

2.2 Requirements by Sector

Although all businesses have different specific requirements based on their size and operation, different sectors tend to have different characteristic needs that can guide interventions:

- **Energy Cluster** – The Energy Cluster supply chain needs to exchange large data files. Even relatively small companies may require high bandwidth, but are mostly focused in key locations. Ensuring full fibre connections for affordable services at these locations is required.
- **Advanced Manufacturing** – Like the Energy Cluster, Advanced Manufacturing needs to exchange large files throughout the supply chain, and between building facilities within companies. Small companies may need large bandwidth, and large companies may have locations where leased lines are not affordable.
- **Digital Cluster** – As with the other high growth sectors, the potential for high bandwidth file exchange is critical. However, the sector is more geographically dispersed – requiring high bandwidth services throughout the region.
- **Construction** – The need for effective document control means that main offices need good bandwidth capabilities, but there is also a need to communicate with remote sites. Improved availability of superfast and 4G throughout the region will benefit the sector.
- **Tourism and hospitality** – Tourism locations need to meet the aggregated connectivity expectations of several users at once. Increasing bandwidth expectations of individual users is leading to significant bandwidth requirements.
- **Health and Social Care** – the digital transformation of the sector, and the need for connected mobile workers means that superfast broadband for all is a key social requirement.

Sector	Digital Requirement
Energy Cluster	Full fibre at key locations
Manufacturing	Full fibre at key locations
Digital Cluster	Ultrafast and superfast widely available
Construction	Ultrafast and superfast widely available
Tourism & hospitality	Ultrafast and superfast widely available
Health & Social Care	Superfast available to all properties

2.3 Current Availability

The *Superfast Cymru* project has delivered significant improvement in superfast broadband across the region since 2013, and the *FibreSpeed* [5] network gives potential core strength in the north. However, the current digital connectivity in North Wales remains poorer than Wales as a whole and significantly lags the rest of the UK.

There are 'white' (un-connected) properties throughout the region. Limited reach of the FTTC access infrastructure causes most of the weakness in superfast deployment. Poor underlying core infrastructure means there is poor access to higher value services throughout the region.

Mobile connectivity also is significantly poorer than in the rest of the UK, with poor coverage and inadequate capacity.

Strengths	**Weaknesses**
Shared leadership throughout the region gives the potential for greater overall benefit through greater capacity.	Poor existing core and access infrastructures, and low population density present commercial barriers.
Opportunities	**Threats**
FibreSpeed, Network Rail Telecom and public sector connections present key opportunities to improve connectivity.	Established 'digital divide' presents a long term threat of economic and social decline.

2.4 Intervention Strategy

A number of initial key interventions have been identified to begin to deliver improved connectivity at local and regional level:

- **Full fibre passive infrastructure** – improved duct network to facilitate end-user access to full fibre gigabit services.
- **Affordable gigabit services** – development of high bandwidth contended FTTP services to meet business needs.
- **Improved backhaul** – development of the FibreSpeed, Network Rail Telecom and Public Sector connectivity routes to improve core connectivity.
- **SME Demand stimulation** – voucher based schemes to promote demand and support all initiatives.
- **Rural Broadband Deployment** – to support the *Next Generation Access Broadband Wales* project and improve deployment of superfast and ultrafast broadband in remote rural areas.
- **Social Housing Broadband** – digital connectivity to improve service efficiency and social outcomes.
- **Public Sector Anchor Tenant** – explore options to use fibre at schools and other public buildings to extend backhaul connections throughout the region.
- **Policy Support** – review and improvement of planning and similar policies to reduce policy barriers.
- **Market Intelligence** – establish effective communication channels for key market data to service providers.
- **5G Demonstrators** – development of 5G use-case demonstrators.

3. Digital Priorities

The North Wales Digital Connectivity Strategy has been developed to establish local strategies for each of the six counties in North Wales, and an over-arching strategy for the region. In this way, the regional strategy will address some of the key similarities and differences between the six counties, and how they contribute to the region. Locally, the six counties will benefit from the influence of the regional strategy, and maintain their local priorities.

3.1 Growth Vision

Central to the Digital Connectivity Strategy development is the *Growth Vision for the Economy of North Wales* and the Growth Bid, currently in development. The *Growth Vision* is a single joined-up vision for economic and employment growth for the region with a strong private sector involvement and a collaborative approach with surrounding areas. As well as the economic ambitions, the vision plans to address the social, environmental and cultural well-being of North Wales; to support and retain young people in the local economies; address worklessness and inactivity; and to support and enable private sector investment. A portfolio of strategic projects has been identified to address Infrastructure, skills and employment and support for business growth. Digital infrastructure has been identified as a key aspect of the infrastructure needed for growth and effective digital infrastructure and its widespread use will help to build on areas of strength as well as ameliorate some of the disadvantages suffered by the more rural and remote parts of the region.

3.1.1 Key Industry Sectors

The key industry sectors identified in the Growth Vision are:

- **Energy Cluster** – with a number of key locations throughout the region, energy presents a key strategic strength.
- **Advanced Manufacturing** – manufacturing is a key sector for the economy and employment of the region. particularly in Flintshire and Wrexham.
- **Digital Cluster** – the developing digital cluster has the potential for economic growth across the region.

Underpinning this, the *North Wales Regional Skills and Employment Plan* [6] identifies three priority sectors (energy, manufacturing and construction), and four growth sectors (creative and digital, health and social care, tourism and hospitality, food and drink).

The digital connectivity priorities presented by these sectors are different. While the three key industry sectors very high bandwidth in a few locations, the growth sectors require less bandwidth, but in locations throughout the region.

3.1.3 Strategic Sites and Premises

The *Growth Vision* identifies a number of key sites and premises (see Fig.3 on page 8). These sites primarily support the three key industry sectors, and present focus locations for economic growth for the region. These strategic sites for development are:

- Northern Gateway, Deeside
- Warren Hall, Broughton
- Wrexham Technology Park
- Wrexham Industrial Estate
- Wrexham Business Quarter
- St Asaph Business Park
- Bodelwyddan
- Abergele South East
- Parc Bryn Cegin, Bangor
- Parc Cefni expansion, Llangefni
- Parc Cybi, Holyhead
- Holyhead Port
- Ferodo Site, Caernarfon
- Centre for Energy Generation at Trawsfynydd
- Snowdonia Aerospace Centre, Llanbedr
- Menai Science Park

It is expected that all of these sites will see improved connectivity as a result of this strategy because they are the sites where significant growth is expected. Other important sites which support significant employment are expected to benefit similarly.

Mapping of the strategic sites across the region shows the majority are in the north, and close to the FibreSpeed network. This gives the potential for strong development of digital connectivity to these sites. However, the Centre for Energy Generation at Trawsfynydd, and the Snowdonia Aerospace Centre at Llanbedr present much greater problems for digital connectivity.

3.1.4 Infrastructure Plan to enable Growth – Digital

Three strategic projects to strengthen the regional digital infrastructure are identified in the *Growth Vision*:

- Promote and deliver projects that increase ultra-fast broadband and mobile coverage that enable our businesses to access new markets.
- Accelerate the roll-out of the connectivity infrastructure programme in the region.
- Support continued investment in the digital network and infrastructure, especially mobile connectivity, and promote activities to exploit the availability of superfast broadband. Monitor usage and promote the capacity provided.

These three projects require development to establish practical projects that can be delivered to provide specific benefits throughout the region.

3.1.5 Digital Options

Current digital connectivity is provided through a number of different technologies, and with different capabilities. These present a number of different digital options that have different characteristics and benefits:

- **Leased lines** – provide the most advanced (and most expensive) digital connectivity. Used at key locations by the largest organisations, they provide symmetrical, un-contended (not shared) connections in a range of bandwidths.
- **Gigabit FTTP** – offering very high bandwidth contended services delivered over full fibre technology, they provide an affordable solution to meet the most advanced data requirements. Availability of these new services is poor.
- **Ultrafast** – similar capabilities to gigabit services, but slightly lower bandwidths allow delivery over different technologies, and hence greater availability.
- **Superfast –** typically delivered over FTTC (mix of fibre and copper) infrastructure, superfast services present a step change in broadband capability. They form the base level for a modern connected community.
- **Broadband –** original broadband services were delivered over copper lines from the exchange. They may be all that is available in 'white' areas (where Superfast broadband is not yet available). Speeds vary from 0.5Mbps. Ofcom currently specifies 10Mbps as 'decent broadband'.
- **Mobile Communications** – are constantly evolving. The 2G GSM networks are still important for voice services. 3G data networks are being superseded by 4G with better coverage and capacity. Soon 5G capabilities will complement 4G networks and Voice will move to VoLTE as 4G coverage extends as far as that of 2G networks.

All current digital connectivity utilises optical fibres for at least part of the connection route. Optical fibre connections provide the greatest flexibility of bandwidth and distance – and are consequently seen as the most 'future-proof' connections as the digital requirements of all businesses and users continue to grow.

To provide a simple comparison, the impact of different broadband types on the download times for a typical two hour movie is shown in Fig.2.

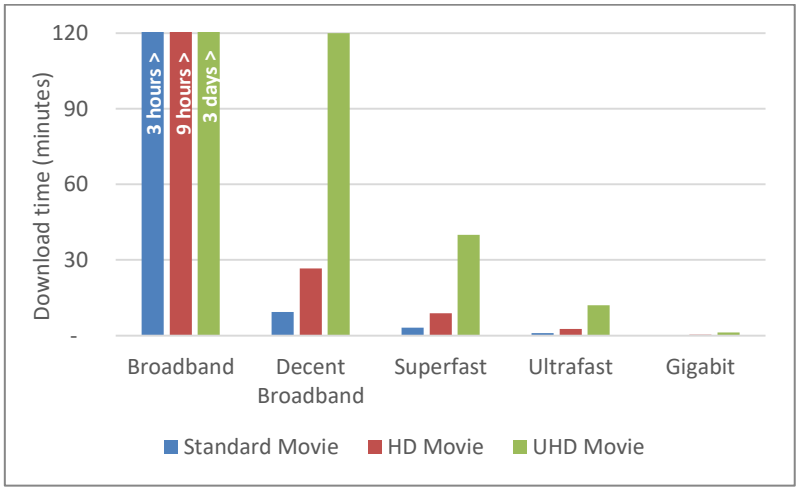

Fig.2 Film download times for broadband services

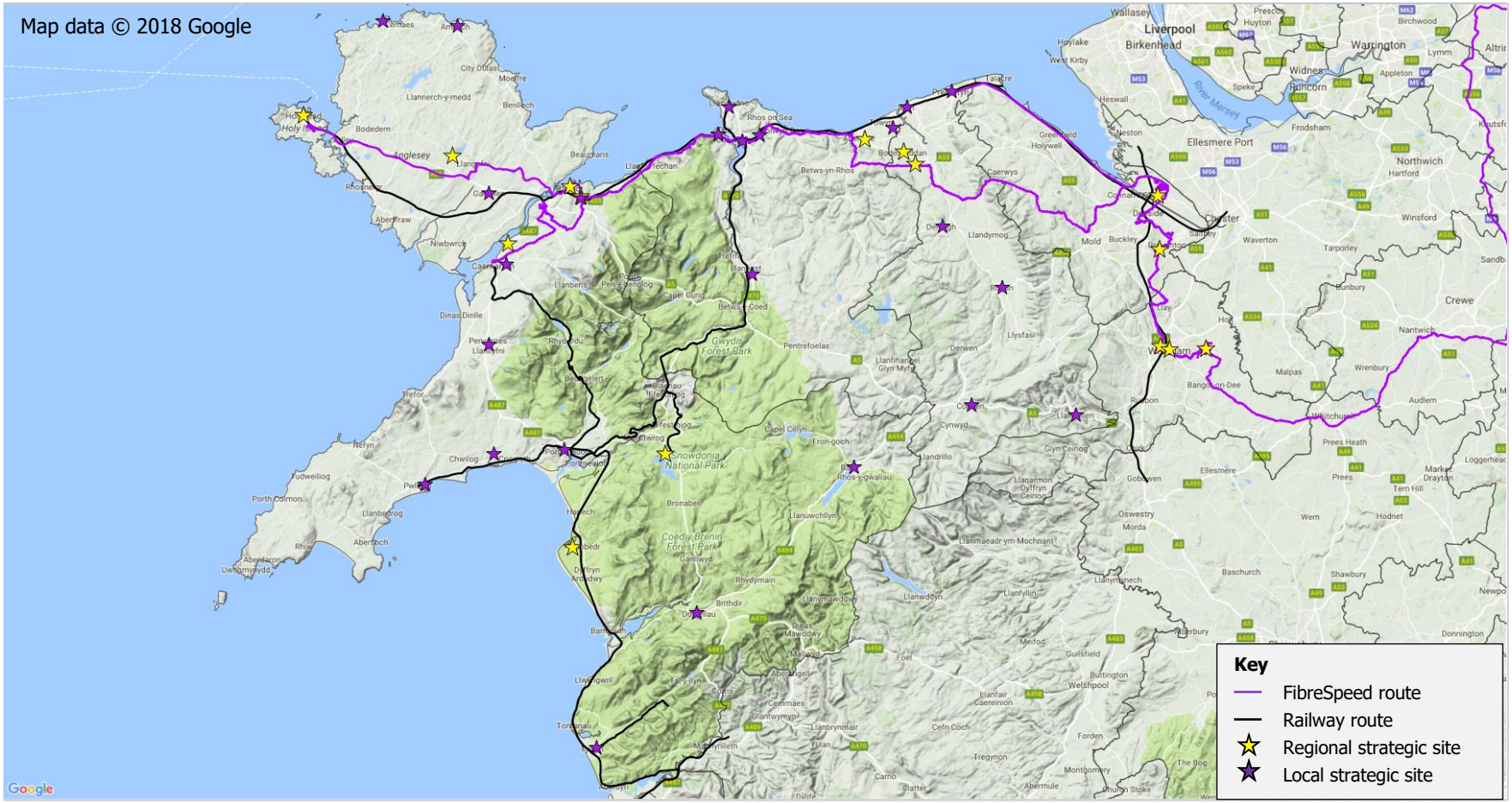

Fig.3 Mapping of Key Strategic Sites for North Wales with FibreSpeed and Rail routes

3.3 Other Strategic Drivers

The business sectors identified in the *Growth Vision* are not the only priorities for the individual counties. This is made clear in the Gross Value Add (GVA) by sector for the region. Manufacturing is a very important sector for North Wales as a whole, though the majority of the GVA impact is in Flintshire and Wrexham.

Other sectors – in particular the public sector, and tourism related businesses (including retail) are important to the region and have a wider economic impact throughout the six counties.

Addressing the specific requirements of the different business sectors will be important, particularly at local levels. Addressing the societal requirements of digital connectivity must also be considered.

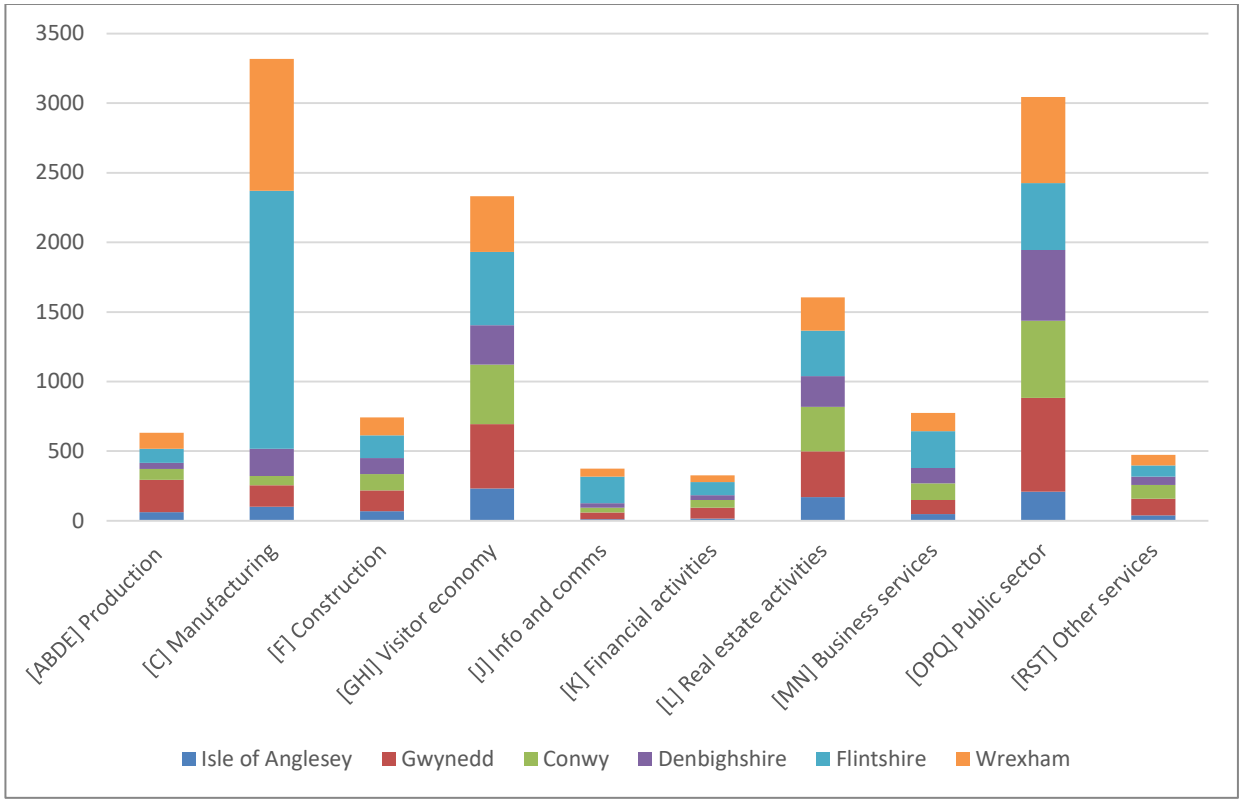

Fig.4 GVA by Sector 2016 (£ million) Source: Office for National Statistics

4. Requirements by Sector

Digital connectivity requirements for different sectors are determined by the technical requirements and the geographic distribution of businesses.

4.1 Digital Requirements

Different industry sectors have different demands for their digital connectivity. Understanding the different requirements by sector, and the relative priorities of each sector is central to the *Digital Connectivity Strategy*.

Sector	Key Digital Connectivity Requirements	Intervention
Manufacturing and Energy	Large manufacturing facilities use high bandwidth leased lines – which are widely available. The need for high bandwidth connectivity is now well established in the more advanced manufacturing businesses – consequently ultrafast and full fibre are required to support growth in the sector, particularly in the supply chain.	Support for full fibre connectivity in key areas for the sector.
Digital	The digital sector is an early adopter of high bandwidth services. The sector is characterised by SMEs in geographically dispersed clusters with some larger businesses (with more employees and greater data requirements) in the main industrial centres.	Support for ultrafast connectivity to be as widely available as possible with full fibre for larger digital businesses.
Tourism and Hospitality	The tourism and associated sectors increasingly need to accommodate the 'always connected' expectations of their customers, as well as the ability to communicate with customers online, including booking online. Although the individual connectivity requirements and online booking of individuals are easily met with superfast broadband, the aggregated bandwidth demands of several users represents a greater challenge. Ultrafast broadband is becoming a necessary requirement for all tourism businesses.	Support for widespread ultrafast and superfast broadband connectivity for tourism business locations. Increased superfast and mobile connectivity throughout the region to improve visitor engagement.
Public sector, health and social care, real estate	The public sector, including health and social care sector has demands for digital transformation development and adoption. Developments can be expected to be undertaken in strategic locations with existing connectivity. Adoption of digitally transformed services, however, require superfast connectivity at the care service user's premise, and data and voice connectivity for a mobile workforce.	Support for superfast and ultrafast connectivity at end care service user premises (ubiquitous superfast broadband). Improved mobile and WiFi connectivity for mobile workers.

4.2 Key Business Requirements

Interviews were held with representative businesses from the key sectors across North Wales. These provide a valuable insight to the requirements of these sectors for all counties in North Wales.

4.2.1 General Mobile Improvement

In addition to the following specific business requirements, there was widespread agreement among all businesses that poor mobile coverage for voice calls along the main communications routes was a barrier to business efficiency.

If we have an engineer leaving here to a job in north west Wales, then once they are 10 minutes from here, they are regularly out of touch until they reach civilisation at the other end. (MWL Systems)

Any issues engineers have with mobile coverage on client sites can be resolved by Wi-Fi calling. (MWL Systems)

4.2.2 Manufacturing and Energy

Businesses in the strategic manufacturing and energy sectors are struggling because of poor affordable digital connectivity. Even relatively large businesses have a problem because they tend to use a number of smaller buildings, rather than one single manufacturing facility. There is a widespread and un-met need for ultrafast FTTP infrastructure and services that can provide affordable high capacity, high reliability connections.

Ultrafast would have a profound influence on the way we do business. (Reynolds International)

Every minute counts and when a lot of time is wasted because of slow or broken connectivity, then it is harming the bottom line. (Carbon Zero)

Our Quality Management System has 1000 policies. This has been supplemented with photographs to aid understanding. It is likely that video will become an integral part of the manual too over time. (Snowdonia Cheese)

We need to be connected to Poland and Morocco in real time for database sharing. Poland and Morocco outstrip us in terms of their data communications. (Fibrax)

4.2.3 Digital and Professional Services

Digital and service companies have benefited from the efficiency improvements possible with affordable superfast broadband, though there are concerns over reliability and scalability.

Small businesses are able to migrate to the cloud easier than large businesses and that makes their scaling up much more straightforward. (MWL Systems)

It's more about service reliability than absolute speed. I rarely find myself worrying about the speed. (Salisburys)

4.2.4 Tourism and Hospitality

Tourism and related businesses span a wide range of business types and sizes, and they are closely inter-related. People visiting North Wales provide the principal target group for many other hospitality businesses. The connectivity requirements include the

requirements of the businesses themselves, and the ability for visitors to connect with them during their stay. Superfast and ultrafast connections are needed by businesses, with better overall connectivity in the region also important.

We use technology to build the customer relationship at three levels. We use our online presence to make people aware of us. We then use it to build trust and when the trust is there, to make a booking in the smoothest manner possible. Without that on-line presence we wouldn't be able to employ the people that we do. (RibRide - Adventure Boat Tours)

The majority of our customers book less than 48-hours before the activity… When they are sat in their holiday cottage and they cannot get online – that's when we are not getting them. (RibRide - Adventure Boat Tours)

People sat in B&Bs and hotels around need to be able to get on line and see what's going on – what can I do? (Surf Snowdonia)

4.2.5 Construction

The construction industry is undergoing a transformation through the development of Document Management Systems (DMS), and the need to communicate detailed construction drawings and documents within the business and with clients. Superfast (FTTC) connections are being used for main sites, and upgrade to FTTP would be beneficial – leased lines are too expensive. Communication with sites remains a problem. Satellite services are used currently, but are not well suited to DMS. 4G mobile and widespread superfast connections are needed.

