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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

20 September 2017

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 26th September, 2017 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 7 - 24)

Purpose: To confirm as a correct record the minutes of the last meeting.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 COUNCIL PLAN 2017 – 23 (Pages 25 - 118)

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

Purpose: To approve the Council Plan 2017-23 prior to adoption by the County Council.

5 NORTH WALES ECONOMIC GROWTH DEAL BID PROGRESS REPORT
(Pages 119 - 134)

Report of Chief Executive, Chief Officer (Community and Enterprise) - Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Finance

Purpose: To share the current position on the developing Growth Deal Bid with timescales and initial decisions required.

6 LOCAL DEVELOPMENT PLAN PREFERRED STRATEGY FOR CONSULTATION (Pages 135 - 262)

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

Purpose: To approve the Local Development Plan Preferred Strategy to be published for formal public consultation.

7 PROCUREMENT STRATEGY ACTION PLAN (Pages 263 - 278)

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

Purpose: To approve the action plan.

8 SCHOOL ORGANISATION (Pages 279 - 294)

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

Purpose: To provide an update on school federation and organisation proposals.

9 FREE CHILDCARE OFFER (Pages 295 - 316)

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

Purpose: To provide an update on the developing free childcare offer programme.

10 REVIEW OF THE WINTER MAINTENANCE POLICY (Pages 317 - 346)

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

Purpose: To approve the revised Winter Maintenance Policy which includes details of the Council's response during other emergency or inclement weather events.

11 **REVIEW OF THE COUNCIL'S RESIDENTS PARKING POLICY** (Pages 347 - 376)

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

Purpose: To review the Council's existing Residents Parking Policy.

OPERATIONAL REPORTS

12 **ANNUAL IMPROVEMENT REPORT OF THE AUDITOR GENERAL FOR WALES** (Pages 377 - 408)

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

Purpose: To receive and respond to the Annual Improvement Report of Wales Audit Office for 2016/17.

13 **WALES AUDIT OFFICE STUDY REPORTS** (Pages 409 - 458)

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

Purpose: To receive local reports of the Wales Audit Office on Good Governance, Invest To Save and the Corporate Assessment and approve the Council's responses.

14 **REVENUE BUDGET MONITORING 2017/18 (MONTH 4)** (Pages 459 - 496)

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

Purpose: To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 4 projected forward to year-end).

15 **CAPITAL PROGRAMME MONITORING 2017/18 (MONTH 4)** (Pages 497 - 518)

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

Purpose: To provide the Month 4 (end of July) capital programme monitoring position for 2017/18.

16 **TREASURY MANAGEMENT ANNUAL REPORT 2016/17** (Pages 519 - 536)

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

Purpose: To approve the draft Annual Treasury Management Report for 2016/17 for recommendation to Council for adoption.

17 **BUSINESS RATES – WRITE OFFS** (Pages 537 - 542)

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

Purpose: To approve the write-off of two business rate debts.

18 **REVISED ENVIRONMENTAL ENFORCEMENT AND CAR PARKING ARRANGEMENTS** (Pages 543 - 552)

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

Purpose: To approve future arrangements for the Environmental and Car Parking Enforcement Service.

19 **BIODIVERSITY DUTY PLAN AND SUSTAINABILITY POLICY** (Pages 553 - 584)

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

Purpose: To approve the Council's Biodiversity Duty Plan and Sustainability Policy.

20 **CONSULTATION OUTCOMES TO THE PROPOSED CONDITIONS OF THE DRAFT DOG CONTROL PUBLIC SPACES PROTECTION ORDER (PSPO)** (Pages 585 - 594)

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

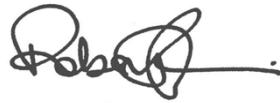
Purpose: To report on the findings of the recent consultation and to seek approval of the conditions of the Dog Control Public Space Protection Order (PSPO).

21 **EXERCISE OF DELEGATED POWERS** (Pages 595 - 598)

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

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

Yours sincerely

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

Robert Robins
Democratic Services Manager

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CABINET
18th JULY 2017

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 18th July 2017.

PRESENT: Councillor Aaron Shotton (Chair)

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

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Organisational Change), Chief Officer (Planning and Environment), Corporate Finance Manager, Corporate Business and Communications Executive Officer, Housing Strategy Manager, Customer Services Manager, Benefits Manager, Waste and Ancillary Services Manager and Team Leader – Democratic Services.

OTHER MEMBERS IN ATTENDANCE:

Councillor: Patrick Heesom.

14. DECLARATIONS OF INTEREST

Councillor Attridge declared a personal interest in agenda item 20 – Update on the Integrated Transport Unit Procurement.

Councillor Butler declared a personal interest in agenda item number 21 – Halkyn Mountain Sustainable Management Scheme. The Chief Officer (Governance) explained that as Councillor Butler was appointed to the Area of Outstanding Natural Beauty (AONB) and Cadwyn Clwyd Local Action Group (LAG) the interest was personal only as there was an exemption in the Members' Code of Conduct. However, if anything related to a planning application in the future then the interest would be personal and prejudicial.

On agenda item number 26 – Maes Gwern Development, the Chief Officer (Governance) explained that a number of Cabinet Members were also Members of the Council's Planning Committee and there could be concern that they would appear to have a pre-determined view on the Planning application by considering the item at Cabinet. However, as the Council owned the land it was assumed that Cabinet Members would release the land for planning permission and it was accepted that they could take part in both parts of that process. However, he advised the relevant Cabinet Members to ensure that they did not discuss, or pre-judge specific planning aspects such as highways.

15. MINUTES

The minutes of the meeting held on 20th June 2017 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as a correct record.

16. FLINT HIGH RISE ASSURANCE

Councillor Attridge provided a verbal update on the Flint high rise which covered six main areas. He paid tribute to the Chief Officer (Community and Enterprise) and all of the staff who had been involved in ensuring the safety of the high rise from the morning of the terrible tragedy in London. The Capital Programmes Manager had been to give evidence at the National Assembly for Wales (NAfW) the previous week where Flintshire had received recognition for the work that had been undertaken. The verbal update would also be given at Community and Enterprise Overview and Scrutiny Committee the following day.

The Chief Executive commented on the importance of transparency and public reporting to provide reassurance to tenants. Initial presence at the site by key officers and the Fire and Rescue Service had led to positive feedback from tenants. A frequently asked questions document was in preparation and would be available on the Council's website.

Councillor Ian Roberts who was the local Member for the ward in which the high rise were located expressed his personal thanks to the Chief Executive, Chief Officer (Community and Enterprise) and the Cabinet Member, Councillor Attridge, for all of the work that had taken place and the level of reassurance that had been given to tenants.

17. LIBRARIES AND LEISURE ALTERNATIVE DELIVERY MODEL CAPITAL INVESTMENT

Councillor Shotton welcomed Christine Edwards, Chair of Aura Leisure and Libraries and Mike Welsh, Managing Director of Aura, to the meeting. He explained that a report would be considered at the end of the meeting in closed session due to the commercial sensitivities.

Christine Edwards explained that the Shadow Leisure and Libraries Board had met twice with the Board being made up of local representatives. A priority for the Board had been the level of staff engagement which had been welcomed. The vision for Aura was 'more' all of the time, enhancement and accessibility. Two specific capital developments had been approved by Cabinet in December 2016 for projects and they were at Jade Jones Pavilion and Mold Leisure Centre.

The next steps, if the investments were approved, was to start work on detailed design and consult in detail with users and the secondary schools in Mold. That would enable developments to take place in the autumn and winter. She emphasised the importance of working with the Council and building on the positive relationship that was already in place.

Mike Welch added that the workforce was in support of the proposals and they were all dedicated to the vision.

Councillor Ian Roberts expressed his delight in this project which saw the required 30% of efficiency savings being achieved whilst keeping leisure facilities open. Councillor Shotton added that this was a watershed moment for the Council which saw the protection of Leisure and Library facilities in the County. In addition he commented on the capital investment being made which was not common in the country at present given the austerity measures faced by Councils.

RESOLVED:

That the presentation by Christine Edwards and Mike Welch be received.

18. COUNCIL PLAN 2017-23

Councillor Mullin introduced the Council Plan 2017-23 report and explained that the Plan had been reviewed and refreshed to reflect the key priorities of the Council for the 5 year term of the new administration.

The Chief Executive explained that the structure of the plan remained the same as previous plans and comprised six priorities and relevant sub-priorities. The six priorities took a long term view of projects and ambitions over the next five years.

The Council Plan would be presented as two inter-related documents. Firstly the 'public' version of the statements of intent on the six priorities and secondly the document that described the targets and milestones on which achievement would be measured. The targets and milestones in the "How we Measure" document were to be considered by the relevant Overview and Scrutiny Committees prior to final agreement by Cabinet in September.

The document would be used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year. The final Council Plan would be available as a web-based document published on the website before the end of September following recommendation for endorsement at County Council.

The Plan had recently been reported to Corporate Resources Overview and Scrutiny Committee where they requested two additions, which were supported, for recommendation to Cabinet. They were (1) tourism and strengthening the economic strategy and (2) the potential impact of Brexit on the local economy.

RESOLVED:

That the Improvement Plan 2017-23 be endorsed prior to adoption by the County Council for final publication including two additions at this stage: (1) tourism and strengthening the economic strategy and (2) the potential impact of Brexit on the local economy.

19. MEDIUM TERM FINANCIAL STRATEGY UPDATE

The Chief Executive introduced the report which set out the financial forecast for 2018/19 as part of the refresh of the Medium Term Financial Strategy (MTFS).