Having better communications will have a huge impact on us as a company. For instance, accidentally using the wrong version of a drawing could cost the company millions. A modern DMS will reduce that risk – but it needs good communications at HQ and all sites to work effectively. (Jones Brothers Engineering)

4.2.6 Public Sector, Education

Public sector sites, including schools and colleges have varied connectivity requirements, and these are developing rapidly to meet the demands and opportunities of digital transformation. The provision of digital connectivity to public sector buildings could enable wider connectivity to surrounding businesses and communities.

PSBA has been brilliant for us. It took them a little while to understand our requirements, but they were very responsive. (Grwp Llandrillo Menai)

4.3 Spatial Requirements

There are some important differences between the different industry sectors in the way businesses are located that makes a significant difference in the development of interventions.

The spatial variations in requirements are driven largely by the different geographies across the region. There is considerable clustering of businesses and properties along the coast, for example, and significant challenges posed by remote rural areas.

4.3.1 Manufacturing

There are some important differences between the different business sectors. Manufacturing businesses, for example are located in clusters – the great majority of the physical clusters adjacent to the FibreSpeed route, or along rail routes.

The manufacturing sector in North Wales is characterised by a relatively small number of typically large businesses. There are very few 'white' manufacturing businesses (with no current or planned superfast connectivity) as illustrated in Fig.5 by the lighter coloured squares.

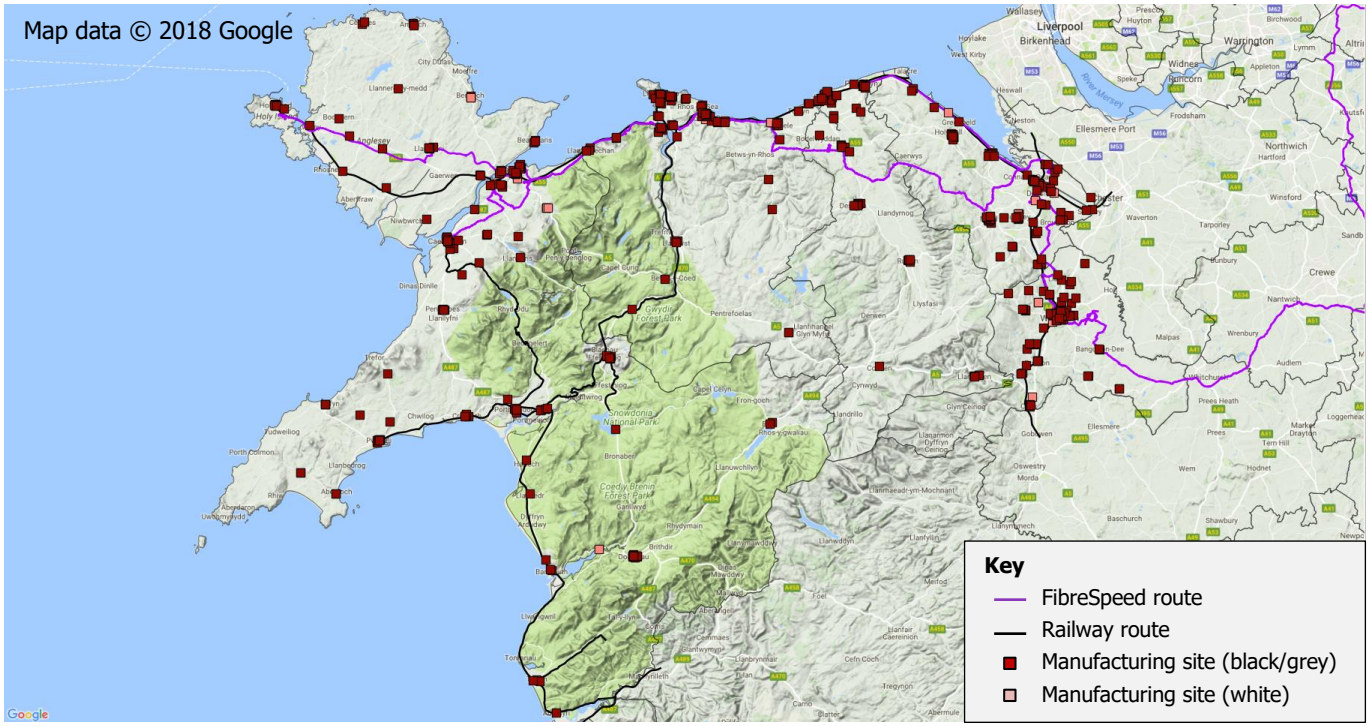

Fig.5 Mapping of Manufacturing Businesses in North Wales

4.3.2 Tourism

By contrast with manufacturing, tourism presents a far more complex picture.

There are many more tourism businesses, widely distributed across the region. The businesses are smaller, and there are many 'white' tourism businesses as illustrated by the light coloured squares in Fig.6.

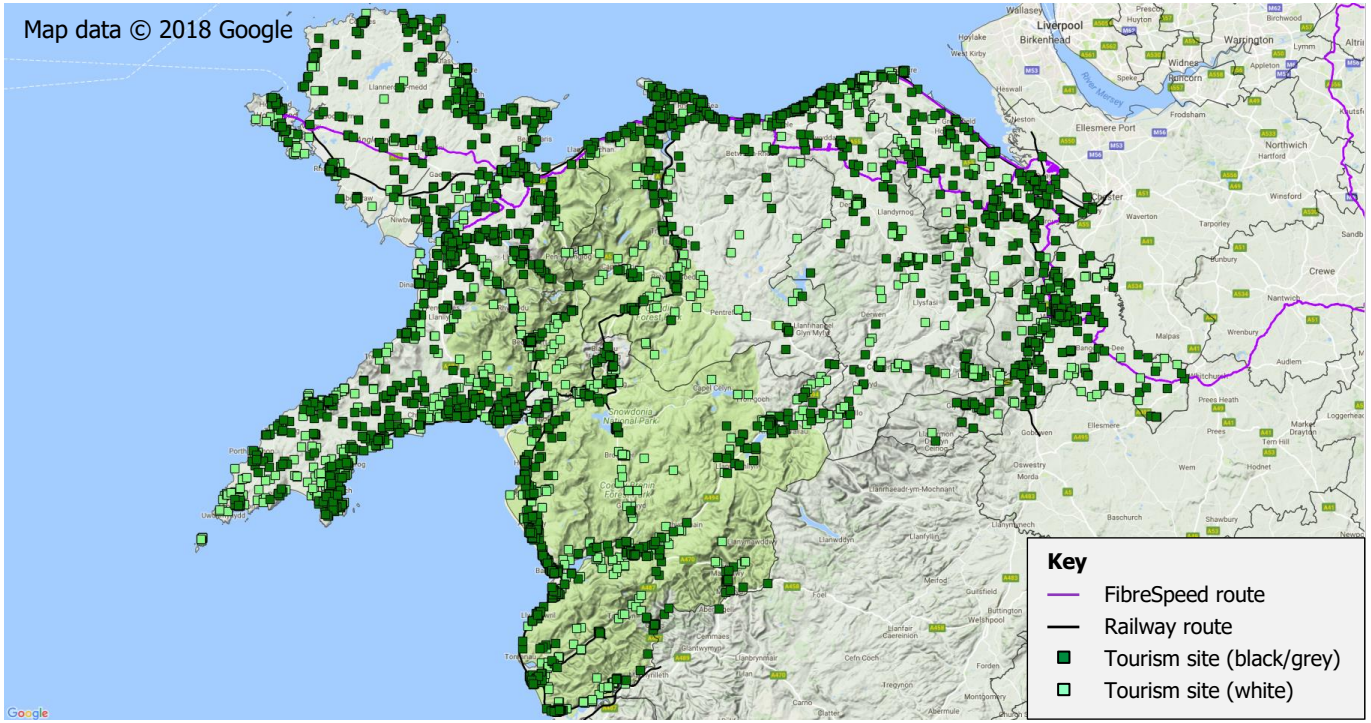

Fig.6 Mapping of Tourism Businesses in North Wales

4.3.3 Connected Community

Many sectors, including health and social care, and tourism require an effectively connected community – either to engage with customers, or as an internal element of digital transformation.

Ensuring widespread availability of superfast broadband throughout North Wales will be an essential enabler of this digital transformation. Mapping of the remaining 27,000 'white' residential properties shows there is a significant task remaining across the region to increase the deployment of superfast connectivity.

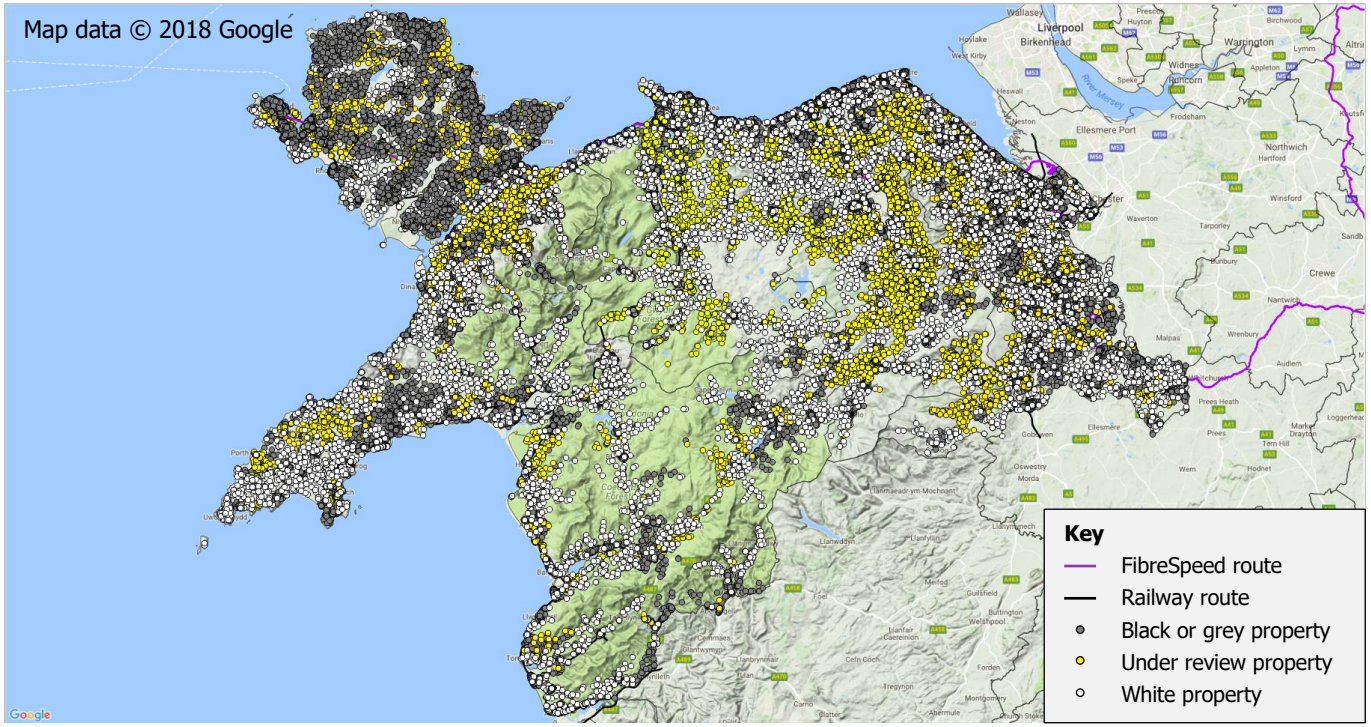

Fig.7 Mapping of 'white' residential properties in North Wales

Ensuring a fully connected community, with access to superfast broadband for all is a key requirement across the region. However, this is a challenging requirement, and prioritisation of deployment may be required in the short term.

Social housing, care homes, and other residences for vulnerable people have typically higher demand for health and social care services. Prioritising these properties may be an effective way of supporting the digital transformation of key public services.

5. Current Availability

The *Superfast Cymru* project in Wales, and similar projects across the UK mean that the position regarding fixed broadband availability is changing rapidly, making comparisons difficult. The most effective comparison for the UK is provided in the Ofcom *Connected Nations 2017* [7] report and analysis. This is based on data for May/June 2017.

Current fixed broadband availability in North Wales lags behind the UK and Wales as a whole. Although there is unusually high availability of full fibre broadband in Anglesey and Gwynedd, there is generally poor availability of superfast broadband, and lower average speed than national comparisons.

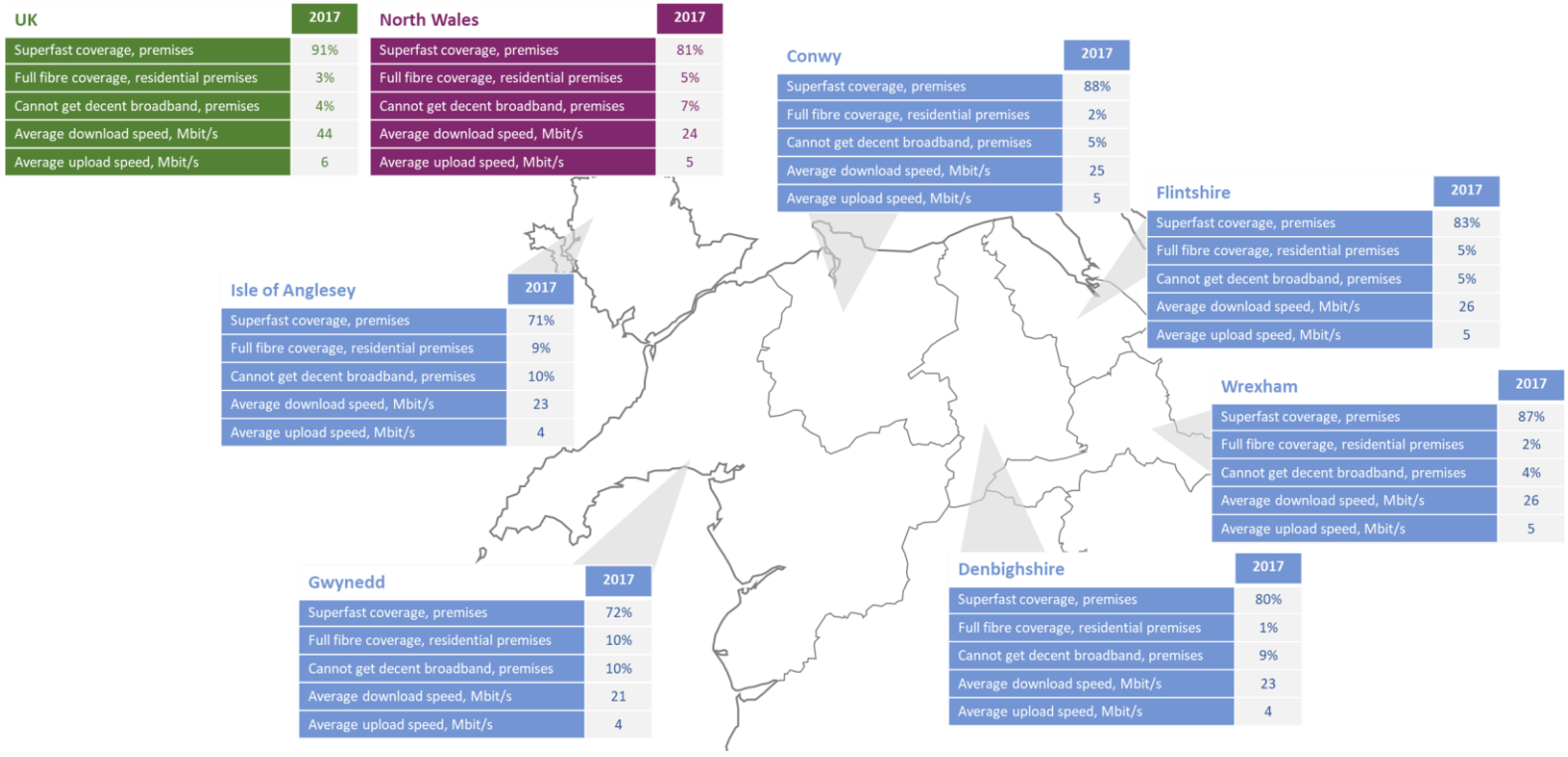

Fig.8 Fixed Broadband Availability in North Wales (Ofcom data)

5.1 BT Group Core Infrastructure

The great majority of superfast connectivity in North Wales is provided over the Openreach network. All exchanges are FTTC enabled, with FTTP also used in some locations.

The remaining white properties in the region can be assumed to be beyond the reach of FTTC access networks. To address this problem, improved access networks will be required, and they in turn will require backhaul connections. Backhaul is usually provided from a BT exchange enabled to provide EBD (Ethernet Backhaul Direct) services.

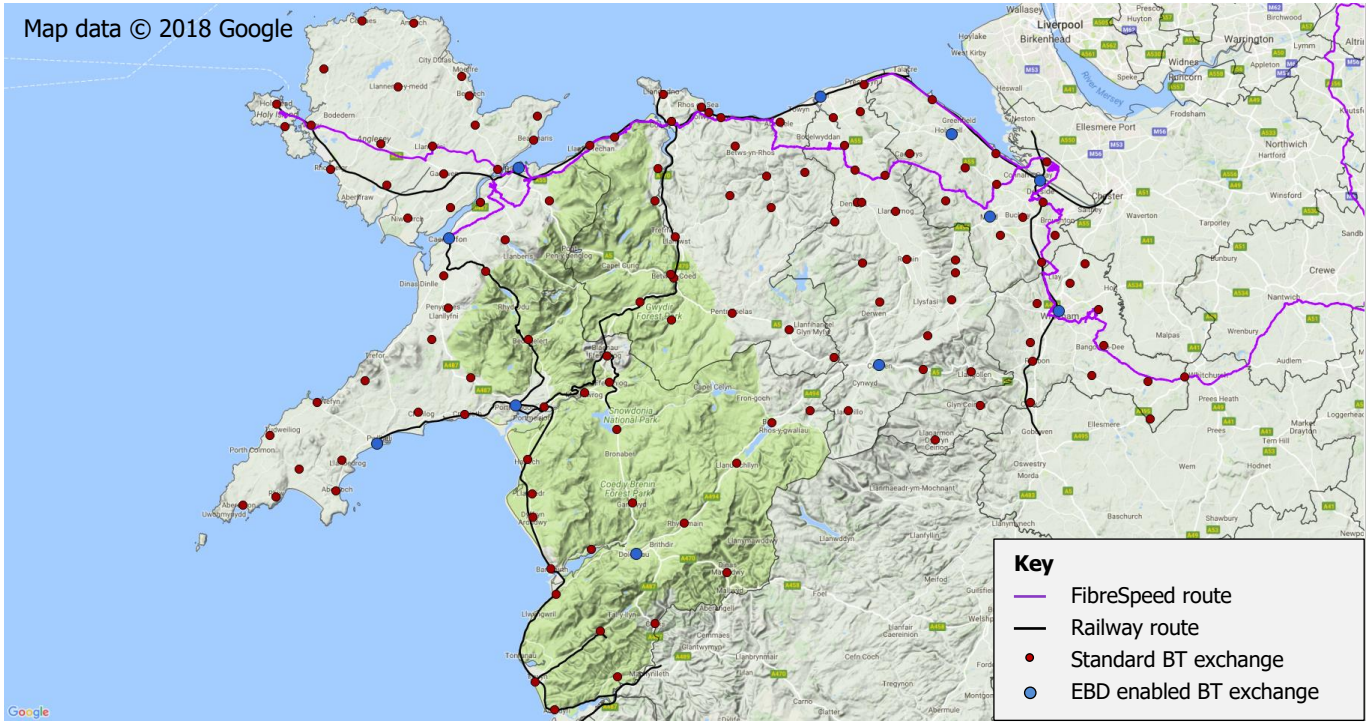

Fig.9 Mapping of BT exchanges in North Wales

There are very few EBD enabled exchanges in North Wales. Although current developments to the core infrastructure is improving this position, particularly on Anglesey, the lack of backhaul availability continues to present a strategic problem for the development of improved connectivity.

5.1.1 BT Group

Openreach is currently a part of the BT Group, and responsible for the operation of the infrastructure delivering telephony and data services. Openreach services are used by communications providers to deliver services to end business and residential users.

5.2 Other Digital Infrastructure

There is relatively little digital infrastructure in North Wales beyond the BT infrastructure. The FibreSpeed network operated by Zayo Networks is the most significant, with some additional commercial footprint provided by Zayo Networks. The networks follow the path shown by the purple line in Fig.10.

The networks deliver wholesale capacity used by other service providers to deliver services to end users.

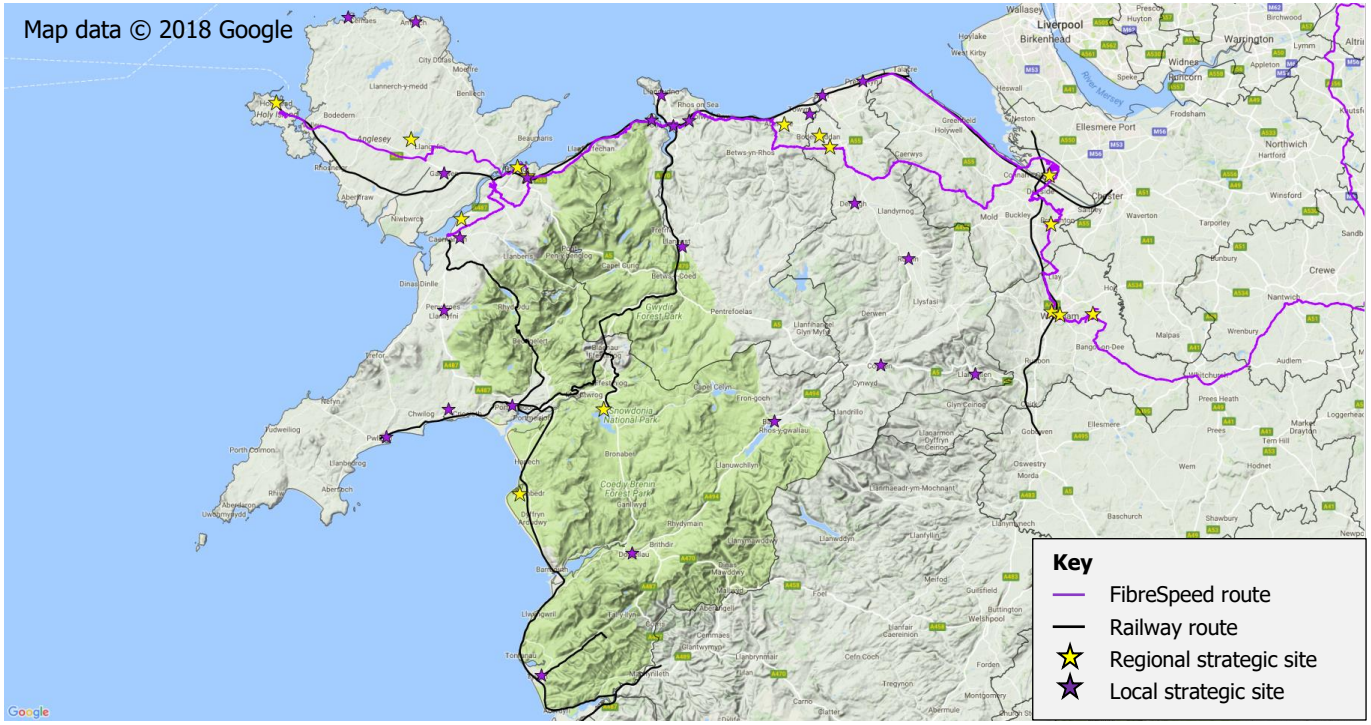

Fig.10 Mapping of Independent Core Digital Infrastructure in North Wales

The FibreSpeed and Zayo networks provide the potential for very high bandwidth connectivity, and pass very close to the majority of strategic sites in the region where high bandwidth connectivity is required to support economic growth. However, as the networks currently only provide high-cost leased line services, they are little used.

The FibreSpeed and Zayo networks also have no footprint beyond the coastal area in the north. Rail routes (black lines in Fig.10) however, do extend to more remote areas throughout the region. Some of these routes support Network Rail Telecom infrastructure that may be able provide commercial servces, in accordance with the *Network Rail Telecom Strategic Plan*[8].

5.3 Public Sector Connectivity

Areas of poor broadband connectivity exist across the region (Fig.7, page 15). Effective interventions will require the presence of high bandwidth connectivity to allow the build-out of broadband access to these un-served areas.

Although FibreSpeed has the potential to support backhaul connections for the north of the region, and the possible use of Network Rail Telecom may extend this further, many areas are still beyond the reach of backhaul connections.

However, all schools in North Wales will soon have fibre connectivity and are widely distributed (see Fig.11).

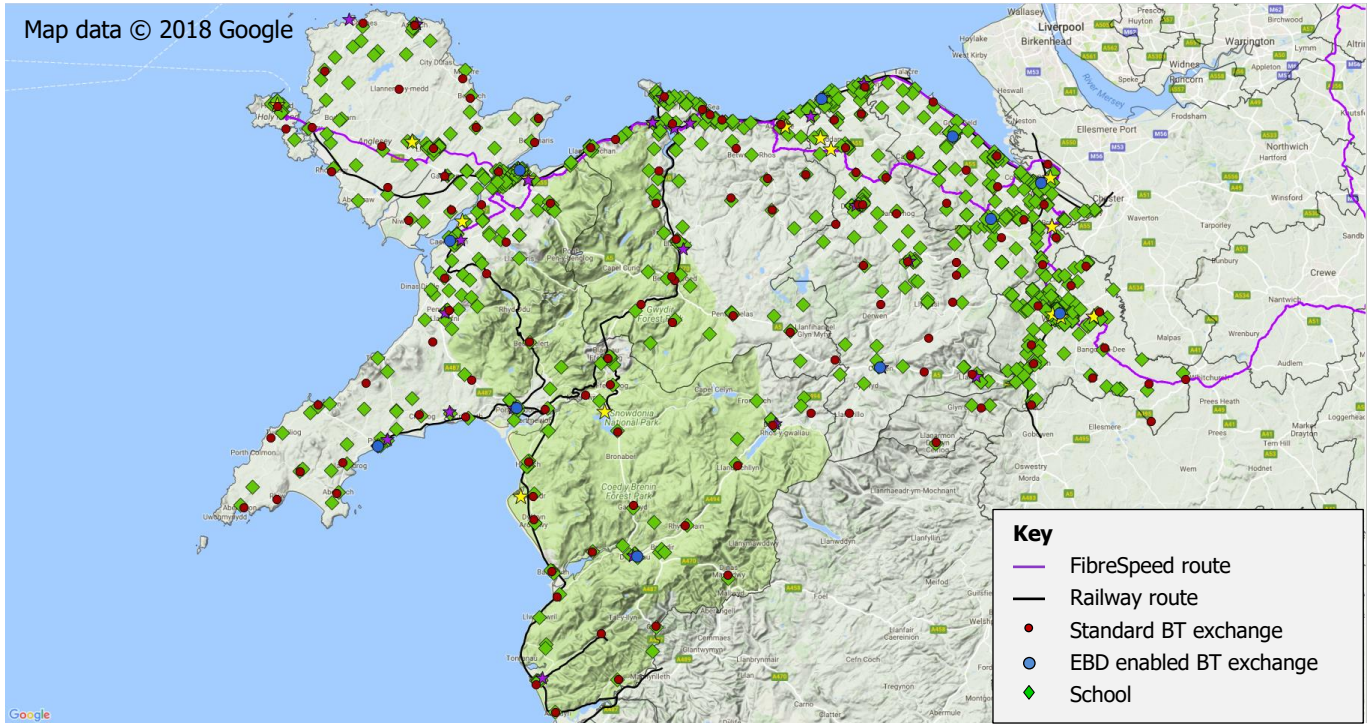

Fig.11 Mapping of schools in North Wales

The majority of digital connections for schools in Wales are provided through the Public Sector Broadband Aggregation (PSBA) project. The location of schools in almost all communities throughout the region means this could have a significant impact on the ongoing availability of backhaul for local access networks.

Options will be investigated to allow the presence of digital connectivity at public sector buildings to support the provision of wider digital connectivity to nearby businesses and homes.

5.4 Mobile Connectivity

Data in the Ofcom *Connected Nations 2017* report shows that mobile connectivity in North Wales is also significantly poorer than the UK and Wales as a whole. Capability for both voice and data is poorer than the UK, particularly within premises.

5.4.1 Constant Evolution

Mobile connectivity is constantly evolving, with new technologies introduced regularly. This provides an opportunity to overcome previous weaknesses. For example, 4G coverage has already outstripped 3G, so that we no longer need to consider 3G deployment.

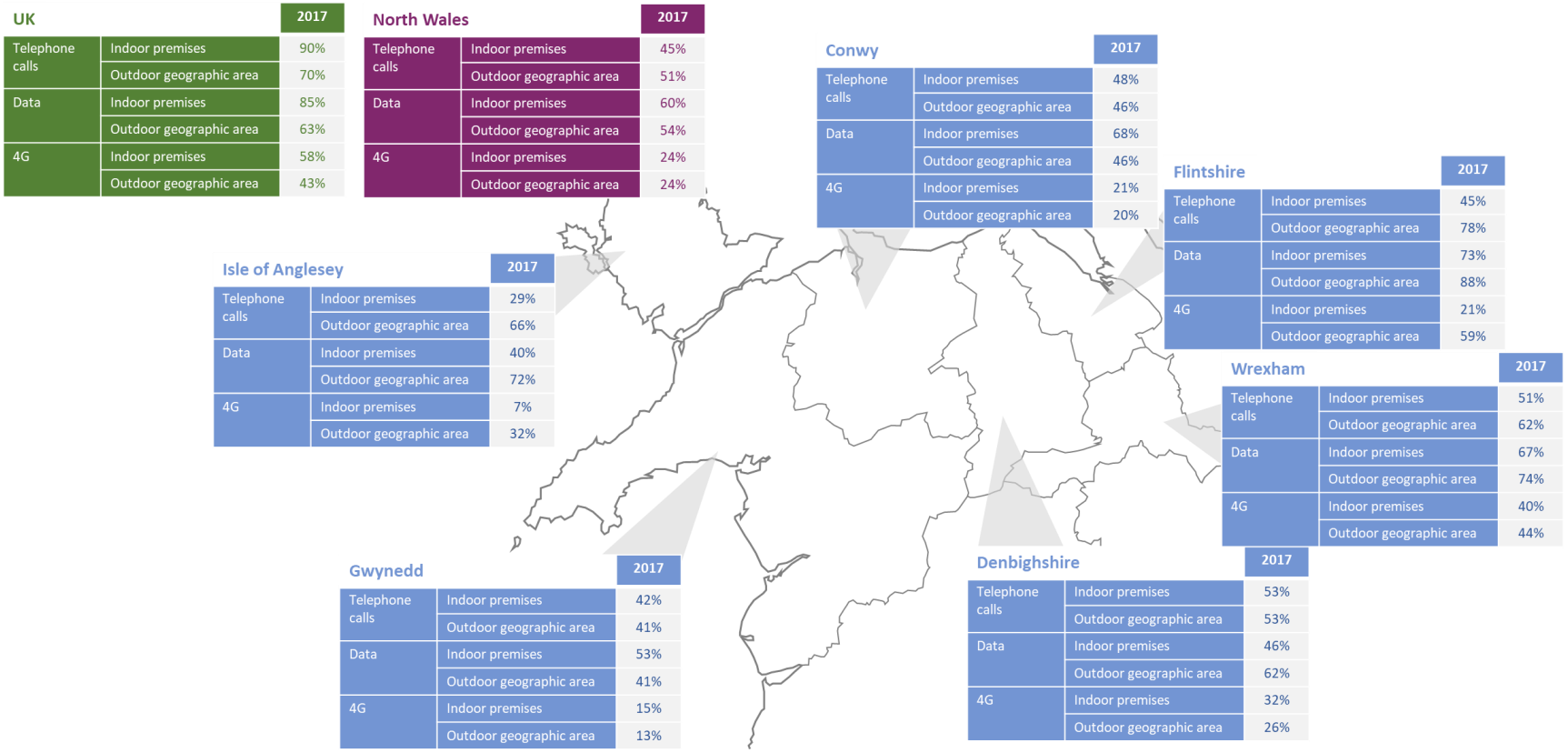

Fig.12 Mobile Connectivity in North Wales (Ofcom)

5.4.2 Connectivity Requirements

The different uses of mobile devices (for voice and data) presents two different connectivity requirements:

Remote access – the need to make calls and access data at remote locations (away from the home or office location). This presents a requirement for maximum overall coverage.

Mobile calling – the desire to make and receive voice calls while travelling. This presents a requirement for maximum coverage *along the road routes*, particularly the major road routes. However, coverage alone is not sufficient. There are capacity issues along the major routes, which are exacerbated in the summer when visitors greatly increase traffic on the major routes.

It is becoming clear that WiFi access to superfast or ultrafast connectivity is the preferred approach for remote access. This is clearly the case for data access, and also becoming the accepted preference for voice calls (with WiFi calling supported by all mobile operators). The key business requirement for mobile connectivity is to support mobile calling. The priority is for full connectivity (coverage and capacity) along major road routes.

5.4.3 Key Technologies

The deployment and evolution of mobile technologies means that it is important to focus on the most appropriate technologies for the region, rather than necessarily considering the sequential development of each technology.

- **2G** – still has the greatest coverage and availability within premises. It is still the most important coverage for mobile voice calls. Maintaining widespread coverage and adequate capacity remains important.
- **3G** – Introduced stronger data capabilities, but is no-longer strategically important following widespread deployment of 4G. We do not include 3G in this strategy.
- **4G** – Important for data and voice. Supporting maximum deployment of 4G services is the priority for mobile connectivity.
- **5G** – A new and evolving standard that promises a new level of connectivity supporting a vast range of new applications.

5.4.4 2G Deployment

2G coverage along the A55 is good with most of the length covered by all three networks. The other major routes have good coverage generally, but network availability deteriorates badly in the middle and the south of the region. Gwynedd, Conwy and Denbighshire have the worst coverage problems.

In total, 50% of the land area of the region has coverage from all three 2G networks with 18% having no coverage.

5.4.5 4G Deployment

As 4G is much newer technology which is currently being rolled out, it is not surprising that coverage is much sparser than 2G. Only around 24% of the geographic area of North Wales has coverage from all four 4G networks. What coverage there is, is concentrated in the north of the region leaving the south and

central parts of the of the region with very poor coverage. The areas served by no operators are extensive with 26% of Denbighshire being without any 4G coverage.

Coverage of the A55 is reasonably good with very little with coverage from no operators. However, there are stretches in Flintshire, Conwy and mid-Anglesey where coverage is not available from all operators

The other A roads which reach southwards face considerable difficulty with little coverage by all four 4G networks.

5.4.6 5G Development

The evolving 5G networks represent a step change in mobile connectivity, and a convergence of mobile and fixed broadband networks. The resulting networks are expected to enable a huge range of new applications, including autonomous vehicles, real time health monitoring and advance manufacturing applications.

The expectation is that 5G will provide mobile access to very high bandwidth connectivity. However, the 5G wireless networks have very short range. There is little understanding of how they will be deployed and used in remote and rural areas, where significant gaps in coverage can be expected.

Current UK and Welsh government priorities are to develop and understand use-cases to guide the ongoing development and deployment of 5G networks. There is an opportunity for North Wales to contribute to the development of use-cases in key sectors, and across a range of deployment geographies.

5.4.7 Other Developments

The Internet-of-Things (IoT) presents a myriad of opportunities for organisations from security monitoring of remote farm assets to sophisticated augmented reality experiences at major tourist attractions and urban centres. It will be important for North Wales to remain informed on the development of supporting technologies, and access opportunities as they arise.

Continued engagement between private and public sector, and possible inclusion of universities on the North Wales Economic Ambition Board will support the ongoing monitoring of developments and opportunities.

6. Intervention Strategy

The following intervention strategy has been developed to address the remaining digital connectivity issues and help to deliver the *Growth Vision for the Economy of North Wales*.

6.1 Key Comparisons

National interventions are based on a number of key policies and strategies that have developed over time to address different aspects of digital connectivity. The *North Wales Digital Connectivity Strategy* is informed by a comparison of the current position in North Wales, and an understanding of current interventions elsewhere.

Best practice approaches to increase deployment of improved digital connectivity vary significantly from area to area. For example, interventions in urban areas and business parks will be very different from remote rural areas. Approaches aim to accommodate current and developing best practice.

6.1.1 Fixed Broadband Development

It appears clear that there is a need to develop regional and local support initiatives to increase the availability of superfast broadband in North Wales, and that this must be balanced against the need to support greater economic growth through the development of more advanced gigabit and ultrafast connectivity.

Early developments of the Local Full Fibre Networks (LFFN) programme are identifying best practice approaches for increasing deployment of gigabit capable full fibre networks; these are accommodated in the full fibre passive infrastructure and improved backhaul interventions.

The *Superfast* Cymru project has delivered a significant increase in the availability of superfast broadband across North Wales. However, low average broadband download speeds and large numbers of people unable to access a decent connection suggest there is greater underlying weakness in digital connectivity that risks a significant long term 'digital divide' holding back the economy and development of a vibrant connected community.

UK Government interventions are shaped by the *UK Digital Strategy 2017*. This provides a focus to the development of advanced full fibre and 5G services, but also underpins this with the Universal Service Obligation (USO) 'giving every individual, business and public premise across the country the right to request an affordable high speed broadband connection'. The USO is currently expected to provide a connection of 10Mbps or faster, though the method of delivery is not yet clear.

In Scotland, the desire to ensure the digital inclusion of all has led to *Reaching 100% - Superfast Broadband for All* [9] giving a commitment to provide superfast broadband (30Mbps or faster) to every home and business in Scotland by 2021.

Ofcom 2017 data states that in England, 3% of homes cannot get a decent broadband connection (at least 10 Mbps). In Scotland it is 6%, Wales 5%, and North Wales 7%.

The Scottish Government has committed £600 million to the Reaching 100% project. The Welsh Government has recently published the procurement for the *Next Generation Access Broadband Wales* project, with £62 million funding committed and the possibility to increase to £200 million.

Interventions for remote rural areas are informed by community developments such as the B4RN group [10] in Lancashire, and Community Broadband Scotland [11] projects – where direct community involvement has enabled improved broadband networks in remote rural areas.

6.1.2 Mobile Connectivity Development

The national comparison presents a worse picture for mobile communications. The geographic coverage for voice and data is significantly behind the UK average. Poor availability of voice and data services within buildings suggests a capacity weakness beyond the poor geographic coverage.

Direct intervention to improve mobile communications is much less common than for fixed broadband networks. However, the *UK Electronic Communications Code* [12] identifies a range of changes designed to improve the availability of fixed and mobile communications. These changes are supported in Wales by the *Mobile Action Plan* with a range of actions aimed at supporting the mobile operators in increasing their investment in infrastructure to improve service delivery.

Regional and local support for the *Mobile Action Plan* is required to ensure support for North Wales by the mobile operators.

6.2 Key Requirements

The following key requirements have been identified to meet the economic and societal needs of the region.

6.2.1 Full Fibre Manufacturing and Energy

The key regional economic sectors of manufacturing and energy require gigabit capable full fibre connections. In North Wales, these sectors are generally restricted to clusters in key locations throughout the county. Even relatively small businesses need high bandwidth, but may not be able to support leased line costs. Affordable, high bandwidth contended broadband services are required.

6.2.2 Ultrafast Tourism, Digital and Real Estate

The high growth digital sector, and the vital tourism and real estate sectors in North Wales require superfast, and ultrafast connectivity wherever possible. These sectors are distributed throughout the region, though they are clustered in a small number of key locations. The sectors have high demand for bandwidth – either due to aggregated demand of many users, or specific need for large file transfer.

6.2.3 Connected Travel

Poor mobile connections are a problem throughout North Wales – providing personal inconvenience and disrupting businesses. Effective mobile communications to support voice calls on all major transport routes is a minimum requirement.

6.2.4 Superfast Society

All businesses and communities require superfast broadband as a minimum – for example to support self-employment and home working, for the efficient delivery of health and social care, operation of local retail businesses, or simply for family entertainment. The remote rural and upland areas throughout the region have particular need for improvement.

6.3 Key Interventions

Key interventions are needed regionally to improve digital connectivity, in particular to support the key economic sectors, and to close the gap between North Wales and the rest of the UK.

6.3.1 National – Regional – Local Approach

The regional interventions required will have a range of different impacts and levels of complexity. This regional development is also undertaken in the context of wider national and more focused local activity:

- **National developments** – The *Superfast Cymru* project has already made a significant impact on the availability of superfast and ultrafast broadband. The second phase of the project will continue to improve superfast availability but is not expected to achieve 100% coverage. The development of networks and assets with national significance and scale will require Welsh Government leadership and coordination.
- **Regional developments** – The development of improved backhaul and affordable gigabit services, for example, will affect many areas across the North Wales region. Regional developments will be commissioned by the Regional Growth Board, with lead authorities accountable for delivery for the region as a whole.
- **Local developments** – The coordination of all projects locally will be required to ensure maximum impact. This will include the local support of national and regional interventions as well as the development and deployment of local interventions to deliver requirements beyond the scope of national and regional programmes. Local developments will also be required to enable regional and national developments – for example development of local planning and policies to remove barriers to digital infrastructure deployments.

Together these layers of interventions will help to realise the *Growth Vision for the Economy of North Wales*. Within each county, some will be more relevant for local conditions than others.

- **Full Fibre passive infrastructure** – Building a comprehensive access duct network, and ensuring backhaul provision to facilitate end-user access to advanced full fibre services provided at the identified key sites. With appropriate planning of duct infrastructure, this will support the key manufacturing and energy sectors.
- **Affordable gigabit services** – Businesses in North Wales need affordable high bandwidth services to 'fill the gap' between FTTC broadband and leased lines. Service providers should be encouraged to ensure suitable services are available over their networks.

- **Improved backhaul** – The development of the core infrastructure will benefit the development of all digital connectivity in North Wales. The development of the FibreSpeed network and other infrastructure assets present opportunities to improve core connectivity.
- **SME Demand stimulation** – Encouraging the use of higher bandwidth connectivity, particularly in key local business sectors (including hotel and leisure). Connectivity delivery initiatives can only be successful if demand is present – a range of targeted demand stimulation activities will be required to support all interventions. Voucher schemes for SMEs have proven successful in the past and provide a basis for demand stimulation.
- **Rural Broadband Deployment** – The availability of superfast and ultrafast connectivity to all businesses and communities in North Wales is important to the sustainability of the region. Engagement and interventions to extend the deployment of *Superfast Cymru* , *Next Generation Access Broadband Wales* and other national initiatives into rural areas are required. A range of approaches including gap funding, voucher schemes and direct community build may contribute to the extended coverage.
- **Social Housing Broadband** – Social housing presents areas of high need for a range of health and social care services, and typically areas of poor availability and use of digital connectivity. Direct provision of digital connectivity can improve service efficiency and social outcomes.
- **Public Sector Anchor Tenant** – The use of connectivity to public sector buildings can extend the core network. This effect can be maximised by ensuring appropriate connectivity to all public sector sites, particularly in areas of poor local connectivity.
- **Policy Support** – Direct intervention is not always possible or appropriate – for example to improve mobile coverage. However, reducing the barriers to investment that complex planning and similar policies can impose will support greater investment and deployment. A review and improvement of planning and similar policies can be undertaken to reduce policy barriers. A national review [13] has been undertaken by Analysys Mason for the Broadband Stakeholders Group, and can guide development.
- **Market Intelligence** – Service providers (fixed and mobile) do not always know the local demand requirements. Where there are key factors that may affect demand, the information should be provided, and effective communication channels established to service providers.
- **5G Demonstrators** – The development of 5G services presents another important development. Demonstrations within the region will help stimulate further development and deployment.

6.4 Application and Funding

The different projects have different target groups, and different funding streams will be appropriate (darker shading is denotes greater relevance):

Project	Target Groups					
	Energy Cluster	Advanced Manufacturing	Digital Cluster	Construction	Tourism & hospitality	Health & Social Care
Full Fibre passive infrastructure						
Affordable gigabit services						
Improved Backhaul						
SME demand stimulation						
Rural broadband deployment						
Social Housing broadband						
Public Sector anchor tenant						
Policy support						
Market intelligence						
5G Demonstrators						

6.5 Delivery and Impact

The aim of the *North Wales Digital Connectivity Strategy* is to deliver economic and social development, particularly in key areas and sectors identified in the *Growth Vision for the Economy of North Wales.* In targeting these sectors, interventions have been identified to support ambitious growth targets in key sectors, stimulate organic growth throughout the region and create new opportunities for business and learning throughout North Wales, irrespective of location.

To ensure an effective impact, targets have been identified to guide the scope and timescales for intervention. Progress against these targets will ensure that the digital needs of the high growth sectors are met, and deliver the stretching economic, social and cultural objectives of the *Growth Vision.*

Initiative	Target	Delivery
Full fibre passive infrastructure	80% of the premises on the strategic sites identified are passed by duct infrastructure. 100% of the duct Provided is accessed by at least one network provider	End 2021 End 2021
Affordable gigabit services	Competitive provision of affordable full fibre broadband services from at least three operators.	End 2019
Improved backhaul	Removal of all backhaul constraints to all communities in the region.	End 2021
SME demand stimulation	20% adoption of Ultrafast broadband by tourism businesses. 5% adoption by businesses from other sectors.	End 2022
Rural Broadband Development	Superfast broadband available to 99% of premises.	End 2021
Social Housing broadband	99% of social housing and care homes connected to superfast or ultrafast broadband.	End 2021
Public Sector anchor tenant	Fibre access to all appropriate public-sector sites in the region.	End 2021
Policy Support	Policy review to identify possible obstacles to digital deployment Removal of identified obstacles	End 2019 End 2020
Market Intelligence	Establish a communications mechanism with fixed and mobile operators to communicate significant unmet need and likely changes in demand profile.	Mid 2019
5G Demonstrators	Establish North Wales participation in at least three separate major 5G initiatives at Wales or UK level	End 2020

7. Technical Background

Digital connectivity is provided through a range of technologies, with different technologies at different parts of the network.