The original forecast for the 2018/19 financial year, the third and final year of the current MTFS, set a likely 'gap' between the total spending requirement and anticipated income of £6.2m. When discounting any modelling for a Council Tax increase the forecast gap would stand at £8.5m as a true figure. The forecast had been revised and updated following decisions made as part of the 2017/18 budget, receipt of updated information on national, local and workforce pressures, and updated forecasts on inflation.

The Corporate Finance Manager explained that the revised forecast showed a projected 'gap' of £11.7m prior to any modelling for an increase in Council Tax.

The Chief Executive added that an internal Member workshop was taking place later that day on the MTFS.

Councillor Shotton expressed his concern that if the significant amount of previous cuts reoccurred then this would have an even further negative impact on the Welsh block grant from the UK Government. If that happened then a balanced budget could not be achieved without the authority making unpalatable decisions. A cash flat settlement was being assumed but the Council would continue to lobby for better. The Chief Executive added that a 'cash flat' settlement did not take into account things such as inflation and pay awards.

RESOLVED:

That the framework for the revision of the Medium Term Financial Strategy 2018/19 be adopted and the forecast as the first stage be accepted.

20. WELSH LANGUAGE STANDARDS ANNUAL REPORT

Councillor Mullin introduced the report which provided an overview of the Welsh Language Annual Report, progress being made to comply with the Standards and areas identified for improvement. He commented on the vision of the First Minister Carwyn Jones, for the number of Welsh speakers to grow to one million by 2050.

The Chief Executive explained that the data in the report included information on the Compliance Notice and actions that had been taken to meet the Standards. The report also provided details on progress made and areas for improvement.

There had been 16 complaints relating to Welsh language during 2016/17 which related to potential breaches of 17 Standards. Of those, 9 complaints were investigated by the Welsh Language Commissioner with a further 2 being investigated. The Commissioner had found the Council to be in breach of eight Standards and had chosen not to fine the Council but had served enforcement notices and made one recommendation.

Councillors Shotton and Roberts commented on the aspiration of the First Minister to grow the number of Welsh speakers, asking if funding would be given to local authorities to help to achieve that number. Councillor Shotton added that Flintshire was already significantly contributing to that number with Ysgol Croes Atti in Flint and the satellite school in Shotton. He also commented on Cylch Meithrin in

Garden City which was a Welsh medium Flying Start provision where people were embracing the Welsh language. Councillor Jones said she was proud to have this provision in her ward and also commented on the number of Welsh speakers in Social Services.

RESOLVED:

- (a) That the Welsh Language Annual Monitoring report for the period 2016/17 be agreed; and
- (b) That progress being made to implement the Welsh Language Standards and areas for improvement be noted.

21. UNIVERSAL CREDIT 'ROLL OUT'

Councillor Mullin introduced the report which provided an update on the emerging impacts that Universal Credit 'Full Service' was having on residents in Flintshire and how it would impact further as it was 'rolled out'.

The Benefits Manager explained that the 'Full Service' replaced six legacy benefits for working-age claimants which were:

- Housing Benefit;
- Income Support;
- Job Seekers Allowance;
- Employment Support;
- Child Tax Credit; and
- Working Tax Credit

From April to June 2017 there were 362 customers in receipt of Universal Credit 'Full Service', 65 of whom had been identified as requiring Personal Budgeting Support which had been provided by Flintshire's Welfare Reform Response Team. Officers had provided 352 customers with assisted digital support in managing their claims online.

The report provided details on the impact on rent arrears, council tax arrears, other services and partners and highlighted the support being offered to customers.

Personal Budgeting and Support cases had already highlighted issues including payday lenders having direct access to a customer's bank account so that when their monthly Universal Credit was paid they were accessing the account and leaving the customer with insufficient funds to live on each month.

Training and communications were being delivered to all front line staff to provide advice and guidance in how best to support customers in receipt of Universal Credit.

Councillor Mullin paid tribute to the Benefits Manager and her staff who were doing a good job in supporting customers since the roll out of Universal Credit.

RESOLVED:

That the report be noted and ongoing work to manage the impacts that Universal Credit 'Full Service' has and will have upon Flintshire's most vulnerable households be supported.

22. HOUSING (WALES) ACT 2014 - HOMELESSNESS

Councillor Attridge introduced the report which provided a background to Housing (Wales) Act 2014 and proposed innovative housing developments to increase the supply of affordable accommodation for the under 35 age group. It also included proposals for improved temporary accommodation and more cost effective shelter for rough sleepers. The proposals would enable the Council to continue to prevent homelessness and avoid any rough sleeping within the County.

The new legislation put a much stronger emphasis on the prevention of homelessness and the Council had undertaken a number of steps to ensure it could comply with the new duties and manage the additional pressures.