The network is in three main parts:

- **National Backhaul** is required to bring internet access to the local BT exchange.
- **Local Backhaul** brings internet access to the specific project areas.
- **Access Network** provides the final distribution to individual properties within the project area.

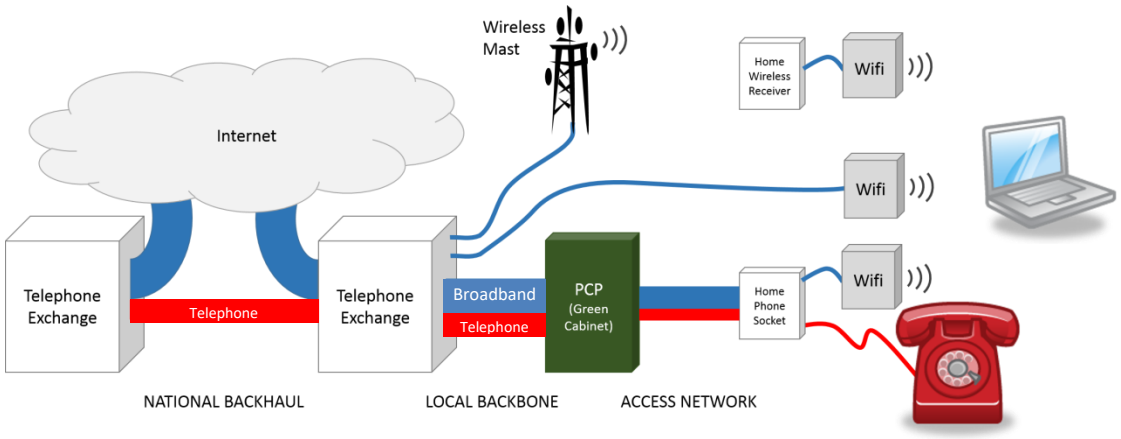

Fig.13 Schematic of the broadband network structure

Modern digital networks use optical fibres throughout much of their construction. The aim of the development of superfast and ultrafast networks is to maximise the use of fibre in as much of the network as possible.

For superfast and ultrafast networks, fibre must be used for the backhaul connection to the local area. There is an expectation that fibre will also be used for the local backbone – leaving only the 'last mile' access network connection.

The replacement of the access network connections to individual end users' properties represents the largest potential cost. Fibre to the Cabinet (FTTC) or Fixed Wireless Access (FWA) networks provide cost effective connections, but with performance limitations. Fibre to the Property (FTTP) networks provide the best performance and are considered the most 'future-proof' – but are significantly more expensive to deploy.

7.1 Glossary

4G	The fourth Generation of Mobile Technology, currently extensively deployed and rolling further out across the UK
5G	The fifth generation of Mobile Technology. The standards for this are still in definition but deployments are happening internationally ahead of full standards definition
Backhaul	The intermediate links between local access networks which connect the customer and the core backbone networks which distribute communications traffic more widely
Black / grey / white properties / sites	Black/grey/white definitions relate to state aid definitions of availability of superfast broadband: ▪ Black: properties able to access Superfast Broadband from more than one service provider ▪ Grey: properties able to access Superfast Broadband from at least one service provider within next three years ▪ White: not in any current plans (next three years) for superfast broadband
Ethernet Backhaul Direct (EBD)	A service offered by BT at particular exchanges where an ISP can buy backhaul to their chosen location.
Fibre to the Cabinet (FTTC)	A fixed broadband technology whereby traffic to and from a customer is delivered by optical fibre as far as the local street cabinet and thence over a twisted copper pair using VDSL technology.
Fibre to the Premises (FTTP)	A fixed broadband technology whereby traffic to and from a customer is delivered by optical fibre all the way to the customer premises.
Gigabit broadband	Broadband communications which offers speeds in excess of 1000Mbit/s for download.
PSBA	Public Service Broadband Aggregation: PSBA is a Wales-wide network which connects public sector organisations in Wales to a private secure Information and Communications Technology (ICT) Wide Area Network (WAN)
Superfast broadband	Broadband communications which offers speeds in excess of 30Mbit/s for download.
Superfast Cymru	A Welsh Government initiative to ensure the roll-out of superfast broadband in areas where commercial deployment is unlikely.

7.2 References

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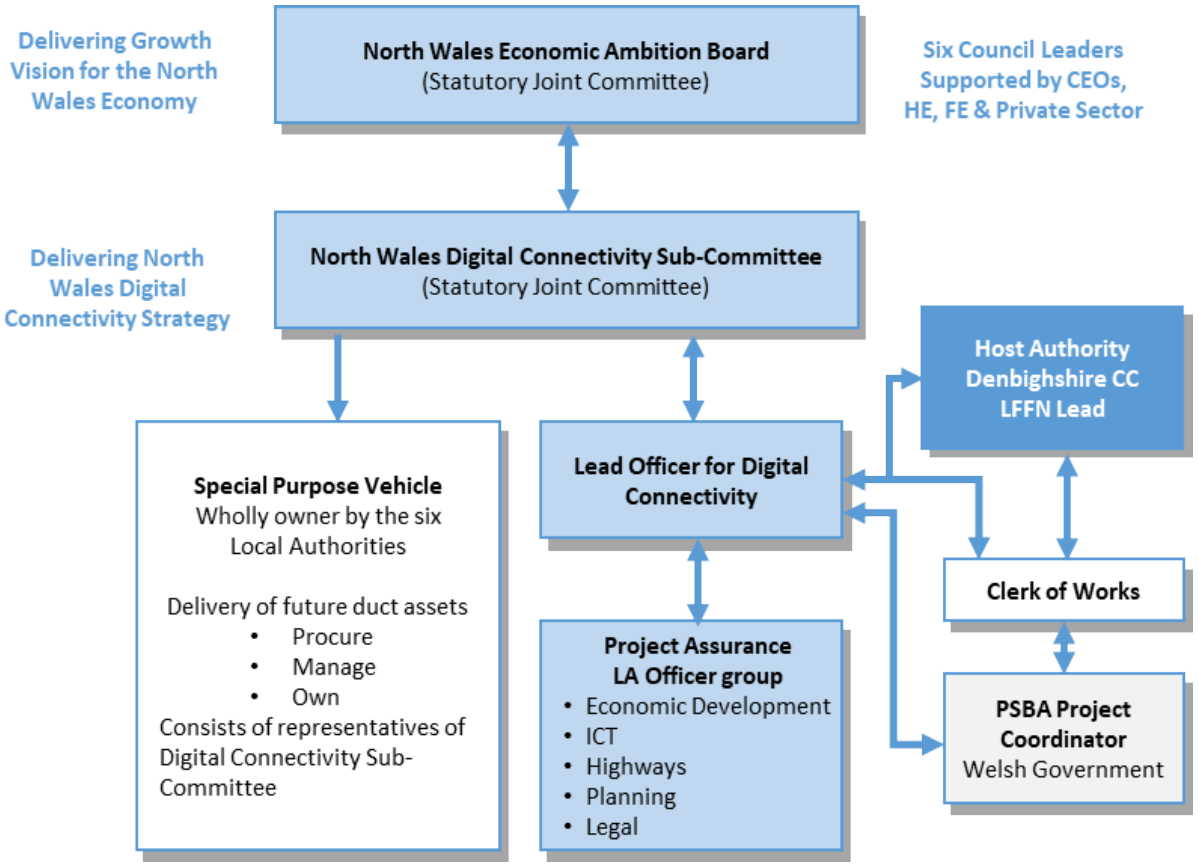
Appendix 2 Project Management and Governance structure



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CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	Business Rates – High Street and Retail Rate Relief Scheme
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

Welsh Government recently announced a £23.6m package of additional funding across Wales to continue and expand the High Street Rates Relief Scheme to eligible ratepayers for 2019-20.

The enhanced scheme, fully funded by Welsh Government, will provide support of up to £2,500 towards Business Rates bills for retail properties with a rateable value of up to £50,000.

As well as increasing the level of support for retailers in town centres, the enhanced scheme will support retailers in other locations. This scheme is designed to make full use of the consequential funding Welsh Government has received in the UK Autumn Budget.

RECOMMENDATIONS	
1	To adopt the High Street and Retail Rates Relief scheme for 2019/20 and provide rate relief of up to £2,500 to eligible retail businesses.

REPORT DETAILS

1.00	EXPLAINING THE HIGH STREET AND RETAIL RELIEF SCHEME
1.01	Welsh Government (WG) recently announced the development of an enhanced High Street and Retail Rate Relief scheme for 2019/20 which will offer rate relief of up to £2,500 to eligible occupied 'retail' properties with a rateable value of £50,000 or less.
1.02	The enhanced scheme which is due to be implemented from 2019/20 will go significantly further than the 2018/19 scheme which primarily focused on providing targeted rate relief of up to £750 to retailers who operated in town centres and who were affected by the 2017 revaluation.
1.03	Rate relief levels of up to £2,500 can be awarded in the 2019/20 scheme which will mean that some retail businesses who qualified during 2018/19 may benefit from an additional £1,750 of rate relief during 2019/20. This equates to a 233% increase in relief in certain cases.
1.04	The scope of the 2019/20 scheme has also been enhanced to provide relief to all retailers operating across the County, including for the first time, those retailers located in retail parks, out-of-town shopping centres and industrial estates.
1.05	It is considered that 'retailers' will be broadly defined as any occupying property falling within any one of three categories : • Property that is being used 'wholly or mainly' for the sale of goods to visiting members of the public; • Property that is being used 'wholly or mainly' for the provision of the designated services to visiting members of the public; • Property that is being used 'wholly or mainly' for the sale of food and/or drink to visiting members of the public
1.06	Retail Relief of up to a maximum £2,500 will be applied to the net bill based on occupation as at 31st March 2019 (providing the same occupier continues to be in occupation on 1st April 2019) after all other reliefs, such as Small Business Rate Relief, have been awarded. So if the net liability for a property after all other reliefs is less than £2,500, the maximum level of retail rate relief will be capped at the net bill amount.
1.07	It is intended that, for the purposes of this scheme, retail properties will be aligned to those business types as set out in the scheme guidance. This is summarised in Appendix 1 to this report.
1.08	The list of business types that will be eligible for relief is set out in Appendix 1 to this report. The list is also not intended to be exhaustive as it would be impossible to list the many, mixed and varied retail uses that exist. However, it is intended to be a guide as to the types of uses that the Council and WG considers eligible for rate relief for the purposes of this 'retail' scheme.
1.09	The Council can also determine whether particular properties not within WG

	guidance are broadly similar in nature to those types of business that are considered as 'retailers' and, if so, the Council can consider them for a grant of up to £2,500. Conversely, businesses that are not broadly similar in nature to those listed in the guidance may not be eligible for Retail Rate Relief.
1.10	It is estimated that 125 businesses who qualify under the current scheme will continue to qualify in line with the new scheme. In addition to this, there are 1,205 businesses with a rateable threshold between £6,001 and £50,000 who could qualify under the enhanced scheme if those businesses meet the 'retail' definition.

2.00	**RESOURCE IMPLICATIONS**
2.01	The cost of awarding retail relief to each retailer of up to £2,500 will be fully reimbursed by WG in line with section 58A of the Government of Wales Act 2006, providing the Council follows the scheme guidance issued by WG.
2.02	It will be for local authorities to determine how they wish to administer the scheme to maximise take-up and minimise the administrative burden for ratepayers and for local authority resources. To promote take-up, especially for retailers who do not currently receive Retail Rate Relief, officers will canvass approximately 1,200 ratepayers who occupy premises with a rate liability and who occupy premises within the rateable value threshold between £6,001 and £50,000.
2.03	Of the £23.6m set aside by WG, £940k has been provisionally set aside for the Council to meet the cost of awarding retail rate relief. If the final cost of awards exceeds this value, the Council will be fully reimbursed for all awards as part of the final grant claim providing the Council awards rate relief on a case by case basis in line with the qualifying criteria and the grant conditions and qualifying criteria.
2.04	Although the enhanced scheme is fully funded by the consequential funding that WG received from the UK Government, funding has not come directly to local government as part of the Revenue Settlement Grant, as the Council had requested, it is nevertheless benefiting local businesses in the area.
2.05	If the Councils fails to strictly comply with the scheme as set out by WG, the Council is at risk of not being fully reimbursed towards the cost of all awards.
2.06	To minimise administration, all applications will be submitted to the Council through an on-line form that is already available through the Council website. All applications will then be scrutinised in line with the criteria as set out.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	None.

4.00	RISK MANAGEMENT
4.01	To ensure the Council is fully reimbursed for all relief awarded under this scheme, there is a requirement for officers to ensure all successful applications are aligned to the guidance as set out by WG.
4.02	The development of an on-line application will help officers to capture business use, scrutinise applications and ensure business use is aligned to the definition of retail use for the purposes of the scheme.

5.00	APPENDICES
5.01	Appendix 1 to this report sets out the criteria of the 2019/20 scheme and the type of retail businesses who may qualify for Retail Relief. The guidance also sets out the types of uses that WG does not consider to be retail use for the purposes of this relief and would not be deemed eligible for the relief.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	• Local Government Finance Act 1988 – section 47 • Government of Wales Act 2006 – section 58a • Welsh Government Ministerial Announcement – Enhanced High Street and Retail Rate Relief Scheme - 10/12/2018 • Welsh Government Guidance – High Street and Retail Rate Relief Scheme for 2019/20 **Contact Officer:** David Barnes, Revenues Manager **Telephone:** 01352 703652 **E-mail:** david.barnes@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Business Rates:** is the commonly used name of non-domestic rates, a tax on the occupation of non-domestic property including shops, offices, pubs, warehousing, factories etc. **Small Business Rate Relief**: is a permanent scheme that provides 100% rate relief to eligible business premises with a rateable value of up to £6,000 and those with a rateable value between £6,001 and £12,000 receive relief on a tapered basis from 100% to zero.

Appendix 1 - High Street and Retail Rates Relief

Which businesses will benefit from relief?

Relief of up to £2,500 can be provided to eligible occupied retail properties with a rateable value of £50,000 or less in 2019-20 that are wholly or mainly being used as retail premises such as:

Properties that are being used wholly or mainly for the sale of goods to visiting members of the public:

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, newsagents, hardware stores, supermarkets)
- Opticians
- Pharmacies
- Post offices
- Furnishing shops or display rooms (such as: carpet shops, double glazing, garage doors)
- Car or caravan showrooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale or hire)

Properties that are being used wholly or mainly for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as hairdressers, nail bars, beauty salons)
- Shoe repairs/key cutting
- Travel agents
- Ticket offices e.g. for theatre bookings
- Dry cleaners
- Launderettes
- PC/TV or domestic appliance repair
- Funeral directors
- Photo processing
- DVD/ video rentals
- Tool hire
- Car hire
- Cinemas
- Estate and Letting agents

Properties that are being used wholly or mainly for the sale of food and/or drink to visiting members of the public:

- Restaurants
- Drive through/drive in restaurants
- Takeaways
- Sandwich shops
- Cafes
- Coffee shops
- Pubs
- Wine bars

The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist.

Which businesses will not benefit from relief?

Properties that would NOT qualify for this relief are:

- Financial services (such as: banks, building societies, cash points, ATM'S, bureau de change, payday lenders, betting shops, pawn brokers)
- Medical services (such as: vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (such as: solicitors, accountants, insurance agents, financial advisors, tutors)
- Post Office sorting office
- Tourism Accommodation (such as: B&B's, hotels and caravan parks)
- Sports clubs
- Children's play Centres
- Day Nurseries
- Gyms and Outdoor Activity Centres
- Kennels and Catteries
- Show Homes and marketing suites
- Employment Agencies

Properties that are owned, rented or managed by a local authority, such as visitor centres, tourist information shops and council run coffee shops/gift shops attached to historic buildings are exempt from this scheme.

Those properties that are in receipt of 80% Mandatory Charitable Rate Relief are also not eligible for High Street and Retail Rate Relief.

CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	Revenue Budget Monitoring 2018/19 (Month 10)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the 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 10 of the financial year.

The report projects how the budget would stand at the close of the financial year if all things remained unchanged. Given that we are approaching the close of the financial year significant variations in the final out-turn position are unlikely.

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 £0.743m (£0.233m at Month 9).
- A projected contingency reserve balance as at 31 March 2019 of £8.527m, which, when taking into account the agreed contributions for the 2019/20 budget, reduces to £6.306m.

The positive movement of £0.510m is due to very recent variances including the ending of some Out of County Placements and the notification of one-off Non Domestic Rate (NDR) income. These variations could not have been foreseen/relied upon at the time of setting the 2019/20 annual budget.

The improvement in the outturn will have a positive impact on the projected availability of reserves at year end. This will help safeguard the Council against the known risks in 2019/20. Further use of reserves to help balance the budget for next year would be unsustainable, and the advice on the amount of reserves which could

have been drawn down would have remained unchanged at the stage of setting the annual budget even with this improved position.

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 31st March 2019.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).
3	To approve the carry forward request included in paragraph 1.23

REPORT DETAILS

1.00	EXPLAINING THE MONTH 10 POSITION
1.01	Council Fund Projected Position The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows: • An operating surplus of £0.743m • A projected contingency reserve balance as at 31 March 2019 of £8.527m which reduces to £6.306m when taking into account agreed contributions for the 2019/20 budget 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 1.14.
1.02	Projected Position by Portfolio The table below shows the projected position by portfolio:

TOTAL EXPENDITURE AND INCOME	Revised Budget £m	Projected Outturn £m	In-Year Over / (Under) spend £m
Social Services	65.054	64.414	(0.640)
Out of County	7.274	8.836	1.562
Education & Youth	8.312	8.127	(0.185)

	Schools	89.776	89.776	0.000
	Streetscene & Transportation	29.684	31.228	1.545
	Planning & Environment	5.641	5.601	(0.039)
	People & Resources	4.383	4.305	(0.078)
	Governance	8.224	7.890	(0.335)
	Strategic Programmes	4.198	4.189	(0.009)
	Housing & Assets	14.442	14.266	(0.176)
	Chief Executive	2.990	2.569	(0.421)
	Central & Corporate Finance	24.351	22.384	(1.966)
	Total	**264.328**	**263.585**	**(0.743)**

1.03	The projected outturn is reporting an operating surplus of £0.743m. This is a reduction in the projected outturn of £0.510m from the previous month where an operating surplus of £0.233m was reported. The reasons for these changes are summarised in Appendix 1 with the key significant changes explained in paragraphs 1.04 to 1.05 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.
1.04	**Out of County Placements** The projected overspend for Out of County Placements has decreased by £0.175m from the previous month. The Children's Service element is reporting a net reduction of £0.186m as a result of a number of placements ending this month. The Education & Youth element has increased by £0.010m.
1.05	**Central & Corporate Finance** The amount of Windfall Income received this year has increased by £0.111m due to Non Domestic Rate Revaluations.
1.06	**Tracking of In-Year Risks and Emerging Issues** At the time of setting the Budget for 2018/19 a number of significant risks were identified and an update is provided below.
1.07	**Out of County Placements** 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. The month 10 report details the projected outturn as £1.562m higher than budget, which is a decrease of £0.175m from the month 9 figure. Included in the projected figure is the inclusion of an allocation of £0.311m from the Support Sustainable Social Services grant
1.08	**Achievement of Planned In-Year Efficiencies** 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. The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.307m or 96% 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.
1.09	**Other Tracked Risks** In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:
1.10	**Independent Inquiry into Child Sexual Abuse (IICSA)** 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. 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. In addition payments have been made during the year to settle historic child abuse cases which pre-date Flintshire. A total of £0.039m 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.
1.11	**Income** 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.
1.12	**Recycling Income** In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly. This month the recycling income is expected to be £0.210m less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.
1.13	**Schools – Risks and Impacts** 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. The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:
1.14	**Teachers Pay** 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. 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.
1.15	**Other In-Year Issues** **Inflation** 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.
1.16	An allocation of £0.075m for energy has been transferred to the Street Lighting service to reflect the additional cost impact.
1.17	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.

1.18	**Reserves and Balances** Un-earmarked Reserves 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. 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 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.
1.19	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.
1.20	Taking into account the current projected underspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £8.527m as detailed in appendix 4.
1.21	As part of the budget strategy work for 2019/20 an agreed contribution from the Contingency Reserve of £1.900m will used to assist in closing the budget gap on a one off basis. As agreed at Council on 18 February 2019, an additional amount of £0.321m will also be used from the Contingency Reserve, on a one-off basis, to assist in closing the budget gap. This amount has been released from earmarked reserves after a review reserves held. After considering this impact, the total available balance of the Contingency Reserve which can be drawn upon is £6.306m.
1.22	**Earmarked Reserves** Earmarked reserves are monitored in accordance with the reserves protocol. A summary of earmarked reserves as at 1 April 2018 and the closing balances as at the end of this financial year will be included in the outturn report.
1.23	**Request for Carry Forward of Funding** Welsh Government have given a late grant award allocation to Flintshire County Council to contribute to the Play Unit in 2018/19. The allocation is for £0.104m and is approved to part fund the 2018/19 summer play scheme and is required to be claimed by 30 April 2019. The allocation of this grant funding will result in a one off in-year efficiency of £0.054m. A request for approval to carry forward this amount into 2019/20 is made, this amount will be used to fund projects, as proposed to Welsh Government, to support the Play Sufficiency Action Plan.

1.24 **Late Grant Notifications**

In addition to the Play Schemes Grant award (which is requested to be carried forward in 1.23) the Council has been notified of the following additional grant funding by Welsh Government late on in the financial year:-

Grant	Additional/New	Amount	Impact 2018/19
Out of School Childcare Grant	Additional	£0.005m	Increased expenditure to match grant amount with no impact on the 2018/19 outturn
Families First & Flying Start for New-born Behavioural Observation	Additional	£0.054m	Increased expenditure to match grant amount with no impact on the 2018/19 outturn
Grant to Support Reducing the Need for Children to Enter Care	New	£0.041m	Increased expenditure to match grant amount with no impact on the 2018/19 outturn
Childcare Offer; Special Education Needs	Additional	£0.044m	Increased expenditure to match grant amount with no impact on the 2018/19 outturn
Childcare Offer; Settings	Additional	£0.092m	Increased expenditure to match grant amount with no impact on the 2018/19 outturn
Public conveniences grant	New	£0.017m	Increased expenditure to match grant amount with no impact on the 2018/19 outturn

The above late notifications have not had any impact on the projected outturn. At this stage there is no indication that these increases will reoccur in 2019/20.

1.25 **Housing Revenue Account**

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.

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	There are 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 1.14.