The Customer Services Manager explained that the availability of housing was a growing risk for the service with the numbers on the social register having increased significantly over the past year. The average wait for a 3-bed property was 11 months and the current supply for single people did not meet the demand with the lack of available housing having an impact on the Council's use of interim accommodation. The Council went beyond its statutory duty and accommodated anybody who had nowhere safe to stay and some of those placements became extended and placed a financial burden on the Council. The report also highlighted the additional pressures the Council had faced finding suitable housing options and the importance of the services that prevented households from becoming homeless. Any reductions to the transition funding and/or Supporting People funding presented a further risk to the Council.

New developments included increasing availability for the under 35 age group and support was being sought from the innovative housing fund to develop more smaller and/or shared accommodation. For temporary accommodation, there was the opportunity to develop it in a more efficient way and to link it to education and employment. Support was also being sought from the Innovative Housing Fund to develop this area to provide a transformational positive environment for those who wished to break the cycle of homelessness.

On rough sleeping, the Council aimed to prevent this but needed to consider alternative options to bed and breakfast and hotels. They included a temporary shelter and working with the third sector and charities to set up a fund for essential items the homeless and the running of an emergency shelter.

There was also a wholly new approach which was Housing First. This approach had no preconceptions on people in order for them to access accommodation with accommodation being provided, often in the private rented sector, and support was provided to meet the needs of the individual. It required a multi-disciplinary approach that went beyond homelessness and housing-related support.

Councillor Bithell welcomed the report. He asked if a family member helped out with temporary accommodation would this be detrimental to the homeless person in that they would be put further back down the list. The Customer Services Manager confirmed that did not happen and there was no disincentive to family offering support; the homeless status was retained.

Councillor Butler said the report demonstrated the positivity of Flintshire County Council in offering over and above what was required by legislation which was an example of a caring authority.

Councillor Shotton welcomed the approach of Housing First which aimed to end the use of temporary accommodation by rethinking how homelessness was dealt with.

RESOLVED:

- (a) That the update on the management of the new legislation with the Housing (Wales) Act 2014 be noted;
- (b) That the challenges that the Council has faced finding suitable housing options for households be noted, and the further risks to this should transition funding cease and/or Supporting People funding reduce; and
- (c) That the proposals to develop new housing provision to alleviate homelessness in the county be approved in principle.

23. CAPITAL PROGRAMME 2016/17 (OUTTURN)

The Corporate Finance Manager introduced the report which summarised changes made to the Capital Programme during the last quarter of 2016/17 which had seen a net increase of £4.848m during that period.

The actual outturn was £63.493m. Resources available for funding future capital expenditure were currently £5.066m - the whole of this sum would be needed to fund capital schemes from 2017/18 onwards.

The report provided details on capital expenditure compared to budget; carry forward into 2017/18; additional allocations; savings; financing; and funding of 2016/17 approved schemes.

RESOLVED:

- (a) That the overall reported be approved; and
- (b) That the carry forward adjustments set out in the report be approved.

24. REVENUE BUDGET MONITORING 2016/17 (OUTTURN)

The Corporate Finance Manager introduced the report which provided the outturn revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account.

The final year end position was:

Council Fund

- The net in-year outturn comprised of an operating deficit of £0.846m;
- The overall outturn included a positive impact of £2.886m due to the change in accounting policy for Minimum Revenue Provision as agreed by County Council. This had the effect of eliminating the operating deficit with net spend being £2.039m lower than budget; and
- A contingency reserve balance as at 31st March 2017 of £5.133.

Housing Revenue Account

- Net in year expenditure was £0.018m lower than budget; and
- A closing balance as at 31st March 2017 of £1.116m and earmarked reserves of £0.526m.

The Chief Executive explained that the report had been reviewed at the Corporate Resources Overview and Scrutiny Committee the previous week with no new issues being raised. He added that £9.557m of efficiencies had been achieved (91%) which was an improvement on the previous year.

RESOLVED:

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

25. REVENUE BUDGET MONITORING 2017/18 (INTERIM)

The Corporate Finance Manager introduced the report which was the first budget monitoring report of 2017/18. The report provided information on the progress of achieving planned efficiencies against the targets set and reported by exception on significant variances which may impact on the final position in 2017/18.

The report did not provide the level of detail which would follow in later budget monitoring reports.

The Chief Executive explained that the report highlighted the challenges faced and the risks taken in-year as outlined during the budget setting process in February.

RESOLVED:

That the report be noted.

26. CARE AND SOCIAL SERVICES INSPECTORATE (CSSIW) PERFORMANCE REVIEW OF FLINTSHIRE COUNTY COUNCIL SOCIAL SERVICES

Councillor Jones introduced the report which provided details on the annual letter from Care and Social Services Inspectorate Wales (CSSIW) for the period April 2016 to March 2017.

The letter detailed sustained progress in meeting the requirements of the Social Services and Wellbeing (Wales) Act 2014, with positive comments on the development of the Information, Advice and Assistance Service and the Early Help Hub. The focus themes for the year were carers and adult safeguarding; implementation of the new safeguarding thresholds and guidance would continue as a priority into the following year.