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

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

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

	Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy. **Projected Outturn:** projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date. **Reserves:** these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer. **Revenue:** a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure. **Underspend:** when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve. **Variance:** difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year. **Virement:** the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads. **Medium Term Financial Strategy:** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	-0.053	Reduction in numbers of residential and nursing care placements
Minor Variances	0.005	
Disability Services		
Disability Services	0.026	Increased costs of residential placements within transition to adulthood
Administrative Support	-0.069	Realigned budget provision to establish budgets at level needed for future progression
Minor Variances	-0.030	
Mental Health Services		
Minor Variances	0.009	
Children's Services		
Legal & Third Party	0.049	Additional legal costs arising from higher numbers of court cases
Professional Support	0.050	Transfer of vacancy savings to vacancy management account
Minor Variances	0.001	
Development & Resources		
Business Support Service	0.032	Transfer of vacancy savings to vacancy management account
Vacancy Management	-0.103	Additional vacancy savings transferred from other areas of the portfolio
Minor Variances	0.014	
Total Social Services (excl Out of County)	**-0.067**	
Out of County		
Children's Services	-0.186	Net impact of a number of ended placements offset by some new placements
Education & Youth	0.010	Minor movements in variance from across service area. Includes three new and emerging placements and one ended placement.
Total Out of County	**-0.175**	
Education & Youth		
Inclusion & Progression	0.007	Minor variances.
Integrated Youth Provision	-0.017	Minor variances.
School Improvement Systems	0.007	Minor variances.
Business Change & Support	-0.002	Minor variances.
School Planning & Provision	0.002	Minor variances.
Archives	0.001	Minor variances.
Total Education & Youth	**-0.002**	
Schools	**-0.000**	
Streetscene & Transportation		
Ancillary Services & Performance	0.025	Further pressure as a result of a shortfall in Recycling Income due to falling scrap metal recycling prices resulting from external market factors, £0.025m.
Other Minor Variances	0.009	
Total Streetscene & Transportation	**0.034**	

Planning, Environment & Economy		
Community	0.026	Revised commitments across the service.
Development	-0.029	Higher than expected Planning Fee income during January 2018.
Access	-0.038	Additional income received from tree felling works.
Minor Variances	-0.004	
Total Planning & Environment	**-0.044**	
People & Resources		
HR & OD	-0.038	Reduced training commitments
Corporate Finance	-0.016	Minor variances
Total People & Resources	**-0.054**	
Governance		
Legal Services	0.002	Minor variances
Democratic Services	-0.001	Minor variances
Internal Audit	0.005	Minor variances
Procurement	0.000	Minor variances
ICT	-0.005	Minor variances
Customer Services	0.001	Minor variances.
Revenues	-0.045	Increased surplus on the Council Tax Collection Fund (£0.022m). Other minor variances (£0.023m).
Total Governance	**-0.042**	
Strategic Programmes		
Minor Variances	-0.010	
Total Strategic Programmes	**-0.010**	
Housing & Assets		
Benefits	0.005	Minor variances.
Housing Solutions	-0.023	Minor variances
Housing Programmes	0.000	Minor variances
Disabled Facilities Grant	-0.001	Minor variances
Council Fund Housing	-0.004	Minor variances
Minor Variances	0.047	Net value of a number of minor variances from across the service, each less than £0.025m.
Total Housing & Assets	**0.023**	
Chief Executive's	**-0.000**	Minor variances
Central and Corporate Finance	**-0.172**	Increased windfall income £0.111m due to Non Domestic Rate revaluations. Auto enrolment of employees into the pension fund, a further £0.027m identified as not required this financial year. Increased car parking income £0.019m. Minor variances £0.015m.
Grand Total	**-0.510**	

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	16.945	16.762	-0.183	-0.130	Residential and Nursing Care reflects a projected overspend of £0.169m due to increased numbers of funded placements following the increase in the capital limit to £40,000. Domiciliary Care reflects a projected underspend of £0.190m 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 £0.035m on day care due to reduced demand, £0.021m on Intake/First Contact due to vacancy savings and £0.017m on Minor Adaptations. Locality Teams staffing reflects a projected underspend of £0.074m due mainly to some posts being filled at below the top of grade. Minor variances account for a £0.015m underspend.	Continue to monitor and review.
Community Equipment Contribution	0.473	0.329	-0.145	-0.150	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	6.582	6.428	-0.154	-0.160	The main influence on the net projected underspend of £0.160m is extra care schemes where there is a projected underspend of £0.412m 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 £0.152m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also a number of minor overspends amounting to a total of £0.100m in Residential Care and Day Centres.	
Minor Variances	0.877	0.827	-0.050	-0.045		
Disability Services						
Resources & Regulated Services	23.180	23.321	0.141	0.150	The projected overspend of £0.141m is mainly due to demand influences within externally provided Supported Living	Continue to monitor and review.
Disability Services	0.533	0.423	-0.109	-0.135	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwaladr University Health Board (BCUHB) for two service users.	Continue to monitor and review.
Administrative Support	0.177	0.067	-0.110	-0.042	The projected underspend is influenced by a combination of vacancy savings and budget provision at the top of grades for staff who are currently paid below the top of grades.	Continue to monitor and review.
Minor Variances	0.789	0.769	-0.020	0.000		
Mental Health Services						
Residential Placements	1.184	1.452	0.268	0.260	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	2.605	2.550	-0.055	-0.055		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Children's Services						
Family Placement	2.564	2.671	0.108	0.098	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	0.445	0.080	0.103	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
Legal & Third Party	0.178	0.279	0.101	0.052	Additional numbers of court cases resulting in increased court costs	Continue to monitor and review
Professional Support	5.023	5.153	0.130	0.080	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	1.130	1.134	0.003	-0.011		
Development & Resources						
Charging Policy income	-2.469	-2.602	-0.133	-0.136	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	1.190	1.075	-0.116	-0.147	The projected underspend of £0.147m 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
Commissioning	0.631	0.580	-0.052	-0.050	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	0.232	-0.134	-0.366	-0.263	Short term vacancy savings transferred from across portfolio.	
Minor Variances	2.864	2.885	0.021	0.009		
Total Social Services (excl Out of County)	**65.054**	**64.414**	**-0.640**	**-0.573**		
Out of County						
Children's Services	4.191	5.001	0.810	0.996	There is a projected overspend of £0.810m 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.	Continue close monitoring arrangements.
Education & Youth	3.083	3.835	0.752	0.741	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
Total Out of County	**7.274**	**8.836**	**1.562**	**1.737**		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Education & Youth						
Inclusion & Progression	3.817	3.773	-0.044	-0.051	Variance largely relates to delays in recruitment, includes other minor variances from across service area.	
Integrated Youth Provision	1.270	1.236	-0.034	-0.018	Minor variances from across service area.	
School Improvement Systems	1.775	1.679	-0.095	-0.102	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	0.402	-0.012	-0.010	Minor variances from across service area.	
School Planning & Provision	0.745	0.745	0.000	-0.002	Minor variances from across service area.	
Archives	0.290	0.291	0.001	0.000	Minor variances from across service area.	
Total Education & Youth	**8.312**	**8.127**	**-0.185**	**-0.182**		
Schools	**89.776**	**89.776**	**-0.000**	**0.000**		
Streetscene & Transportation						
Ancillary Services & Performance	3.998	4.194	0.196	0.171	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. Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.210m. Additional income of £0.100m above the original projections following the rollout of brown bin charges. Minor Variances £0.036m.	
Highways Network	7.950	8.298	0.348	0.352	Additional in year cost of known Vehicle Insurance Premiums totalling £0.060m. 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. Minor variances of less than £0.025m but totalling £0.028m across the service.	

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Transportation & Logistics	9.265	10.109	0.844	0.834	Additional pressure as a result of the provision of additional school transport for pupils to Connahs Quay, Buckley Elfed and Mold Campus £0.133m. Community Travel pilot schemes of £0.047m commencing January, 2019. Increased transport provision to Social Services £0.074m. 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 41 routes for pupils with complex needs requiring solo transport totalling £0.400m.	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.
Other Minor Variances	8.471	8.628	0.157	0.155		
Total Streetscene & Transportation	**29.684**	**31.228**	**1.545**	**1.511**		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning, Environment & Economy						
Community	0.940	0.983	0.043	0.017	Full cost recovery income targets have not been achieved in recent years and are unlikely to be achieved in 2018/19. The Pest Control Service is a customer demand led service with competition from external commercial organisations.	Monitor Fee Income levels. Service currently under review.
Development	0.060	-0.108	-0.167	-0.139	Higher than expected levels of Planning Fee Income was received during the first three quarters of the financial year. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. Additionally there has been an award of Legal Fees from a Planning Appeal in the Council's favour.	Continue to monitor Planning Fee Income levels and adjust projections accordingly.
Regeneration	0.435	0.492	0.058	0.058	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Minor variances £0.008m	Continue to monitor and review.
Management & Strategy	1.195	1.244	0.049	0.060	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor and review
Minor Variances	3.012	2.990	-0.022	0.008		
Total Planning & Environment	**5.641**	**5.601**	**-0.039**	**0.005**		
People & Resources						
HR & OD	2.413	2.371	-0.042	-0.003	Minor variances	
Corporate Finance	1.970	1.934	-0.036	-0.020	Minor variances	
Total People & Resources	**4.383**	**4.305**	**-0.078**	**-0.024**		
Governance						
Legal Services	0.706	0.740	0.034	0.032	Minor variances	
Democratic Services	2.019	2.004	-0.016	-0.015	Minor variances	
Internal Audit	0.454	0.428	-0.026	-0.032	Minor variances	
Procurement	0.320	0.331	0.010	0.010	Minor variances	
ICT	4.561	4.550	-0.011	-0.006	Minor variances	
Customer Services	0.372	0.410	0.038	0.037	Additional registration services income estimated to be in the region of £0.015m. 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 underspends £0.023m.	Continue to monitor and review.
Revenues	-0.209	-0.572	-0.364	-0.319	Anticipated surplus on the Council Tax Collection Fund £0.162m. Additional Council Tax windfall following the conclusion of the Single Persons Discount Review £0.025m. Vacancy savings of £0.130m. Other minor underspends £0.047m.	Continue to review on a monthly basis and report on any significant variances or movements.
Total Governance	**8.224**	**7.890**	**-0.335**	**-0.292**		
Strategic Programmes						
Minor Variances	4.198	4.189	-0.009	0.001		
Total Strategic Programmes	**4.198**	**4.189**	**-0.009**	**0.001**		

Budget Monitoring Report
Council Fund Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing & Assets						
Administrative Buildings	0.255	0.325	0.069	0.053	Projected overspend due to delays to demolition works at County Hall £0.069m.	
CPM & Design Services	0.611	0.513	-0.098	-0.102	£0.098m estimated income above budget.	
Centralised Costs	2.430	2.497	0.067	0.044	£0.067m overspend due to the centralising of utility budgets.	
Benefits	10.669	10.592	-0.077	-0.083	Projected underspend on the Council Tax Reduction Scheme (CTRS) £0.086m. Vacancy savings of £0.079m. Additional cost of IT related expenditure such as software, external printing and postage £0.126m. Additional New Burdens Funding £0.069m. Other minor variances from across the service £0.031m.	Continue to review and report on significant variances on a monthly basis.
Housing Solutions	1.083	0.964	-0.119	-0.096	Homeless Accommodation underspend £0.088m. Salary savings as a result of grant maximisation £0.071m. Unachieved efficiency in respect of Senior Management restructure £0.035m. Other minor variances £0.005m.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	-0.606	-0.625	-0.019	-0.017		
Total Housing & Assets	**14.442**	**14.266**	**-0.176**	**-0.200**		
Chief Executive's	**2.990**	**2.569**	**-0.421**	**-0.421**	£0.350m due to workforce efficiencies which are mostly from vacancies arising during the year. The remaining balance is due to smaller variances such as marketing and promotion £0.029m, printing savings £0.020m and other minor variances.	
Central and Corporate Finance	**24.351**	**22.384**	**-1.966**	**-1.795**	Increased Coroners Costs £0.072m. Increased Windfall Income £0.306m due to Non Domestic Rate Revaluations. Pension Deficit recovery, an underspend of £1,055m, this is due to an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, underspend of £0.074m. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.427m. Increased Bank charges £0.027m. Inflationary underspend of £0.422m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.209m. Minor variances £0.010m.	Continue to review all variances alongside the continuing work on the MTFS.
Grand Total	**264.328**	**263.585**	**-0.743**	**-0.233**		

2018/19 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency 2018/19 £m	Revised Efficiency 2018/19 £m	(Under)/Over Achievement 2018/19 £m
Central & Corporate Finance			
Theatre Clwyd 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
Total Central & Corporate Finance	**0.262**	**0.262**	**0.000**
Governance			
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	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
Total Governance	**0.570**	**0.595**	**0.025**
Social Services			
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
Total Social Services	**1.484**	**1.484**	**0.000**
Education & Youth			
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
Total Education & Youth	**0.070**	**0.070**	**0.000**
Schools			
Schools Demography	0.288	0.288	0.000
Total Schools	**0.288**	**0.288**	**0.000**
Strategic Programmes			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
Total Strategic Programmes	**0.416**	**0.416**	**0.000**
Housing & Assets			
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	0.336	0.086
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)
Total Housing & Assets	**0.991**	**0.942**	**(0.049)**
Streetscene & Transportation			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
Total Streetscene & Transportation	**1.250**	**1.110**	**(0.140)**
Planning, Environment & Economy			
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	0.015	0.015	0.000
Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.030	0.000	(0.030)
Built Environment; Charing for pre-application advice	0.010	0.000	(0.010)
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
Total Planning, Environment & Economy	**0.180**	**0.140**	**(0.040)**
		%	**£**
Total 2017/18 Budget Efficiencies		**100**	**5.511**
Total Projected 2017/18 Budget Efficiencies Underachieved		**4**	**0.204**
Total Projected 2017/18 Budget Efficiencies Achieved		**96**	**5.307**

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		(0.039)
Add – projected outturn underspend		0.743
Add – Amount released from earmarked reserves as agreed by Council as part of 2019/20 budget		0.132

Total Contingency Reserve as at 31st March 2019		**8.527**
Less – VAT rebate amount committed as part of balancing 2019/20 budget.		(1.900)
Less – amount committed as part of balancing 2019/20 budget		(0.321)
Total Contingency Reserve available for use		**6.306**

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(34.381)	(34.082)	0.299	0.313	A pressure of £0.299m is anticipated on Income. £0.163m 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. £0.031m 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 £0.004m relates to minor variances.	
Capital Financing - Loan Charges	8.694	7.519	(1.175)	(1.175)	The projected underspend of £1.175m relates to expected borrowing costs for SHARP. £0.062m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels weren't as high on the 31st March as expected. The remaining £1.113m 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	1.501	(0.116)	(0.105)	An underspend of £0.116m is projected. £0.167m relates to salary savings. A pressure of £0.014m relates to additional costs for cleaning. Pressure of £0.019m relates to Court Costs for Rent Arrears. The remaining £0.018m relates to minor variances.	
Landlord Service Costs	1.415	1.443	0.029	0.031	An overspend of £0.029m is projected. £0.015m relates to additional cleaning contract costs and £0.015m relates to utility costs in communal areas. The remaining £0.001m relates to minor variances.	
Repairs & Maintenance	8.159	7.856	(0.303)	(0.166)	An underspend of £0.303m is anticipated on Repairs and Maintenance. £0.054m relates to savings on employee costs. £0.265m relates to an underspend on Subcontractors. £0.110m relates to a reduction in the Fleet Recharge. The savings above have been offset by pressures of £0.061m on Materials and a loss of income of £0.084m on Recharges leaving minor underspends of £0.019m	
Management & Support Services	2.297	2.134	(0.162)	(0.170)	A saving of £0.162m is anticipated on Management and Support costs. £0.122m relates to vacancy savings. £0.058m relates to a reduction on insurance premiums for the HRA. The remaining £0.018m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	13.467	1.297	1.106	The variance of £1.297m 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	0.113	0.066	0.099	The variance of £0.066m 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.	
Total Housing Revenue Account	**0.000**	**(0.000)**	**(0.000)**	**0.000**		

CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	School Admission Arrangements 2020/21
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Education & Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2020 and to recommend approval.

RECOMMENDATIONS	
1	That the proposed admission arrangements for 2020/21 be approved.

REPORT DETAILS

1.00	**EXPLAINING THE ADMISSION ARRANGEMENTS**
1.01	In accordance with the School Admissions Code, the local authority is required to undertake a statutory consultation exercise on its admission arrangements for the following year. Consultation must be complete by 1 March and the admission arrangements must be determined by 15 April each year. Statutory consultees include all schools in the area, the diocesan authorities and neighbouring authorities.
1.02	Consultation must cover the full admission arrangements including the admissions policy, over-subscription criteria, the timetable for admissions and admission numbers (ie the maximum number of pupils to be admitted by the admissions authority in to each year group). This information is attached as Appendices 1, 2 and 3.
1.03	The current admission arrangements have been in place since 2003 and the majority of parental preferences continue to be met (approximately 96%). For information, the number of admission appeals in recent years is detailed in the table below:

Year	Secondary	Primary	Total	Total appeals upheld by Panel**
2013/14	46	81	127	62/48%
2014/15	20	54	74	47/63%
2015/16	66	71	137	73/53%
2016/17	43	77	120	68/56%
2017/18	20	61	81	40/50%
2018/19	75	31	106*	62/58%

*to date
** ie appeal lost by parent

It is anticipated that oversubscription will continue particularly at secondary level in some areas of the County as a consequence of a larger cohort in Year 6 and parental preference.

1.04	The consultation process took place between 11.12.18 and 01.02.19. Comments were received from the Secondary Heads Federation regarding the process for changing schools during the school year (paragraphs 15 and 16 of the School Admissions Policy refers). In particular, Head teachers were concerned about the number of requests to transfer schools which are made during a school year and the disruption these can cause to a Learner's education. In 2017/18, there was a total of 1228 transfers processed by the Admissions Team, 831 primary and 397 Secondary. This is a similar number to other authorities in Wales. Many transfers are, for example, as a result of house moves in to and within the local authority area but some are not. In order to ensure that parents have given serious consideration to all options prior to requesting a transfer, it is suggested that the following wording as agreed with Secondary Head teachers, be included in the policy:

	"The Local Authority does not encourage transfers between schools, and a change of school mid-term can seriously disrupt the continuity of a child's education. If parents feel that a problem at school is so serious as to necessitate a change they are urged to take all reasonable steps to resolve the issue with the school first and then to seek advice from the Admissions Team if necessary before applying for a transfer. In cases involving school transfer requests that do not involve a house move the Local Authority reserves the right to arrange for the child to start the new school at the beginning of the next half term to minimise disruption to their own and other children's education. All secondary schools have mid-year transition programmes that will support pupils who are undertaking a mid-phase transfer. The programmes include extended visits to school by parents/carers and pupils". Some Welsh local authorities already include similar wording in their policies. All applications will continue to be considered on their merits in consultation with Head teachers, parents and young people to minimise disruption to education. The effect of this amendment to the policy will be monitored. There are no changes proposed to the admissions oversubscription criteria themselves.
1.05	There are currently between 1600 and 1700 applications each year in each of the 3 admissions phases, ie for Year 7, Reception and Nursery places (including those from out of County). Therefore there is a total of 4800-5100 applications made each year for Flintshire schools, in addition to the 1228 applications to transfer schools referred to in paragraph 1.04.
1.06	The opportunity has also been taken to amend admission numbers in respect of two schools to reflect changes in accommodation. These are Ysgol Derwenfa, Leeswood and Ysgol Bryn Gwalia, Mold. In both cases the admission numbers have been decreased following consultation with the respective Head teachers.
1.07	The proposed admissions timetable has been drawn up in consultation with neighbouring authorities and takes into account factors such as allowing parents sufficient time to visit schools and express their preferences, the time needed to process applications, etc. The timetable also incorporates the "common offer dates" prescribed by the School Admissions Code (ie 1 March for secondary and 16 April for primary).
1.08	All applications for places are made using the Council's on line system and this is continuing to work well for applicants. Assistance is provided by Council staff for any parents experiencing difficulties completing or submitting the online form. Access to computers is also available at Flintshire Connects offices and staff there are trained to assist customers to complete the form if necessary. 100% of applications in the main admissions round and for transfers are now received online. However, hard copies of application forms will continue to be made available on request to any parent who cannot gain access to an on line facility.

2.00	RESOURCE IMPLICATIONS
2.01	Numbers of appeals will continue to be monitored to ensure sufficient capacity to present and clerk appeals in a timely manner.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All statutory consultees have been consulted in accordance with the School Admissions Code.

4.00	RISK MANAGEMENT
4.01	The annual determination of admission arrangements must be carried out in accordance with the framework and timetable in the School Admissions Code. Consultation has been completed and approval is being sought within the deadlines set out in the Code. Adherence to the Code minimises the risk of challenge to the Public Services Ombudsman or by judicial review. There are no direct anti-poverty, environment or equalities issues arising from this report. The admissions policy is applied consistently in all cases in accordance with the statutory Code.

5.00	APPENDICES
5.01	Appendix 1 – Admission Arrangements 2020/21. Appendix 2 – Primary School Admission Numbers. Appendix 3 – Secondary School Admission Numbers.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	https://gov.wales/docs/dcells/publications/130715-admin-codes-en.pdf. **Contact Officer:** Gill Yates, Admissions Manager **Telephone:** 10352 704187 **E-mail:** gill.yates@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**School Admission Arrangements –** the overall procedure and practices about how to apply for a school place, including the criteria to decide how places are allocated, application procedures, the timetable for the admissions process, how late applications are handled, waiting lists and the appeal process.

	School Admissions Code – a Code issued by Welsh Government in respect of the discharge of admissions functions. All admission authorities have a statutory duty to act in accordance with the Code. **Oversubscription criteria –** a list of criteria which an admission authority must adopt to be used for the allocation of places if there are more applications received than there are places available. **Admission Number -** the number of school places that an admission authority can admit in each year group.

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APPENDIX 1

Admissions Timetable 2019/20

Admission Phase	Admission forms available to parents w/c	Parents' consideration period	Closing date for receipt of completed forms	Allocation period by LA/ admitting authority	Parents informed by ("Offer date")
Secondary	09/09/19	09/09/19-08/11/19	08/11/19	11/11/19-10/01/20	02/03/20
Reception	30/09/19	30/09/19-22/11/19	22/11/19	25/11/19-28/02/20	16/04/20
Nursery	30/09/19	30/09/19-21/02/20	21/02/20	24/02/20-27/03/20	08/05/20

Application forms must be returned to the Local Authority by the closing date. Your child may have less opportunity to be allocated to your preferred school if your application is received after the closing date. Late applications received after the end of the allocation period will not be processed until after the "offer dates".

1. How to apply

Arrangements must be made to enable parents to express a preference for a school they wish their child/children to attend. By law, parents who express a preference are given priority for admission over those who do not. In the case of sixth form admissions, expression of a preference can be made by either a parent or a young person or both and should be done by contacting the School concerned.

You can access the applications forms in accordance with the above timetable on the Flintshire County Council web site (www.flintshire.gov.uk/schools/schooladmissions). This is the preferred method of application. This form should be used if you are a resident in Flintshire and you wish to express a preference for a Flintshire school OR if your child currently attends a Flintshire school. If you wish to apply for a school in Cheshire West and Chester, you must use their application form as we are unable to process applications for schools in Cheshire West and Chester. Parents are strongly advised to express more than one preference. They must be listed in a preferred order. Only the highest preference that can be met will be used to offer a place. Listing the same school multiple times does not result in a better chance of being offered that school.