The Chief Officer (Social Services) added that the letter acknowledged continuing challenges in relation to the implementation of the new safeguarding thresholds and on the strategic partnership working with Betsi Cadwalader University Health Board (BCUHB) which was being taken forward as a strategic priority for the region.

RESOLVED:

That the report be received.

27. APPROVAL OF COSTS FOR THE FORMER RESOURCE CENTRE, MELROSE AVENUE, SHOTTON

Councillor Attridge introduced the report which sought approval to progress the next key stages of the Council's Strategic Housing and Regeneration Programme (SHARP). It also set out the proposals to develop a new housing scheme at the former Resource Centre, Melrose Avenue, Shotton which was a strategic priority for the Council and was a pre-agreed site for inclusion within the SHARP.

The report provided details on the scheme including proposed property types, design and layout and projected build costs. Prudential borrowing was outlined as being the preferred funding option at a cost of £1,191,092.

The redevelopment of the Melrose Centre, which had become a target for vandalism and anti-social behaviour in recent months, would see a scheme consisting of 9 properties made up of 5 x 2 bed houses and 4 x 1 and 2 bed apartments. Properties would comply with the Council's Flintshire House Standard to ensure consistent, good quality internal layout, good fixtures and fittings, high standards of energy efficiency and external appearance in keeping with the area, low maintenance product specifications, adequate parking and a public realm designed to promote cohesive and inclusive communities.

RESOLVED:

- (a) That the development of 9 new Council homes on the site of the former Melrose Centre, Shotton, be approved; and
- (b) That prudential borrowing to the value of £1,191,092 (subject to final approval and verification) be used to fund the proposed development.

28. NORTH EAST WALES (NEW) HOMES BUSINESS PLAN

Councillor Attridge introduced the report which sought approval of the North East Wales (NEW) Homes Business Plan 2017/22.

The plan set out key elements of the company's proposed growth plan to increase the number of properties managed and owned as affordable housing over the next five years.

The Business Plan was approved by the NEW Homes Board on 28th March 2017 and included The Walks, Flint which would see the delivery of 62 affordable houses and apartments. The first seven NEW Homes properties on The Walks, Flint, were let during June 2017 with a phased handover scheduled for all future properties on the scheme. All proposed future SHARP schemes would be approved by both NEW Homes and the Cabinet on a scheme-by-scheme basis.

NEW Homes managed and let property on behalf of landlords who owned properties, through a management agreement. There were currently 29 properties within the management portfolio.

Councillor Roberts welcomed the report and praised the quality of the development at The Walks, Flint. He commented on the positive relationship between the Council and the developer and congratulated everybody who had been involved with the scheme. Councillor Bithell also welcomed the report which was encouraging for local people in need.

Councillor Attridge thanked Members for their comments and said he was very pleased to announce that Flintshire County Council had won an award the previous week through "Constructing Excellence in Wales". They had faced tough competition against other major projects in Wales and following the success would now go on to compete in the UK finals in November. He expressed his thanks to all staff and said the award would be presented at County Council in September.

RESOLVED:

That the NEW Homes Business Plan 2017/22 be approved, noting that any proposed developments requiring capital funding would be brought to Cabinet for specific scheme by scheme approval following approval by the NEW Homes Board.

29. COMMUNAL HEATING CHARGES

Councillor Attridge introduced the report which outlined the proposed heating charges in Council properties with communal heating systems for 2017/18, 2018/19 and 2019/20.

New charges were implemented in the summer of each year to enable an accurate picture to be gathered on the previous year's costs. Any proposed changes to charges were intended to ensure that each communal heating scheme recovered the full energy costs charged in respect of each scheme and aimed to keep a nil balance on the heating reserve account.

Full details on the recommended heating charges based on actual usage in 2016/17 and the assumption that costs and usage remained at the same level for the next three years were outlined in the report.

RESOLVED:

That the changes to heating charges at Council properties with communal heating schemes as outlined in the table of the report be approved with changes to take effect from 1st September 2017.

30. CHANGES TO THE WASTE COLLECTION ROUNDS AND THE NEW OPERATING ARRANGEMENTS AT THE COUNCIL'S HOUSEHOLD RECYCLING CENTRES

Councillor Thomas introduced the report which provided an update on the previously approved changes to the waste collection rounds and the Council's Household Recycling Centres (HRCs) redevelopment programme, both of which would contribute significantly to improving future recycling levels. The report also sought approval for the updated Household Waste Collection and Household Centre Operations policy which had been amended to reflect the changes.

The report provided full details on the resident van permit scheme; HRC opening times; HRC management; and waste and recycling round changes. A communications plan had been produced for the project and a County wide communication campaign to inform residents of the changes to the service would be undertaken before the new rounds were launched which would highlight both the additional materials that would be collected and the date the new collection service would commence.

RESOLVED:

- (a) That the changes to the Council's Household Waste Collection and Household Recycling Centre Operations policy be approved; and
- (b) That the changes to the waste and recycling rounds, due to be implemented in September 2017, be approved.

31. UPDATE ON THE COUNCIL'S CAR PARKING STRATEGY

Councillor Thomas introduced the report which provided an update on the planned phased introduction of car parking charges in Flint, the review of pedestrianised zones in Holywell and Buckley Town Centres and the inclusion of Well Street car park in Holywell into the car parking strategy.

The report had been submitted to Environment Overview and Scrutiny Committee where it had been supported.

RESOLVED:

- (a) That the phased roll out for implementing the Flint Car Parking Strategy be approved;
- (b) That the review of on-street parking orders, the review of the Church Street Cycleway and Resident Parking Scheme within Flint Town Centre be approved;
- (c) That Buckley and Holywell Town Councils be requested to undertake informal consultation to establish their position in respect of a formal review of the pedestrian zones within the respective town centres; and
- (d) That the inclusion of Well Street car park into the Holywell car parking strategy be approved.

32. UPDATE ON THE INTEGRATED TRANSPORT UNIT PROCUREMENT PROJECT

Councillor Thomas introduced the report which provided an update on the school transport procurement process and detailed the main changes in transport provision which was to be introduced from September 2017.

The first stage of the procurement process was complete with 47 suppliers having passed the pre-qualification stage. The second stage commenced on 11th June with route information being made available to all suppliers who would be invited to price each route, on a rate per mile basis, and provide rates per mile for each category of vehicle required to deliver the service within a stated area. The new procurement arrangements would deliver the savings planned for the service.

Transport may be provided by means of school contract transport services or existing public transport services which, together with the type of transport, would be dictated by cost effectiveness. In some cases one contract bus may transport different pupils to more than one school site. Transport would normally be to and from bus stops or pick-up points for groups of pupils and it would only be provided from door-to-door in exceptional circumstances. The maximum distance a pupil was expected to walk to and from pick-up-points would depend upon age, individual needs and the nature of the route they were expected to walk. Pick-up and drop-off points and time of pick up were being reviewed however the existing policy would be applied, unless there were exceptional circumstances.

Councillor Attridge complemented the team on the work that had taken place on the project which demonstrated a good example of working with business partners. He also passed on his appreciation to the contractors who had been involved in the process. The Chief Executive concurred with the comments of Councillor Attridge and added that this was evidence of teams working together to better manage the commercial market and to produce efficiencies. He also thanked the team for the successful outcome of the project.

RESOLVED:

That the likely impact from the School Transport procurement process detailed in the report be noted.

33. HALKYN MOUNTAIN SUSTAINABLE MANAGEMENT SCHEME

Councillor Thomas introduced the report which explained that following a successful expression of interest for Halkyn Mountain Common, Welsh Government (WG) had invited an application to their Sustainable Management Scheme to address the decline in grazing through appropriate vegetation and stock management.

The project would also look to improve the management of recreational activities and encouraged activity to highlight the health and well-being benefits of the Common. The submission deadline was 1st September 2017 and the proposed scheme would run from 1st January 2018 to 31st March 2021 at a cost of £400,000.

Councillor Butler welcomed the report on the Special Area of Conservation which would be for the benefit of everybody.

RESOLVED:

That the collaborative initiative be noted and the grant application to Welsh Government's Sustainable Management Scheme be supported.

34. EXECUTIVE BODIES

Councillor Mullin introduced the report which contained a list of Internal and Executive bodies which were contained in the Council's Constitution. The list had increased over recent years and had not been reviewed since 2012. Following the local elections it was now appropriate to conduct such a review.

In response to a question from Councillor Attridge, the Chief Officer (Governance) confirmed that there was one place for a Flintshire Councillor on the Foster Care Panel with the rest of the membership being made up from Councillor representatives from other local authorities.

Councillor Bithell said Councillor Paul Cunningham had expressed an interest on being on the membership of Standing Advisory Council on Religious Education (SACRE).

On the North and Mid Wales Trunk Road Agency (NMWTRA), Councillor Butler volunteered to be the Council's representative with Councillor Attridge offering to be the deputy member.

RESOLVED:

- (a) That the appointment and composition of the Internal/Executive bodies as outlined in the appendix, and detailed above, be approved; and
- (b) That where any of those bodies are deemed to be redundant, but are referred to within the Constitution, the Chief Officer (Governance) be authorised to make the deletion.

35. PRUDENTIAL INDICATORS – ACTUALS 2016/17

The Corporate Finance Manager introduced the report which provided details of the Council's actual Prudential Indicators for 2016/17 compared with the estimates set for:

- Prudential Indicators for Capital Expenditure;
- Prudential Indicators for Affordability;
- Prudential Indicators for Prudence; and
- Prudential Indicators for External Debt and Treasury Management.

RESOLVED:

That the report be noted and approved.