2. Neighbouring Authorities

Flintshire works closely with neighbouring LAs to coordinate admission arrangements in Wales. Information will be passed on to the appropriate admissions authority. Please note that neighbouring local authorities' timetables may be different to that above. If the school for which you wish to express a preference is in another County please contact the respective Local Authority to ensure you do not miss the closing date:

Denbighshire County Council – admissions@denbighshire.gov.uk; Tel : 01824 706000
Wrexham County Borough Council – admissions@wrexham.gov.uk; Tel: 01978 298991
Cheshire West & Chester Council* – admissions@cheshirewestandchester.gov.uk; Tel: 0300 123 7039

* If you wish to apply for a school in Cheshire West and Chester, you must use their application form as we are unable to process applications for schools in Cheshire West and Chester.

3. Late Applications

Late applications will be considered after those received by the closing date. If the Local Authority considers that there are good reasons for the application form being late it will considered with the "on

time applications". In all cases, supporting evidence must be provided.

All late applications will be ranked in accordance with the oversubscription criteria and any places which are available will be offered to the highest ranking applicants up to the end of the allocation period. If the Admission Number for the requested school has been reached, parents will be offered the right to an appeal. A waiting list will also be maintained for that school if necessary and any places that become available will be offered to the highest ranking applicant on the list in accordance with the oversubscription criteria.

4. The Process for offering school places

All pupils will be admitted if the Admission Number has not been reached. The Admission Number for each school relates to the number of children that can be admitted to each year group during the school year. The Admission Number for a school is calculated using the capacity assessment method in the Welsh Government's guidance document 'Measuring the Capacity of Schools in Wales'. All school Admission Numbers are included on the 'Schools List' (www.flintshire.gov.uk/schooladmissions).

If more parents express a preference for a school than there are places available and the Admission Number is reached, the Local Authority applies the published oversubscription criteria to rank all preferences expressed to see who can be offered a place. All preferences received will be considered on the basis of equal preferences. This means that in the first instance, all preferences will be considered against the relevant oversubscription criteria only, ie without reference to the preferred ranking. If a place can be offered at more than one of the preferences expressed (because a preferred school is undersubscribed or because the applicant has a high enough priority against the criteria for an oversubscribed school, or because a school receives the same number of applications as the number of places available), the place offered will be for the school ranked highest on the application.

Please Note:

Expressing a preference does not guarantee a place at your preferred school if that school is oversubscribed. If more parents apply for places at the school than the number of places available, the Local Authority will apply the oversubscription criteria for allocating places as set out in the policy.

5. Voluntary Aided Faith and Foundation Schools

If you express a preference for a voluntary aided school faith (Catholic or Church in Wales) or foundation school in Flintshire the relevant school will be sent your details. You may also be required to complete a Supplementary Information Form which is available direct from the school. The timetable for admissions (above) also applies to voluntary aided and foundation schools. These schools are responsible for considering your child's application against others received in accordance with their own oversubscription criteria. The school governors should use the school's own oversubscription criteria to rank applications and make offers of places. Any preferences not met will be returned to the local authority and will be treated equally with other preferences expressed for Flintshire Community Schools.

6. Policy for Admissions to Schools

The County Council, as the Local Authority, is responsible for determining the arrangements for admissions to all Community Primary, Welsh Medium Primary, Secondary, Welsh Medium Secondary, Special Schools and Voluntary Controlled Schools. The Local Authority will consult annually with school Governing Bodies and the Diocesan Education Authorities in relation to admissions.

The Local Authority will comply with statutory requirements and the Welsh Government School Admissions Code and will take account of the expression of parental preference in the context of its duty to ensure the provision of effective education and the efficient use of education resources. When considering applications, the Local Authority will observe the provisions of the School Admissions Code

which states that admission authorities should admit to the school's admission number and will rarely be able to prove prejudice as a ground for refusing an additional pupil while the numbers remain below the admission number.

Under the School Admissions Code, it may be reasonable in exceptional circumstances for the local authority with the agreement of the Headteacher, to exercise discretion to admit more pupils than the admission number indicates, subject to such admissions not adversely affecting the school in the longer term including but not exclusively the duty to comply with infant class size legal requirements.

The Local Authority will comply with its duty to ensure the provision of effective education and the efficient use of resources. In so doing, the Local Authority will have regard to the total resources, including accommodation and staffing, available to each school and any constraints imposed by the school organisation and curriculum. It will also consider the resource implications for the authority and impact on other education policies.

When a parent gives fraudulent or intentionally misleading information in order to obtain a place at a school for their child, the Local Authority reserves the right to withdraw the offer of a place. Where a place is withdrawn on the basis of misleading information, the application must be considered afresh and a right of appeal offered if a place is refused.

7. Welsh Language Policy for all schools

The Authority's Welsh Language Policy aims to ensure that all pupils reach a standard of bilingualism. It will be the responsibility of the Authority, in conjunction with the Headteacher and the School Governors, to ensure the teaching of both Welsh and English is in accordance with National Curriculum requirements.

Primary Education will be provided for all children mainly through the medium of English, or mainly through the medium of Welsh.

Secondary Education will be provided for all children mainly through the medium of English, or mainly through the medium of Welsh. To ensure continuity with the primary schools, Welsh will be taught as a second language in all secondary schools where the main medium of instruction is English.

Flintshire County Council, working in partnership with schools will provide parents with full information and understanding of the advantages of Welsh medium education and the opportunities which exist within Flintshire, explaining clearly that:

- there is no need for parents to be Welsh speakers for their children to take advantage of this opportunity;
- receiving education in a designated Welsh medium school enables pupils to become fully bilingual;
- there are intellectual advantages to being equally fluent in two languages.

Pupils who have received their education through the medium of Welsh in primary school may apply to transfer to the Welsh medium Secondary School in Flintshire (Ysgol Maes Garmon) or any other Welsh Medium Secondary School, for example Ysgol Glan Clwyd in Denbighshire. Pupils can also transfer from English medium primary schools to a Welsh medium Secondary School where they will be offered the immersion scheme that is available at the end of Year 6 and all the way through Year 7. For further details about the scheme in Flintshire please contact Ysgol Maes Garmon Tel: 01352 750678.
For details about the scheme in Denbighshire please contact Ysgol Glan Clwyd Tel. 01745 582611.

Please note:
If you express a preference for education through the medium of Welsh, pupils are eligible for free home to school transport in accordance with the transport policy, to the nearest Welsh medium school to their home address.

8. Admission Phases

8.1 Early Entitlement to Education

A part-time education place is available for every child the term after his/her third birthday.

Children born in…	Entitled to…
Autumn Term	2 terms of educational provision (Spring and Summer)
Spring Term	1 term of educational provision (Summer)

Children born in the Summer term receive their education entitlement in the school nursery classes in the Autumn term after their 3rd birthday. Parents may state a preference for an approved setting which may be a pre school playgroup (English or Welsh), a private day nursery, a 'network' childminder or school nursery class. Applications for early entitlement are made directly to the setting. Forms are available all year.

Notes:
1. **Admission to an Early Entitlement setting at a particular school does not guarantee subsequent admission to nursery at that school. A fresh application will be required.**
2. **No transport is provided.**

For further information on approved settings please contact: Family Information Service Tel: 01352 703500.

8.2 Nursery

Local Authorities in Wales have a duty to provide sufficient nursery places in their area. A child becomes eligible for a place at a nursery class in the September following the child's 3rd birthday. Nursery education is not compulsory and parents have no right of appeal regarding nursery admissions under the School Standards and Framework Act 1998.

Nursery schooling in all schools/units will be provided on the basis of 5 x 2.5 hour sessions per week for each child. Places are available in Nursery classes at all Flintshire primary schools, up to the Admission Number for each school.

Parents may express a preference for any nursery irrespective of where the child's home is in relation to the school. However, expressing a preference does not guarantee a place at that nursery. In the event of oversubscription, applications for nursery places will be dealt with by applying the oversubscription criteria in respect of primary schools as set out in this Guide.

Notes:
1. **Admission to a nursery class at a particular Primary School does not guarantee subsequent admission to reception class at that school. A fresh application will be required.**
2. **No transport is provided.**

8.3 Primary

The Authority will admit a child to a maintained primary school at the beginning of the school year if the child has achieved his/her 4th birthday on or before August 31st of that calendar year.

Once a reception place has been offered and accepted, parents may defer their child's entry until the start of the term following the child's 5th birthday. Parents are not able to defer entry beyond this point, nor beyond the academic year for which the original application was accepted.

In accordance with legislation, infant class sizes (Reception, Year 1 and Year 2) are restricted to a limit of no more than 30 per school teacher. In respect of junior classes (Year 3 to Year 6), the target is no more than 30 per school teacher.

8.4 Secondary

Pupils will normally be transferred from a primary to a secondary school in the September following their 11th birthday.

9. Oversubscription Criteria

All pupils will be admitted if the Admission Number has not been reached. However, if the Admission Number has been reached, applications will be considered against the oversubscription criteria, which are listed in priority order.

Criteria to be applied in order of priority by the Local Authority for admission to Nursery, Primary and Secondary Schools:

a) Looked after children (children in care) and previously looked after children;

b) pupils for whom the preferred school is the nearest appropriate school to the pupil's home address;

c) pupils who will have a sister or brother attending the preferred school on the expected admission date. The 'sibling rule' will only be applied for the statutory period of education i.e. up to Year 11;

d) pupils for whom the preferred school is not the nearest to their home address. Pupils will be admitted in order of proximity to that alternative school and up to its Admission Number.

Tie-breaker

If there are more applicants than places in any of the above categories, priority will be given to applicants living nearest the school, measured from the child's home address to the recognised main entrance of the school.

If the authority is unable to comply with the parental preference(s) expressed then the parent will be asked to consider available places at alternative schools.

Where a school is named in a Statement of Special Educational Needs, the local authority has a duty to admit the child to that school.

For the allocation of places, the nearest appropriate school is interpreted as:
(a) the school nearest to the child's home measured from child's home address to the centre point of the school building;

(b) the nearest Welsh medium school where parents wish their children to receive their education through the medium of Welsh;
(c) the nearest Denominational school where parents wish to have their children educated in a denominational school.
When making a decision about the 'nearest suitable school' the Local Authority will accept only the pupil's home address and not that, for example, of childminder or grandparents.

10. Definitions

10.1 Home Address

The address on the application form must be the child's current permanent place of residence. Permanent means where your child physically resides and sleeps for the majority of the week. This will usually be the Parents' address.

PLEASE NOTE: only the person(s) with parental responsibility for a child ("Parents") can apply for admission. Where there is shared parental responsibility all Parents should be in agreement about the preferences listed in the application. It is the Parents' responsibility to come to this agreement. If there is equal, shared custody of the child, it is left to the parents to decide which address to use but we may ask to see a valid Court Order or other evidence to confirm this arrangement exists. If you cannot agree which school your child should attend with another Parent, you should immediately take your own legal advice regarding making an urgent application to the Court.

Addresses may be checked against records held on the Council Tax Database. In addition, Parents may be asked to prove residency at an address using, for example, any of the following documentation: Solicitor's correspondence confirming that completion has taken place on the purchase of a property, Tenancy Agreement, Mortgage Statement, Council Tax correspondence, Utility Supplier correspondence or such other evidence as the Local Authority deems appropriate. Please note any documents provided must be relevant, current and relevant to the address noted on the application form. The documents must also identify you by name and must be the most recent ones available and no older than 3 months when stated.

It is strongly recommended that photocopies of documents are provided in all cases as the Council cannot guarantee the safe return of original documents through the return post.

If the Local Authority is not satisfied with the evidence provided including, but not exclusively, if you have not followed the terms of this policy then your child's application will not be accepted and will be withdrawn.

Parents are advised that a school place may be lawfully withdrawn if the information given on their application form is fraudulent and/or misleading. Please be advised that intentionally providing false information on an application form can be a criminal offence under the Fraud Act 2006. All applications where there is doubt about the address being given will be investigated by the Local Authority. The responsibility lies with the Parents to provide sufficient documentary evidence to support permanent residence at the address used. The use of false, misleading, or inaccurate information including omissions may lead the Local Authority to also withdraw an offer of a place in the event an offer had previously been made.

Should you move after applying but during the allocation period you must provide us with proof of your new address. Acceptable evidence includes for example: a solicitor's letter confirming that completion has taken place on the purchase of a property, or a copy of the current rental agreement, signed by both the Tenants and the Landlords, showing the address of the property and the start date of the tenancy. Please note any documents provided must be relevant, current and relevant to the address noted on the application form. The documents must also identify you by name and must be the most recent ones available and no older than 3 months when stated. Where an applicant is required to provide documentary evidence, it is strongly recommended that photocopies are provided in all cases as the council cannot guarantee the safe return of original documents through the return post.

10.2 Distance

The Council uses a Geographical Information System (GIS) to calculate the shortest home to school distance in miles. This is integrated into the Capita ONE software. The co-ordinates of an applicant's home address are determined using the Local Land and Property Gazetteer (LLPG) and Ordnance Survey (OS) Address Point Data. The starting point for a route assessment is determined as the nearest point on the walking route network from the pupil's address (usually the main entrance to the property), to the centre point of the school building. The network is updated annually.

It should be noted that transport will only be provided in accordance with the Council's Transport Policy. Where, as a result of parental preference, a pupil attends a school other than the nearest appropriate school, as recognised by Flintshire County Council, it must be understood that parents accept full responsibility for transport costs and arrangements.

10.3 Sibling (brother/sister)

A sibling is defined as a full, half, step, foster or adopted brother or sister living together as one household at the same address and where the elder sibling is of statutory school age and will still be registered at the preferred school when the younger child is eligible to attend. In considering siblings, first priority will be given to applications from multiple birth children.

10.4 Multiple Birth Children

Twins, triplets, quadruplets, etc, residing at the same address and applying for places in the same year group will be given priority for admission in the main admissions round under the 'sibling' criteria. If it is not possible to offer places to all multiple birth children residing at the same address and applying for places in the same year group, the Authority will offer places for all of those multiple birth children at the next nearest appropriate school with available places.

11. Admissions to schools other than those maintained by the Local Authority

Parents wishing to express a preference for a school in a County other than Flintshire should still use the Flintshire preference form and it will be passed to the relevant Local Authority, with the exception of Cheshire West and Chester Council who request you contact them directly. Please be aware of each Authority's admission time table and closing dates.

12. Notifying Parents

The outcome of an application for admission will be notified to parents in writing by letter/email. Where the application has been refused, the letter/email will set out the reasons for the decision and the right of appeal and a return proforma will be sent. Parents will be asked to decide by a specified date one or more of the following options:-

- Place child's name on a waiting list;
- proceed to appeal and place child's name on a waiting list;
- accept the place offered at an alternative school for which preference has been expressed;
- make a new application for an alternative school.

13. Waiting Lists

Waiting lists for oversubscribed schools will consist of those children whose parents have specifically requested in writing, preferably email, to be placed on the school's waiting list and those for whom an appeal form has been received. Waiting lists will be maintained until 30 September in the school year concerned. After that date, any parents still wishing to be considered for a place must specifically request in writing to remain on a waiting list. If places become available they will be allocated according to the oversubscription criteria and not according to the date when the application was submitted or when a child's name was added to the waiting list.

In the main admissions round, waiting lists will be prepared and any secondary places which become available after 1 March (offer date) will be allocated after 1 April. The waiting lists will then be updated and any further places which become available will be allocated after 1 May. For primary, any reception places which become available after 16 April (offer date) will be allocated after 16 May. The waiting lists will then be updated and any further places which become available will be allocated after 16 June.

Where applications to transfer between schools outside the normal admission stages are refused, the Local Authority will, in agreement with the parent, place the child's name on a waiting list which will remain open until the end of the school term* for which the application was made. After that date, parents must specifically request that their child's name remains on the waiting list for an additional school term otherwise the name will be removed.
*If the application is made at the end of a school term, the child's name may remain on the waiting list until the end of the following term.

14. Admission of Pupils from outside Flintshire

Pupils applying for admission to a school in Flintshire who do not reside in Flintshire will be offered a place at a school in accordance with the admissions policy.

15. Change of School within Flintshire during the year

Schools in Flintshire have agreed a protocol with the local authority for transfers from one nominated school to another other than at the normal transition point (Reception and Year 7). A parent seeking such a transfer should initially speak to the headteacher of the child's current school to discuss the reasons for that transfer. If, following this discussion, the parent wishes to continue the process, the parent must make an online transfer application. If the admission number for the year group in the requested school has already been reached, the application may be refused and parents will be offered a place at an alternative school. In such circumstances a parent would also have the right of appeal, as outlined below.

16. Admissions other than in September each year

For pupils moving into the area at times other than the normal admission round (September of each year), the Local Authority will endeavour to meet parental preferences as far as possible. Where a school is oversubscribed, parents will be offered a place at an alternative school. The parent may then accept the alternative placement, or may give notice of appeal.

The Local Authority does not encourage transfers between schools, and a change of school mid-term can seriously disrupt the continuity of a child's education. If parents feel that a problem at school is so serious as to necessitate a change they are urged to take all reasonable steps to resolve the issue with the school first and then to seek advice from the Admissions Team if necessary before applying for a transfer. In cases involving school transfer requests that do not involve a house move the Local Authority reserves the right to arrange for the child to start the new school at the beginning of the next half term to minimise disruption to their own and other children's education. All secondary schools have mid-year transition programmes that will support pupils who are undertaking a mid-phase transfer. The programmes include extended visits to school by parents/carers and pupils.

17. Appeals Procedure

If the Authority is unable to comply with the parental preference the parent will be given the reason in writing and advised about available places at an alternative school. The parent may then accept the alternative place and may give notice of appeal. Information on how to appeal will be provided. Details describing the appeals procedure are also available on www.flintshire.gov.uk/schools/schooladmissions**.** Alternatively, please contact the Admissions Team on 01352 704068 / 704073.

Appeals must be made in writing giving reasons, and sent to the Admissions Team. Appeals will be heard within 30 school days of the appeal being received in writing (or within 30 working days if received during the school summer holidays). Every effort will be made to hear appeals as quickly as possible. The parent, accompanied by a friend if desired, will be given an opportunity to appear before an Independent Appeal Panel. The decision of the Independent Panel will be notified to the parent in writing and is final and binding on all parties.

APPENDIX 2

School Number	School Name	Welsh Indicator	Type of School*: Community/ VC/VA/ Foundation	Age Range	Capacity Full Time	Admission Number for Sept 2020	
3002	Nannerch Controlled	EM	VC	3-11	111	15	
2237	Gronant C.P.	EM	C	3-11	144	20	
2078	Saltney Ferry C.P.	EM	C	3-11	236	33	
2064	Cilcain (Ysgol y Foel C.P.)	EM	C	3-11	84	12	
2021	Gwespyr Picton (Ysgol Gymraeg Mornant C.P.)	WM	C	3-11	81	11	
3308	Mold (St.David's R.C.)	EM	VA	3-11	144	20	
3303	Caerwys (Ysgol yr Esgob Aided)	EM	VA	3-11	86	12	
2051	Treuddyn (Ysgol Terrig C.P.)	WM	C	3-11	93	13	
2026	Lixwm C.P.	EM	C	3-11	71	10	
2082	Holywell (Ysgol Gwenffrwd C.P.)	WM	C	3-11	256	36	
2013	Ffynnongroew (Ysgol Bryn Garth C.P.)	EM	C	3-11	119	17	
2040	Saltney (Wood Memorial C.P.)	EM	C	3-11	216	30	
3316	Trelawnyd Aided	EM	VA	3-11	109	15	
3311	Saltney (St.Anthony's R.C.)	EM	VA	3-11	152	21	
3332	Nercwys Voluntary Aided	EM	VC	3-11	42	6	
2056	Gwernymynydd C.P.	EM	C	3-11	81	11	
3307	Holywell (St.Winefride's R.C.)	EM	VA	3-11	187	26	
3306	Flint (St.Mary's R.C.)	EM	VA	3-11	317	45	
2092	Leeswood (Ysgol Derwenfa C.P.)	EM	C	3-11	143	20	
2003	Bagillt (Merllyn C.P.)	EM	C	3-11	176	25	
2050	Rhosesmor (Rhos Helyg C.P.)	EM	C	3-11	168	24	
3330	Shotton (St.Ethelwold's Aided)	EM	VA	3-11	107	15	
2068	Mold (Ysgol Bryn Gwalia C.P.)	EM	C	3-11	210	30	
2004	Buckley (Westwood CP)	EM	C	3-11	246	35	
2046	Mostyn (Ysgol Bryn Pennant C.P.)	EM	C	3-11	129	18	
3312	Shotton (Venerable Edward Morgan R.C.)	EM	VA	3-11	281	40	
2081	Gwernaffield (Ysgol y Waun C.P.)	EM	C	3-11	107	15	
3320	Whitford Aided	EM	VA	3-11	109	15	
2272	Holywell (Ysgol Maes Y Felin)	EM	C	7-11	315	45	
2061	Queensferry C.P.	EM	C	3-11	180	25	
2266	Treuddyn (Ysgol Parc y Llan C.P.)	EM	C	3-11	111	15	
2257	Flint (Ysgol Croes Atti C.P.) (Flint site only)	WM	C	3-11	207	29	
2093	Hawarden (Ysgol Penarlag C.P.)	EM	C	3-11	196	28	
2041	Sealand C.P.	EM	C	3-11	215	30	
3331	Pentrobin Aided	EM	VA	3-11	110	15	
2268	Broughton Primary	EM	C	3-11	538	76	
2032	Northop Hall C.P.	EM	C	3-11	210	30	
2094	Northop (Ysgol Owen Jones C.P.)	EM	C	3-11	138	19	
2043	Sychdyn C.P.	EM	C	3-11	177	25	
2084	Abermorddu Juniors and Infants C.P.	EM	C	3-11	206	29	
2271	Shotton (Ysgol Ty Ffynnon)	EM	C	3-11	270	38	
2002	Bagillt (Ysgol Glan Aber C.P.)	EM	C	3-11	140	20	
2028	Mold (Ysgol Glanrafon C.P.)	WM	C	3-11	309	44	
2062	Mold (Ysgol Bryn Coch C.P.)	EM	C	3-11	599	85	
2085	Buckley (Southdown C.P.)	EM	C	3-11	382	54	
5200	Higher Kinnerton	EM	F	3-11	201	28	
3333	Hawarden Village Primary School	EM	VA	3-11	429	60	
2024	Hope (Ysgol Estyn C.P.)	EM	C	3-11	216	30	
2049	Carmel (Ysgol Bro Carmel C.P.)	EM	C	3-11	180	25	
2018	Greenfield C.P.	EM	C	3-11	228	32	
2269	Connah's Quay (Ysgol Cae'r Nant)	EM	C	3-11	356	50	
2052	Connah's Quay (Bryn Deva C.P.)	EM	C	3-11	283	40	
2053	Sandycroft C.P.	EM	C	3-11	320	45	
2015	Flint Gwynedd C.P.	EM	C	3-11	492	70	
2012	Ewloe Green C.P.	EM	C	3-11	349	49	
2270	Penyffordd County Primary School	EM	C	3-11	259	37	
2077	Connah's Quay (Golftyn C.P.)	EM	C	3-11	404	57	
2063	Buckley (Mountain Lane C.P.)	EM	C	3-11	409	58	
2091	Flint Cornist C.P.	EM	C	3-11	289	41	
2086	Connah's Quay (Wepre Lane C.P.)	EM	C	3-11	307	43	
2267	Mynydd Isa, Ysgol Mynydd Isa	EM	C	3-11	513	73	
2044	Trelogan C.P.	EM	C	3-11	72	10	
2089	Drury C.P.	EM	C	3-11	124	17	
2065	Brynford C.P.	EM	C	3-11	58	8	
64	**= Total number of schools**				**13,997**		

VA - Voluntary Aided

VC - Voluntary Controlled

APPENDIX 3

School Number	School Name	Welsh Indicator	Type of School: Community/ VC/VA/RC/ Foundation	Age Range	Capacity	Admission Number for Sept 2020
4013	St. David's Hig	EM	C	11-16	725	117
4600	St. Richard Gv	EM	RC	11-18	969	166
4018	Ysgol Maes Ga	WM	C	11-18	711	120
4012	Ysgol Treffynn	EM	C	11-16	600	120
4011	Elfed High	EM	C	11-16	983	197
4022	Connah's Qua	EM	C	11-16	1,200	240
4006	Alun High Sch	EM	C	11-18	1,768	250
4042	Argoed High S	EM	C	11-16	580	116
4000	Hawarden Hig	EM	C	11-18	1,145	195
4021	Flint High	EM	C	11-18	797	143
4017	Castell Alun H	EM	C	11-18	1,240	211
11	**= Total number of schools**				**10,718**	

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CABINET

Date of Meeting	Tuesday, 19th March 2019
Report Subject	Update on Code of Practice on Ethical Employment in Supply Chains
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

At its meeting on 19th June 2018 Cabinet adopted Welsh Government's Code of Practice on Ethical Employment in Supply Chains. The purpose of the Code is to improve procurement practice in Wales and secure greater social benefit from public expenditure.

In adopting the Code the Council committed to undertake 32 actions in order to ensure that there was no unethical employment practice amongst any of its suppliers or contractors. The commitments included obligations to:

1) Take active steps, such as producing a modern slavery statement (see below);
2) Introduce systems that would uncover and prevent unethical practice such as risk assessing whether any of our suppliers might engage in unethical employment practices; and
3) respond if concerns were raised with it e.g. an allegation that a supplier did not pay a fair wage to overseas suppliers.

The Chief Officer Governance has worked with Human Resources and procurement colleagues to implement the commitments. All the active steps have been undertaken. The required systems have been identified and drawn up. Further work remains to ensure that the systems are implemented and that employees are trained in their existence and use. In total 21 out of the 34 actions have been completed.

One of the active steps is to approve an annual statement on modern slavery. The statement describes the Council's actions in seeking to eradicate such unethical practice. A draft of the first such statement is attached for approval.

RECOMMENDATIONS	
1	That Cabinet notes the progress in implementing the commitments under the Code of Ethical Practice in Procurement.
2	That Cabinet approves the statement on modern slavery.

REPORT DETAILS

1.00	BACKGROUND
1.01	In June 2018 Cabinet adopted the Welsh Government's Code on Ethical Employment in Supply Chains ("the code") to ensure that suppliers attain the highest standards of ethical employment. The Code is designed to tackle: • modern slavery • blacklisting • false self-employment • unfair use of umbrella schemes and zero hours contracts • paying the living wage
1.02	The Code contains 12 commitments (equating to 34 actions) that seek to prevent unethical employment practices. The actions fall into 3 categories: 1. those requiring the Council to take a positive step e.g. approving an annual statement on modern slavery ; 2. those requiring the Council to put in place systems to uncover and prevent unethical practice such as reviewing whether of our suppliers present a high risk of unethical practice; and 3. those requiring the Council to respond to complaints e.g. the Council will investigate if a supplier is reportedly blocking its employees' access to unions
1.03	21 of the 34 actions are complete – see attached updated action plan. The remaining 13 actions have been scoped and implementation has been planned.
1.04	One of the actions required is for the Council to approve a statement outlining the steps taken/planned to ensure that slavery and human trafficking are not taking place in the Council or its supply chains. A draft of the statement is attached at Appendix 2 for approval.

2.00	RESOURCE IMPLICATIONS
2.01	The action plan to implement the Code can be implemented within current resources.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None.

4.00	RISK MANAGEMENT
4.01	As set out in appendix 2.

5.00	APPENDICES
5.01	Appendix 1 – Update on implementation plan for the Code of Ethical Procurement in Supply Chains Appendix 2 – Draft Modern Slavery Statement

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Officer:** Gareth Owens **Telephone:** 01352 702344 **E-mail:** Gareth.legal@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Blacklisting** – the practice of not employing people who are union members. **Modern Slavery** - is defined within the Modern Slavery Act 2015. The Act categorises offences of Slavery, Servitude and Forced or Compulsory Labour and Human Trafficking. **Umbrella Schemes** – an arrangement whereby a so called umbrella company (usually some form of employment agency) provides workers who are falsely treated as self-employed for taxation purposes. **Zero Hours contracts** – a contract where an employee is obliged to work for an employer but has no fixed hours. When used unethically they can mean that a worker has no regular hours and thus no regular income but is not free/able to work for other employers.

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Ethical Procurement Code of Practice Progress Tracker

	Code of Practice Commitment	Action needed to meet commitment	Status
1.	Produce a written policy on ethical employment within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation and we will review it annually and monitor its effectiveness. As part of this we will:	The Corporate Procurement Team in conjunction with Human Resources Team will need to jointly develop a written policy on ethical employment and will need to consult with relevant stakeholders prior to launching. Ethical Employment written policy that includes: • Definition and corporate stance statement against each of the following: ethical employment issues:- • Modern slavery • False self-employment • Unfair use of umbrella schemes and zero hours contracts • Position on paying the Living Wage Foundation's Living Wage • Position on engaging workers through direct employment, or via recruitment or employment agencies, or by using employment businesses • Position on sub-contracting work, which includes circumstances in which sub-contracting takes place and whether all sub-contractors need to be approved • Ensuring fair payment terms and fair delivery terms with sub-contractors • Position on using	Ethical procurement has been written into the draft updated procurement policy.

	Code of Practice Commitment	Action needed to meet commitment	Status
		employment businesses, recruitment agencies, labour providers including the payment of recruitment fees • Stance on Blacklisting and freedom of association • Approach to monitoring global supply chains in particular to high risk area of labour exploitation • Approach to supply chain management and monitoring including risk assessment, auditing, reviews and due diligence checks and remediation if evidence of child labour, slave labour or unfair employment contracts • Approach in supporting Fairtrade products • Approach and steps taken in organisation to support workers who have spoken up • How the organisation will raise awareness of the policy e.g. through training, inductions, staff and supplier briefings • The reporting and management of associated risks	
1.1	Appoint an Anti-Slavery and Ethical Employment Champion.	This would be better included as a portfolio responsibility for the Cabinet Member for Corporate Management and Assets.	The Cabinet Member for Corporate Management and Assets has been appointed.
2.	Produce a written policy on whistle-blowing to empower staff to raise suspicions of unlawful and unethical	1. Amend and expand the current Council Whistleblowing Policy to apply to non-employees and include ethical	The existing Whistleblowing Policy already covered non-employees but it

	Code of Practice Commitment	Action needed to meet commitment	Status
	employment practices, and which places a responsibility on staff to report criminal activity taking place within our own organisation and our supply chains. Once produced we will communicate the policy throughout our organisation. We will review the policy annually and monitor its effectiveness. We will also:	employment issues 2. Make available on internet + intranet 3. Frequency of review is 1/3 years which is adequate. Whistleblowing Policy to be uploaded on to the PROACTIS Portal and included in all tender documentation templates.	has been updated to make the processes even clearer to follow for someone outside the Council.
2.1	Provide a mechanism for people outside our organisation to raise suspicions of unlawful and unethical employment practices.	See above note on applying Whistleblowing Policy to non-employees. Value Wales has a supplier feedback service where suppliers can email to raise these concerns. Suppliers need to be made aware of this service when necessary and we will need to amend our tender documentation to signpost the feedback service to suppliers. Ensure Whistleblowing Policy is on internet and intranet with clear contact details for the Monitoring Officer & Deputy Monitoring Officer so issues can be raised.	This is set out in the revised policy. There will be a function on the website under "Report It" for concerns to be raised by anyone.
3.	Ensure that those involved in buying/ procurement and the recruitment and deployment of workers, receive training on modern slavery and ethical employment practices, and keep a record of those that	Promotion and awareness of e-learning module on anti-slavery to be made to all middle managers and procurement related officers. The code of practice e-learning module to be also promoted once finalised	Procurement officers have been given awareness raising training on modern slavery. An e-module on modern slavery is being procured for deployment to

	Code of Practice Commitment	Action needed to meet commitment	Status
	have been trained	and available from Welsh Government. All Middle Managers & Procurement staff are expected to undertake the Anti-slavery training through the e-learning platform. The Council staff in appropriate roles will complete the eLearning module on the Code of Practice once it is finalised by Welsh Government.	users of the purchasing system Proactis. New users of Proactis will undertake the module as part of their training on the system.
4.	Ensure that employment practices are considered as part of the procurement process. We will:	In principle, these aims are supported.	
4.1	Include a copy of our Policy on ethical employment (Commitment 1) in all procurement documentation.	Ethical Employment Policy to be included in once finalised in all tender documentation on Proactis.	Done.
4.2	Include appropriate questions on ethical employment in tenders and assess the responses provided.	Ethical Employment Tender questions to be populated into the Questionnaire Library on the PROACTIS portal. Procurement Category Business Partners to discuss inclusion of the questions on appropriate tenders.	The questions have been included in the questionnaire.
4.3	Incorporate, where appropriate, elements of the Code as conditions of contract.	Conditions of contract clauses to be included in the specification or terms of contracts as deemed appropriate.	Done.
4.4	Ask bidders to explain the impact that low costs may have on their workers each time an abnormally low quote or tender is received.	Potential amendment to the current CPR's to stipulate explanation on impact on workers if tender bids are deemed abnormally low. Consider asking a default	A requirement to question bidders on the impact of abnormally low tenders on their workforce has been included in

	Code of Practice Commitment	Action needed to meet commitment	Status
		question on worker pay rates in comparison to total unit cost rates to determine impact of low costs on the workers.	the draft contract procedure rules which are under revision at the moment.
5.	Ensure that the way in which we work with our suppliers does not contribute to the use of illegal or unethical employment practices within the supply chain. We will:		
5.1	Ensure that undue cost and time pressures are not applied to any of our suppliers if this is likely to result in unethical treatment of workers.	Future Contract management training to include consideration of ethical employment issues.	This has been included in the Whistleblowing Policy so that employees of supplier have a mechanism to raise any concerns with the Council.
5.2	Ensure that our suppliers are paid on time – within 30 days of receipt of a valid invoice.	This commitment is already in place with the Council aiming to pay all valid invoices within 30 days and this is monitored as a principle corporate KPI measure. The Council has also amended its General Terms & Conditions of contract to seek fair payment to all sub-contractors within 30 days as well. The Council where appropriate will look into the use of Project Bank Accounts on typically construction / infrastructure projects.	This is our current practice in any event.
6.	Expect our suppliers to sign up to this Code of Practice to help ensure that ethical employment practices are carried out	Update tender documentation on PROACTIS with a link to the new written policy once in place.	We will encourage suppliers to adopt the code. Due to possible cost implications

	Code of Practice Commitment	Action needed to meet commitment	Status
	throughout the supply chain.		especially for SMEs it will not be mandatory.
7.	Assess our expenditure to identify and address issues of modern slavery, human rights abuses and unethical employment practice. We will:	The Corporate Procurement Team will work in conjunction with Value Wales and Atamis the WG spend analysis provider to identify category spend areas that are deemed high risk sub-category areas for unethical employment practices.	
7.1	Carry out regular reviews of expenditure and undertake a risk assessment on the findings, to identify products and/or services where there is a risk of modern slavery and/or illegal or unethical employment practices within the UK and overseas.	As above and the Council already submits full expenditure data to the Atamis as part of Welsh Government spend analysis programme.	The Council currently uses software to assess its suppliers and the capability of this software to risk assess suppliers is being assessed.
7.2	Investigate any supplier identified as high risk, by direct engagement with workers wherever possible.	In high risk spend areas, more robust contract management processes will be required on those particular contracts. However there is limited due diligence that can be undertaken due to complexity of the supply chains and the available resource capacity.	This will be included in the contract terms.
7.3	Work with our suppliers to rectify any issues of illegal or unethical employment practice.	Legal Services in conjunction with Procurement Officers will review any issues identified of unethical employment practice and take appropriate action.	The Council will investigate any reported illegal practices, or report them to appropriate enforcement authorities.
7.4	Monitor the employment practices of our high risk suppliers, making this a standard agenda item	Amend the current Contract Procedure Rules to incorporate a requirement under the contract	This has been included in the CPR's as a requirement of

	Code of Practice Commitment	Action needed to meet commitment	Status
	for all contract management meetings/reviews.	management section that employment practices should be monitored for high risk suppliers as standard.	contract management meetings.
8.	Ensure that false self-employment is not undertaken and that umbrella schemes and zero hours contracts are not used unfairly or as a means to:	The web based New Supplier creation database will continue to check if a supplier has a unique tax reference (UTR). These above checks will include IR35 checks.	
8.1	Avoid, or facilitate avoidance of, the payment of tax and National Insurance contributions and the relevant minimum wages.	As above.	The Council already ensures this is the case for its own employees and directly engaged agency workers.
8.2	Unduly disadvantage workers in terms of pay and employment rights, job security and career opportunities.	As above, but with regard to Zero hours contracts the use of such contracts will be kept under review, since in some particular instances, e.g. social care, zero hour contracts provide flexibility for the workers.	The Council already ensures this is the case for its own employees and directly engaged agency workers.
8.3	Avoid Health and Safety responsibilities.	Health and Safety considerations should be monitored as part of the contract management process.	The Council already ensures this is the case for its own employees and directly engaged agency workers.
9.	Ensure that workers are free to join a Trade Union or collective agreement and to undertake any related activity and raise worker concerns without risk of discrimination. We will:-		
9.1	Not make use of blacklists/prohibited lists.	The Council already adopt this process where appropriate, by asking relevant questions within the Pre-Qualification	This is the Councils practice already.

	Code of Practice Commitment	Action needed to meet commitment	Status
		Questionnaire (PQQ) for construction projects which is based on the national Squid questionnaire from Value Wales.	
9.2	Ensure that our suppliers do not make use of blacklists/prohibited lists.	The Council already adopt this process where appropriate, by asking relevant questions within the Pre-Qualification Questionnaire (PQQ) for construction projects which is based on the national Squid questionnaire from Value Wales.	This is the Councils practice already.
9.3	Not contract with any supplier that has made use of a blacklist/prohibited list and failed to take steps to put matters right.	PQQ Evaluation Methodology to be amended to provide clarity that any supplier which makes use of blacklisted lists will be disqualified from the procurement process.	
9.4	Expect our suppliers to ensure that Trade Union representatives can access members and contracted workers.	Amend our specification template to ensure that Trade Union representatives can access members who work for our contracted suppliers.	This is already enshrined in legislation and the Council will at on any instance that is brought to its attention.
10.	Consider paying all staff the Living Wage Foundation's Living Wage as a minimum and encourage our suppliers to do the same. We will:	The Council is committed to re-looking at the consideration and the impact of paying the living wage as part of the review of the pay policy. However, although this is a national agenda, in reality there is no budget to pay for the additional costs of implementation, but also to deal with potential future staff inequality claims and the knock on effect of additional costs arising from amending the pay grade structure.	This has been considered and is an aim of the current revision of the pay model.
10.1	Consider paying at least the Living Wage	See above.	This has been considered and is

	Code of Practice Commitment	Action needed to meet commitment	Status
	Foundation's Living Wage to all our staff in the UK.		an aim of the current revision of the pay model.
10.2	Consider becoming an accredited Living Wage Employer.	See above.	If the Council is able to achieve Living wage as part of the pay model then it will apply for accreditation.
10.3	Encourage our suppliers based overseas to pay a fair wage to all staff, and to ensure that staff working in the UK are paid at least the minimum wage.	Due diligence on adherence to national minimum wage should be part of the contract management monitoring on individual contracts. Consideration to be given to ask staff payment specific question in the tender process to assess supplier compliance with national minimum wage requirements.	Adherence to the national minimum wage is a requirement for UK based suppliers. The Council will respond to any concerns raised with it about overseas suppliers.
11.	Produce an annual written statement outlining the steps taken during the financial year, and plans for future actions, to ensure that slavery and human trafficking are not taking place in any part of our organisation and its supply chains. We will:	Annual Written Statement and action plan to be developed in conjunction with Value Wales.	
11.1	Ensure that the statement is signed off at senior management/board level.	As above.	Being reported to Cabinet for approval March 2019.
11.2	Publish the statement on our website. If this is not possible, we will provide a copy to anyone within 30 days of a request being made.	As above.	This will be done as soon as the statement is approved.
	All organisations signing	Amend the Specification	

	Code of Practice Commitment	Action needed to meet commitment	Status
	up to this Code are expected to produce and publish this annual written statement. We encourage all organisations to publish their statements on the Transparency in Supply Chains (TISC) register www.tiscreport.org free of charge for all public and small organisations. In exchange, they can make use of the Wales Anti- Slavery Logo.	Template to require suppliers who sign up to the Code of Practice to produce and publish an annual written statement and that such statements are also published Transparency in Supply Chains (TISC) register www.tiscreport.org free of charge for all public and small organisations. In exchange, they can make use of the Wales Anti-Slavery Logo.	
12.	For Public sector to whom the Code of Practice on Workforce Matters (2014) applies: Ensure all those undertaking work on an outsourced contract are treated fairly and equally. We will:	The majority of Council services are managed under a direct employment model or a publicly accountable and socially responsible business e.g. an alternative delivery model (ADM) (as demonstrated in our most recent annual return to Welsh Government under the Two Tier Workforce Code). The Council will always honour its obligation to apply the Two Tier Code (in full or in part), and also the TUPE regulations when considering the transfer of any employees whether to an ADM or to a contracted provider.	
12.1	Ensure that public sector staff who are transferred as part of a public service which is outsourced to a third party retain their terms and conditions of employment.		This is the Council's current practice.
12.2	Ensure that other staff working on an outsourced public service are employed on	The Council would always aim to secure comparable terms and conditions in such cases, noting that	Each case needs to be considered on its own merits. There can be

	Code of Practice Commitment	Action needed to meet commitment	Status
	terms and conditions that are comparable to the transferred public sector staff.	'comparable' might vary from the current terms and conditions in some way. The achievement of the same terms might not be possible in a commercial negotiation. This could possibly interfere with TUPE and its longevity in such cases. Reviews under TUPE for ETO reasons are possible. Therefore we will aim for comparable terms as a desirable outcome in such cases.	practical and financial implications from attempting to secure equal rather than comparable terms and conditions. For example, where a provider might be supplying services to two or more Councils in Wales it would need to reconcile terms and conditions of employment across them all; this could result in a potentially lengthy and costly "levelling up" of terms and conditions.

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Modern Slavery Statement

Financial Year: 1 April 2019 to 31 March 2020

Overview

Flintshire County Council delivers a wide range of statutory and discretionary public services, provided directly through its own workforce, and through over 4,500 private and third sector organisations.

In June 2018, the Council signed up to the Welsh Government's Code of Practice: Ethical Employment in Supply Chains. The Code's 12 commitments include tackling Modern Slavery and Human Trafficking. This Statement sets out the action that the Council has taken, and will take, to ensure that there is no Modern Slavery and Human Trafficking in its own business or supply chains.

The Council is fully committed to providing visibility to its Modern Slavery Statement and ensuring 'Transparency in Supply Chains'. To this end the Council is working in partnership with Welsh Government, the wider public sector, suppliers, service providers and other to address Modern Slavery challenges and drive collaborative action with a view to reducing risks and incidence of Modern Slavery.

What is Modern Slavery?

In the UK, the Modern Slavery Act 2015 defines criminal offences of slavery, servitude and forced or compulsory labour and of human trafficking, and includes measures for the protection of potential victims.

Slavery is any system in which principles of property law are applied to people, allowing individuals to own, buy and sell other individuals.

Victims are trafficked all over the world for little or no money – including to and within the UK. They can be forced to work in the sex trade, domestic servitude, and forced labour, criminal activity or has their organs removed to be sold. In 2017 National Crime Agency recorded 193 reported Modern Slavery cases, an increase on 57% on 2016.

There is no typical victim and some victims do not understand they have been exploited and that they are entitled to help and support. Victims are often trafficked to a foreign country where they are unable to speak the language, have their travel and identity documents removed and are told that if they try to escape, they or their families will be harmed.

The Council's Policies

Flintshire County Council's Corporate plan puts tackling poverty and inequality at the heart of the Administration's priorities. The other key strategies and policies include:

- The **Council's Corporate Procurement Strategy** sets a clear vison and the key organisational outcomes that implementation of the Strategy is

looking to deliver. This includes delivery of the Code of Practice and the elimination of Modern Slavery, so that Flintshire Council plays a leading role in making Wales hostile to Modern Slavery.

The Council's other key Policies in this area include:

- The Council's **Draft Social Procurement Policy** which sets out the Council's commitment to Ethical Employment and the delivery of Community Benefits. The Council wants to work with organisations that share its values;
- The **Whistleblowing Policy** enables Council staff and employees of the Council's contractors / suppliers to report unethical employment practices to the Council;
- **The Officer's Code of Conduct** makes it clear to employees in scope of the actions and behaviour expected of them when representing the Council. In performing their duties, they must act with integrity, honesty, impartiality and objectivity. The organisation strives to maintain the highest standards of employee conduct and ethical behaviour in all its operations and when managing its supply chain;
- **Recruitment and Selection policy** - the Council aims at all times to recruit the person who is most suited to the particular job. The Council has robust recruitment processes, which includes right to work checks compliant with Home Office guidance to ensure that preferred candidates have the right to work in the UK;
- **Agency workers** – the Council contracts with a managed service provider, Matrix SCM to source agency workers and temporary staff. Matrix SCM have their own Modern Slavery Statement which sets out their zero tolerance approach to Modern Slavery;
- The trafficking of children is a crime and is child abuse. The Council works closely with partners to ensure that any suspected case of this form of abuse is dealt with in line with the **All Wales Child Protection Procedures.**

The Council's Supply Chains

The Council spends over £150 million annually with over 4,500 suppliers who provide a broad range of goods and services. Over 99% of the Council's spend is with UK based companies. However, the Council recognises that its supply chains spread across the world, and that parts of the supply chain could be engaged in Modern Slavery. The Council has limited resources to monitor and manage its supply chains and so will focus on its direct suppliers and will require its suppliers to ensure that their supply chain is free from Modern Slavery.