36. FOOD SERVICE PLAN FOR FLINTSHIRE COUNTY COUNCIL 2017-18

Councillor Mullin introduced the report which provided an overview of the Food Service Plan 2017-18. It detailed the aims and objectives for the forthcoming year and a review of performance against the Food Service Plan 2016-17.

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

RESOLVED:

That the Food Service Plan 2017-18 be approved.

37. EXERCISE OF DELEGATED POWERS

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

Organisational Change

- **The Sale of the Front Garden of 14 Merllyn Avenue, Connah's Quay, Deeside**

The front garden of the above was originally excluded from the Right to Buy purchase by the owner.

- **Land Adjoining the Former Llanfynydd C.P. School, Llanfynydd**
The property is to be sold to a purchaser who intends to convert the premises into a Business Centre with Conference facilities. This land is to be added to the overall demise.
- **Land Adjacent to Yvonne's Café (Crumps Yard – West End), Dock Road, Connah's Quay**
The subject comprises a 0.3 acre parcel of land which the purchasers intend to utilise for car parking provision for the Café.

Community and Enterprise

- **Business Rates – Adoption of High Street Rate Relief Grant Scheme**
Welsh Government (WG) have introduced a business rate relief scheme aimed at high street retailers in Wales which will provide two tiers of relief, of either £500 (tier 1) or £1,500 (tier 2) to eligible retailers occupying premises with a rateable value of £50,000 or less in the financial year 2017-18. The scheme is a one-off temporary measure, fully funded by WG. There is also requirement for individual local authorities to adopt a scheme and determine which businesses can be awarded relief. To enable rate relief to be awarded in a timely way, early adoption of this scheme will allow relief to be granted to eligible businesses in line with WG published guidance.
- **Business Rate – Application for Hardship Rate Relief – Shotton Cricket Club**
An application from Shotton Cricket Club had been received in respect of a 20% liability in 2017-18 and is supported for Hardship Rate Relief. The club is open to all members of the community providing facilities for cricket and other sports and there is evidence that the obligation to meet the 20% rate liability will create financial hardship in 2017-18.

RESOLVED:

That the actions taken under delegated powers be noted.

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

RESOLVED:

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

38. MAES GWERN DEVELOPMENT

Councillor Attridge introduced the report which sought approval to progress the next key stages of the Council's Strategic Housing and Regeneration Programme

(SHARP) including the proposed sale of Council-owned land at Maes Gwern, Mold, to Wates Residential for the development of 160 new homes including the development of 48 new Council, Affordable Rent and Shared Equity homes on the site.

On the sale of the land, Councillor Attridge confirmed the valuation of the land was £2.85m.

RESOLVED:

That the sale of the land at Maes Gwern, Mold, to Wates Residential at a price of £2.85m be approved.

39. LEISURE AND LIBRARIES ALTERNATIVE DELIVERY MODEL CAPITAL INVESTMENT

Councillor Roberts introduced the report which provided details on the capital investments for the Leisure and Libraries Alternative Delivery Model (ADM). This was following the agreement of the implementation plans in December 2016 for the ADM.

For the schemes to proceed there needed to be a joint decision from Flintshire County Council and the new Board of Aura Leisure and Libraries. The Board had agreed to proceed with more detailed design work and the procurement process as outlined in the report. The report proposed outline designs, estimated costs and potential timescales for the development which left time to enable full ownership by the Board and stakeholders in the final development of the capital schemes.

RESOLVED:

- (a) That the development of the new health and fitness facilities and changing space at both Mold Leisure Centre and Jade Jones Pavillion be agreed;
- (b) That it be agreed that the capital costs (excluding equipment) be paid for by Flintshire County Council. The scheme will be added to the 2017/18 capital programme funded by prudential borrowing;
- (c) That the funding to Aura Leisure and Libraries be reduced from the level already approved on the basis that these developments will enable additional income to be raised and the level of Council subsidy reduced, resulting in a net nil cost to the Council of adding the scheme to the Capital Programme; and
- (d) That delegated authority be given to the Chief Officer (Organisational Change) in consultation with the Portfolio Holder for Education to sign off the detail of the schemes which will be in co-operation with Aura Leisure and Libraries.

40. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were no members of the public and two members of the press in attendance.

(The meeting commenced at 9.30 a.m. and ended at 11.55 a.m.)

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Chair

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CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Council (Improvement) Plan 2017-23
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan for 2017-23 (formerly the Improvement Plan) for 2017-23 has been reviewed and updated to reflect the key priorities of the Council for the 5 year term under the newly elected administration.

The super-structure of the Plan remains the same as previous plans. The Plan now has six priorities with sub-priorities. The six priorities take a long term view of our aims for the next five years.

The Council Plan is published in a similar format to previous years: highlighting objectives and actions and referencing national issues which could impact upon achievement of the priorities. The Plan fits alongside the Medium Term Financial Strategy for 2017-2020.