The high-risk sectors for Modern Slavery include agriculture, leisure, hospitality, catering, cleaning, clothing, construction and manufacturing. A review of Council spend has shown that for the majority of the high-risk areas the Council provides the service in-house, utilises national frameworks and/or local suppliers. The risk of Modern Slavery and human trafficking by its direct suppliers is considered low.

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The Council will ensure that its direct suppliers are aware of its commitment to tackle Modern Slavery and human trafficking and that they also understand their obligations as a supplier or contractor of the Council.

The Council undertakes due diligence when considering taking on new suppliers and regularly reviews its existing suppliers through its contract management arrangements. The due diligence and reviews include:

- Mapping the supply chain in high risk areas to assess risks (geographical and product) of Modern Slavery and human trafficking;
- Evaluating the Modern Slavery and human trafficking risks of each new supplier;
- Conducting supplier assessments on an annual basis to create a risk profile focusing on financial stability and also covering insurance and compliance with various employment policies including the Welsh Government's Code of Practice: Ethical Employment in Supply Chains;
- Taking steps to improve sub-standard supplier practices, including the provision of advice to suppliers and requiring them to implement Action Plans; for example to demonstrate compliance with safer recruitment guidelines;
- Participating in collaborative initiatives focused on human rights and socially responsible procurement policies in general and Modern Slavery and human trafficking in particular;
- Invoking sanctions in respect of suppliers who fail to meet its expectations or to improve their performance in line with an Action Plan, which includes a provision to terminate the business relationship;
- All invitations to tender for business with Flintshire County Council over £1 million there will be an expectation for the supplier to be signed up to the Welsh Government's Code of Practice: Ethical Employment in Supply Chains. This will also be encouraged on all other tenders.

Employee Training

The Council is committed to developing and delivering tailored training to its employees, including the Commissioning and Procurement Team, in order to raise awareness of Modern Slavery, human rights abuses and blacklisting. Corporate training will be included as part of the rolling programme of training on the Contract Procedure Rules and general Procurement Rules.

The Council will publicise what the Council is doing to tackle Modern Slavery to all staff and highlight the https://www.gov.uk/government/collections/modern-slavery site to all its employees.

The Modern Slavery Training addresses:

- The Council's purchasing practices, which influence supply chain conditions and which should therefore be designed to prevent purchases at unrealistically low prices, the use of labour engaged on unrealistically low

wages or wages below a country's national minimum wage or the provision of products by an unrealistic deadline;

- How to assess the risk of slavery and human trafficking in relation to various other aspects of the business, including resources and available support;
- How to identify the signs of slavery and human trafficking;
- The initial steps to be taken if slavery or human trafficking is suspected;
- How to escalate potential slavery or human trafficking issues to relevant parties within the Council (Multi-Agency Safeguarding Hub);
- The external help that is available, including the Modern Slavery Helpline, Gang masters and Labour Abuse Authority (GLAA) and the Labour Market Enforcement Unit;
- The messages, business incentives or guidance that can be provided to suppliers and other business partners and contractors to implement anti-slavery policies;
- The steps the Council should take if suppliers or contractors do not implement anti-slavery policies in high-risk scenarios or to implement changes in business practices arising from an Action Plan, including the termination of the business relationship.

What The Council has done

The Council has:

- Signed up to the Code of Practice: Ethical Employment in Supply Chains;
- Appointed Anti-Slavery and Ethical Employment Champion – Councillor Billy Mullin;
- Established a Joint Procurement Board, one of whose tasks is to oversee the implementation of the Code of Practice;
- Started the process of reviewing its supply chains to identify high risk areas;
- Commenced a review of contract and tender clauses;
- Developed a draft Social Procurement Policy which is being consulted upon;
- Updated its Whistleblowing Policy;
- Promoted e-learning training on Modern Slavery and Blacklisting;
- Reviewed CIPS Training on Ethical Procurement, and will develop more tailored training to reflect the Code of Practice commitments;
- All Category Management Teams have undertaken Welsh Government's Code Of Practice: Ethical Employment Training Established a Corporate Safeguarding Panel; Modern Slavery is a standing agenda item;
- Appointed two Specific Point of Contacts (SPOCS) – One for Adults and one for children. They are the Council's point of contacts for responding to Modern Slavery and trafficking issues;

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- raised awareness of Modern Slavery and human trafficking through social media messages and workforce news items.

What The Council will do

Flintshire Council will take the following action in its efforts to ensure that there is no Modern Slavery or Human Trafficking in its supply chains.

Ref	Action	Lead
Commissioning and Procurement		
1	Complete a review and update the Council's tender documentation to ensure Modern Slavery and Human Trafficking issues are fully addressed. This will include clauses to: • Check that contractors who have a turnover above £36million have a Modern Slavery Statement; • Include the Code of Practice: Ethical Employment in Supply Chains as a part of its tender documents.	Joint Procurement Service
2	Complete a review and update the Council's standard T&Cs to ensure employment practices are considered as part of the procurement process. • Review supplier contracts and map supply chains through due diligence – with an option to include sanctions or a termination clause if Modern Slavery is suspected; • Ensure absence of undue time and cost pressures which could result in unethical treatment of staff; • Embed a zero-tolerance approach to Modern Slavery.	Joint Procurement Service
3	In line with clause 7 of the Code of Practice ensure that the Council carries out a regular review of expenditure and undertakes a risk assessment. The Council will: • Identify any high risk suppliers and monitor for human rights abuses and unethical employment practices which will become a standard agenda item in contract meetings and reviews; • Investigate any supplier identified as high-risk through direct engagement with staff; • Work with its Tier 1 suppliers to raise awareness of Modern Slavery to prevent it from occurring.	Joint Procurement Service

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4	Utilising the Code of Practice – Ethical Employment in Supply Chains - develop a Modern Slavery Communication Strategy to ensure awareness is raised across the Council and with partners. • Share learning and best practice across the Council, with other public sector bodies, partners and look to learn from their experiences.	Chief Officer Governance
5	Training • Modern Slavery overview to be provided in through e-learning; • Keep records of who has undertaken training; • The Council shall continue to identify staff requiring training in ethical employment practices – and seek to build capacity - including those in Human Resources and front-facing members of staff working in the Community.	Joint Procurement Service and Human Resources
6	Update the Modern Slavery Statement annually and report progress on this Action Plan.	Chief Officer Governance
7	Publish its Modern Slavery statement annually on its website and on TISC.	Chief Officer Governance
8	Develop measures to identify Key Performance Indicators which will include: • The number of staff trained; • A review of the system for supply chain verification; • Development of the process for the evaluation of existing suppliers.	Chief Officer Governance
9	The Council shall seek to 'go the extra mile' and participate in campaigning and collaborative Human Rights initiatives aimed specifically at Modern Slavery and Human Trafficking. Consideration will be given to participation in proactive initiatives – supporting victims of Modern Slavery and encouraging others to do so – and lobbying for better victim support.	Chief Officer Governance
10	Consider the commissioning of an independent review and scrutiny of the progress made in the development of the Council's Modern Slavery Statement.	Chief Officer Governance

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This Statement has been approved by Flintshire County Council's Cabinet and will be reviewed and updated annually.

Signed by…….

Name…….

Position within Organisation…….

Date signed off……..

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Revenues Service

- **Business Rates – Application for Hardship Rate Relief**
  Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of rates where it is satisfied that the ratepayer would sustain hardship if it did not do so and it is reasonable for it to do so having regard to the interests of its council tax payers. An application received from a ratepayer operating as a limited company on Deeside Industrial Park has been refused on the grounds that it is not deemed to be in the wider public interest to support the awarding of Hardship Rate Relief.

Revenues Service

- **Council Rent – Application to Write off Tenancy Arrears**
  Financial Procedure Rules (section 5.2) stipulates that individual bad and recoverable 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 £5,992.96 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

Streetscene and Transportation

- **The Flintshire County Council Linderick Avenue, Southfields Close, Muirfield Road and Selsdon Close, Buckley (Prohibition and Restriction of Waiting and Loading and Parking Places) (Civil Enforcement and Consolidation) (Amendment No 12) Order 201.**
  To advise Members of the objections received following the advertisement of the proposed Prohibition and Restriction of Waiting and Loading and Parking Places Amendment No. 12 Order, on Linderick Avenue, Southfields Close, Muirfields Road and Selsdon Close, Buckley.

- **The Flintshire County Council A549 Brunswick Road, B5128 Church Road, Knowle Lane, Oak Tree Close, Mountain Close, Lon Butterly, Pemba Drive, Victoria Road, Duke's Field Drive, Linthorpe Road, B5127 Mill Lane and Hawkesbury Road, Buckley. Proposed Prohibition of Waiting, Prohibition of Waiting at any Time and Limited Waiting.**
  To advice Members of the objections received following the advertisement of the proposed Prohibition and Restriction of Waiting and Loading and Parking Places Amendment No. 26 Order, on A549 Brunswick Road, B5128 Church Road, Knowle Lane, Oak Tree Close, Mountain Close, Lon Butterly, Pemba Drive, Victoria Road, Duke's Field Drive, Linthorpe Road, B5127 Mill Lane and Hawkesbury Road, Buckley.

- **The Flintshire County Council (Broughton Hall Road, Church Road, Cadnant Court and Cledwen Road, Broughton) (20mph Speed Limit Zone) Order 20-**
  To advise Members of the objections received following the advertisement of the proposed 20mph Speed Limit Zone on Broughton Hall Road, Church Road, Cadnant Court and Cledwen Road, Broughton.

- **Construction of Sinusoidal Humps and Flat Top Raised Tables at Broughton Hall Road and Church Road, Broughton**
  To advise Members of the objections received following the advertisement of the proposed construction of sinusoidal humps and flat top raised tables at Broughton Hall Road and Church Road, Broughton.

- **Disposal of Optare Buses via Sale and Auction**
  Seven ex-Deeside shuttle buses and two buses previously operated by GHA Coaches are surplus to requirement, following the receipt of capital funding from WG to replace the buses with new more energy efficient vehicles.

  The seven ex-Deeside shuttle buses are to be sent to auction with Wilsons of Queensferry where it is considered they will achieve improved sale prices when compared with the previously used auctioneer, this also keeps the sale within the Flintshire area. The two ex GHA operated vehicles were removed from the previous auction as the bids received were considered to be too low. Since then they have been refurbished by a local operator (P&O Lloyd) with a view to re-auction, however P&O Lloyd have now offered to purchase the buses at values in excess of the previous maximum auction bids.

  Both of these options look to maximise value for money and adhere to the principles of Best Value and are in the best interests of the Local Authority, particularly given that these vehicles have high mileage and are coming towards their end of working life.

- **The Flintshire County Council (Wepre Lane, Connah's Quay) (30mph Speed Limit) Order 201-**
  To advise Members of an objection received following the advertisement of the proposed 30mph Speed Limit Way on Wepre Lane, Connah's Quay.

- **The Flintshire County Council (Old Warren, Broughton) (40mph Speed Limit) Order 201-**
  To advise Members of an objection received following the advertisement of the proposed 40mph Speed Limit Way at the Old Warren in Broughton.

- **The Flintshire County Council (A5104 Chester Road, B5125 Chester Road, Broughton) (Restricted Road, 30mph, 40mph and 50mph Speed Limit) Order 201-**
  To advise Members of an objection received following the advertisement of the proposed 30mph, 40mph and 50mph Speed Limit Way on the A5104 Chester Road, B5125 Chester Road, Broughton.

- **The Flintshire County Council (Various Roads, Connah's Quay and Northop) (40mph and 50mph Speed Limit) Order 201-**
  To advise Members of an objection received following the advertisement of the proposed 40mph Speed Limit Way on the B5126 Mold Road, Connah's Quay.

Housing and Assets

- **Transfer of 5 No. properties (plot No's 9-11 and 19 and 20 at Kinnerton, Kinnerton Lane and Higher Kinnerton)**
  Elan Homes covenant to transfer the properties for £1.00 each to the Council or to a company wholly owned by the Council, any such company having agreed with the Council to use the Affordable Dwellings as Affordable Housing.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 March 2019 TO 31 August 2019

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
March					
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Overview and Scrutiny	**Quarter 3 Council Plan 2018/19 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Deputy Leader of the Council and Cabinet Member for Housing, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Housing and Assets	**Update Report – Disabled Facilities Grant Internal Audit Report 2017** To provide an update on progress in relation to the service control action plan	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Housing and Assets	**Town Centre Regeneration** To set out the future approach to regenerating town centres in the County	Operational	Cabinet Member for Economic Development

Agenda Annex

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	13/03/19	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	18/03/19	Overview and Scrutiny	**Quarter 3 Council Plan 2018/19 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Corporate Management and Assets, Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	18/03/19	Housing and Assets	**Social Value Strategy** To set out the future approach to generating increased social value from Council expenditure	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	18/03/19	Governance	**Digital Strategy Update** To update Members on progress to define and deliver the Digital Strategy, with a summary of discussion in the recent Digital Strategy workshop with Members.	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)*
Organisational Change Overview & Scrutiny Committee	18/03/19	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	19/03/19	Chief Executive's	**Revenue Budget Monitoring 2018/19 (month 10)** 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.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/03/19	Social Services	**Social Value Strategy** To consider the amendments proposed to the former Community Benefits Strategy and the revised approach suggested to developing social value in Flintshire.	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	19/03/19	Education and Youth	**School Admission Arrangements 2020/21** To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2020 and to recommend approval.	Operational	Cabinet Member for Education
Cabinet	19/03/19	Housing and Assets	**Sheltered Accommodation Review** To approve eligibility for all mini-groups and sheltered schemes to being them in line with our Housing Association and Local Authority Single Access Route to Housing (SARTH) Partners.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	19/03/19	Chief Executive's	**Welsh Language Promotion Strategy** To present the final Welsh Language Promotion Strategy for endorsement	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	19/03/19	Governance	**Update on the Code of Practice on Ethical Employment in Supply Chains** To provide details on progress with the action plan to implement the Code and to approve our first annual statement on Modern Slavery.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	19/03/19	Governance	**Business Rates – High Street and Retail Rate Relief Scheme** To seek approval to adopt the 2019/20 grant scheme which can provide rate relief of up to £2,500 to retail businesses.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	19/03/19	Social Services	**Becoming a 'Dementia Friendly Council'** To seek approval towards Flintshire becoming an accredited Dementia Friendly Council.	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	19/03/19	Streetscene and Transportation	**Flintshire County Council's Response to the Welsh Government White Paper 'Improving Public Transport'** To seek approval for the response to Welsh Government on their Transport White Paper.	Strategic	Cabinet Member for Streetscene and Countryside, Cabinet Member for Planning and Public Protection
Cabinet	19/03/19	Governance	**Local Full Fibre Network (LFFN)** To seek approval of the Digital Connectivity Strategy for the region and to note the bid for funding for the Local Full Fibre Network (LFFN).	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Economic Development
Education and Youth Overview & Scrutiny Committee	21/03/19	Overview and Scrutiny	**Quarter 3 Council Plan 2018/19 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Not Applicable

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	Education and Youth	**Play Sufficiency Assessment** To consider the Play Sufficiency Assessment prior to submission to Welsh Government	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	21/03/19	Education and Youth	**Healthy Schools and Pre-School Programme** To provide an update on the outcome of the School Health Research Network research	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	21/03/19	Education and Youth	**Self-Evaluation of Education Services** To update Members on overall service performance, including Learner Outcomes for 2018	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	21/03/19	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Audit Committee	27/03/19	Chief Executive's	**Wales Audit Office (WAO) Audit Plan 2019** 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.	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	27/03/19	Chief Executive's	**Treasury Management Quarter 4 update 2018/19** 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	Chief Executive's	**Certification of grants and returns 2017/18** To inform Members of the grant claim certification by Wales Audit Office for the year ended 31st March 2018.	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	27/03/19	Chief Executive's	**External Regulation Assurance** 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	27/03/19	Governance	**Internal Audit Strategic Plan 2019/2022** 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	**Composition of Audit Committee** To consider whether to increase the number of Members on the Audit Committee.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	**Public Sector Internal Audit Standards Compliance 2018/19** To inform the Committee of the results of the annual internal assessment of conformance with the Public Sector Internal Audit Standards (PSIAS).	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	**Internal Audit Progress Report 2018/19** 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	**Action Tracking** 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	**Forward Work Programme** 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	Social Services	**Learning Disability Day Care and Work Opportunities Alternative Delivery Model** To receive a progress report on the first year of operation as an alternative delivery model.	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	28/03/19	Social Services	**Marleyfield House Expansion progress update** To provide members with a progress report in relation to the extension to Marleyfield House Care Home.	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Social & Health Care Overview & Scrutiny Committee	28/03/19	Social Services	**Delayed Transfer of Care/Single Point of Access** To update members in relation to Flintshire's performance in relation to delays transfer of care	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	28/03/19	Overview and Scrutiny	**Quarter 3 Council Plan 2018/19 Monitoring Report** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	28/03/19	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	
April					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Environment Overview & Scrutiny Committee	9/04/19	Streetscene and Transportation	**Public Convenience Strategy** 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	**Greenfield Valley Heritage park** To receive a 12 month progress report	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	9/04/19	Overview and Scrutiny	**Forward Work Programme (Environment)** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	11/04/19	Overview and Scrutiny	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	

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	Finance	**REVENUE BUDGET MONITORING 2018/19 (MONTH 11)** 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	**Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Cabinet	16/04/19	Chief Executive's	**Council Plan 2019/20** To review and approve the outline of the Council Plan for 2019/20 for development.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	16/04/19	Chief Executive's	**Revenue Budget Monitoring 2018/19 (month 11)** 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
Cabinet	16/04/19	Streetscene and Transportation	**Environmental Enforcement** To review the environmental enforcement protocol.	All Report Types	Cabinet Member for Streetscene and Countryside
Cabinet	16/04/19	Housing and Assets	**Specialist Housing** To note and support the work of the specialist Housing Group in reducing the number of people on the specialist housing register	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	16/04/19	Governance	**Flintshire County Council Procurement Strategy** To agree the updates to the document and to support the twin aims of increased collaborative contracts with Denbighshire County Council and more local purchasing.	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	16/04/19	Housing and Assets	**Implementation of the Rental Exchange scheme** 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	16/04/19	Housing and Assets	**Implementation of the Rental Exchange Scheme** To consider the implementation of the Rental Exchange	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	16/04/19	Housing and Assets	**Housing Strategy and Action Plan** To approve the Housing Strategy and draft Action Plan 2019-24	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
May					

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	1/05/19	Housing and Assets	**Specialist Housing** To consider how the Council will meet the needs of applicants with specialist needs through specialist housing.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	1/05/19	Planning, Environment and Economy	**Local Full Fibre Network (LFFN)** To update Committee Members on the development of digital infrastructure in North Wales and in Flintshire.	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	1/05/19	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	1/05/19	Housing and Assets	**Digital Connectivity Development** To update Committee Members on the development of digital infrastructure in North Wales and in Flintshire	Operational	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)*
Flintshire County Council	7/05/19	Governance	**Schedule of Meetings** To enable the Council to consider the draft schedule of meetings for 2019/20.		
Flintshire County Council	7/05/19	Governance	**Constitutional Matters: Committees** To deal with those matters which require decisions at the Annual Meeting of the County Council in accordance with Council Procedure Rule 1.1 (vii)-(xiii).		
Corporate Resources Overview & Scrutiny Committee	9/05/19	Overview and Scrutiny	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	9/05/19	Governance	**Council Tax Collection Rates** To provide Members with statistical information on the latest Council Tax collection rates, arrear levels and comparisons with other local authorities in Wales.	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	9/05/19	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Organisational Change Overview & Scrutiny Committee	13/05/19	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	13/05/19	Chief Executive's	**Aura Leisure and Libraries Progress Review** To review progress of Aura since establishment in 2017	Operational	Cabinet Member for Education
Cabinet	14/05/19	Planning, Environment and Economy	**Town Centre Regeneration** To set out the future approach to regenerating town centres in the County.	Strategic	Cabinet Member for Economic Development
Education and Youth Overview & Scrutiny Committee	16/05/19	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Environment Overview & Scrutiny Committee	21/05/19	Overview and Scrutiny	**Forward Work Programme (Environment)** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	**Annual Directors Report** To consider the draft report.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	**Third Sector update** 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	Social Services	**Integrated Autism Service** To provide members with a progress report of the local implementation of the Integrated Autism Service	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	**Annual Directors Report** To consider the Annual Directors Report for Social Care Services for 2018 / 19	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	**Comments, Compliments and Complaints** To report to members the number of complaints received by Social Services during the period 18 – 19 including their broad themes and outcomes and any lessons learned	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
June					
Audit Committee	5/06/19	Governance	**Internal Audit Annual Report** 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	**Internal Audit Progress Report 2019/20** 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	**Audit Committee Action Tracking** 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	**Forward Work Programme** 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	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	13/06/19	Overview and Scrutiny	**Year-end Council Plan Monitoring Report 2018/19** 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	Leader of the Council and Cabinet Member for Finance, 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	13/06/19	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Flintshire County Council	18/06/19	Chief Executive's	**Theatr Clwyd Business Plan 2019-2021** To receive a presentation on the work of the Theatr, based on the business plan.	Strategic	Cabinet Member for Education, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	26/06/19	Overview and Scrutiny	**Year-end Council Plan Monitoring Report 2018/19** 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	Deputy Leader of the Council and Cabinet Member for Housing, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	26/06/19	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Education and Youth Overview & Scrutiny Committee	27/06/19	Overview and Scrutiny	**Year-end Council Plan Monitoring Report 2018/19** 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 Education
Education and Youth Overview & Scrutiny Committee	27/06/19	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
July					
Organisational Change Overview & Scrutiny Committee	1/07/19	Overview and Scrutiny	**Year-end Council Plan Monitoring Report 2018/19** 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 Education, 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)*
Organisational Change Overview & Scrutiny Committee	1/07/19	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	11/07/19	Overview and Scrutiny	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	11/07/19	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Cabinet	16/07/19	Chief Executive's	**Prudential Indicators - Actual 2018/19** To provide Members with 2018/19 (actual) Prudential Indicator figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	16/07/19	Chief Executive's	**Capital Programme 2018/19 (Outturn)** To provide the outturn capital programme information for 2018/19.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	18/06/19	Planning, Environment and Economy	**Rights of Way Improvement Plan 2018-2028** Members are requested to agree the final plan following the statutory 3 month consultation	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	16/07/19	Overview and Scrutiny	**Year-end Council Plan Monitoring Report 2018/19** 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	16/07/19	Overview and Scrutiny	**Forward Work Programme (Environment)** 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	18/07/19	Social Services	**BCUHB & Welsh Ambulance Services NHS** To maintain regular meetings and promote partnership working.	All Report Types	Not Applicable
Social & Health Care Overview & Scrutiny Committee	18/07/19	Overview and Scrutiny	**Year-end Council Plan Monitoring Report 2018/19** 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 Social Services
Social & Health Care Overview & Scrutiny Committee	18/07/19	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
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