The Council Plan is in two parts. Part 1 is the statement of our aims and intentions. Part 2 describes the targets and milestones by which the achievements will be measured.

RECOMMENDATIONS

1	To endorse the detailed Council Plan 2017-18 prior to adoption by the County Council for final publication.
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REPORT DETAILS

1.00	COUNCIL PLAN 2017-23
1.01	It is a statutory requirement of the Local Government (Wales) Measure 2009 (the Measure) to set objectives and to publish a form of Council Plan, and for the full County Council to adopt the Plan.
1.02	The title of 'Improvement' Plan has been changed to 'Council' Plan as a more fitting term.
1.03	<p>Improvement Objectives and an accompanying Improvement Plan were first set and adopted by the Council in 2011. For the 2013-14 Plan the Council thoroughly reviewed the priorities. The Council re-set its aims with clearer outcome-based measures. This approach continued through to 2016-17. The objectives have again been reviewed given that it is a newly elected Council and the Well-being for Future Generations (Wales) Act 2015 is in being.</p> <p>This review has resulted in a revised set of six priorities supported by a structure of sub-priorities as endorsed by Cabinet:-</p> <p>Priority: Supportive Council</p> <p>Sub-Priorities:</p> <ul style="list-style-type: none">Appropriate and Affordable HomesModern, Efficient and Adapted HomesProtecting people from PovertyIndependent LivingIntegrated Community Social & Health ServicesSafeguarding <p>Priority: Ambitious Council</p> <p>Sub-Priority:</p> <ul style="list-style-type: none">Business Sector Growth and Regeneration <p>Priority: Learning Council</p> <p>Sub-Priority:</p> <ul style="list-style-type: none">High Performing Education <p>Priority: Green Council</p> <p>Sub-Priorities:</p> <ul style="list-style-type: none">Sustainable Development & Environmental ManagementSafe and Sustainable Travel Services <p>Priority: Connected Council</p> <p>Sub-Priority:</p> <ul style="list-style-type: none">Resilient Communities

	<p>Priority: Serving Council</p> <p>Sub-Priority: Effective Resource Management</p>
1.04	<p>The Plan format remains largely unchanged, as it has been well received and commented upon favourably. The main change has been the amalgamation of priorities from eight to six. National policy issues have been updated and listed within each sub-priority. These are issues over which we have little control and which may restrict enable or successful and or timely delivery of our priorities. The Plan is linked to the Medium Term Financial Strategy for 2017-2020.</p>
1.05	<p>For 2017-18 a review of the current priorities and sub-priorities has been undertaken with the aim of setting: -</p> <ul style="list-style-type: none"> • priorities that continue for sustained attention e.g. “New social and affordable homes”; • priorities which could be broadened e.g. “Regional Economic Growth Deal”; • priorities which could be merged e.g. “Housing” and Living Well” • emerging priorities e.g. Food poverty, Early Help Hub and Youth Council establishment. <p>Sub-priorities have also been set to take into account Cabinet and Overview and Scrutiny priorities, priorities of partners, public views, service demands, and national legislation and policy.</p>
1.06	<p>For each sub-priority for 2017-18 there has been a review based on:-</p> <ul style="list-style-type: none"> • the reasoning for the priority status; • what we will do and how we will measure achievement; and • the risks that will need to be managed.
1.07	<p>The Council Plan in totality is presented as two documents; firstly the public version of our statements of intent and, secondly, the targets and milestones on which achievement will be measured (Appendix 2).</p> <p>These targets and milestones in the “How we Measure” document are being considered by the Overview and Scrutiny Committees prior to final agreement by this Cabinet. This will be the document that is used by Cabinet and Overview and Scrutiny Committees to monitor progress during the year.</p> <p>To date both Education and Youth, and Social and Health Overview and Scrutiny committees have reviewed Part 2 of the Council Plan with no comments or changes. The remaining Scrutiny Committees will review Part 2 during September. (An update of any further changes will be provided for Cabinet.)</p>
1.08	<p>The Corporate Resources and Overview Scrutiny Committee reviewed the ‘public’ version of the document (Part 1) for its structure, format and overall content. The outcomes from the meeting are shown in Appendix 3.</p>

1.09	The final Council Plan will be available as a web-based document published on the website before the end of September following adoption by the County Council.
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2.00	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Overview and Scrutiny Committees will have had the opportunity to consider and review the content of the draft Plan priorities including the opportunity to scrutinise measures and targets set for 2017-18. A summary of the considerations are appended.

4.00	RISK MANAGEMENT
4.01	<p>Delivery of the Plan objectives is risk managed within each of the sub priorities of the Council Plan and monitored and reported against quarterly by the Overview and Scrutiny Committees.</p> <p>The risks to the statutory requirements of the Plan include: not publishing the plan within statutory timescales and, not adhering to the prerequisite content.</p> <p>Both these risks are managed through adherence to well established procedures for publishing the Plan and ensuring that the content of the Plan reflects the requirements of the Measure.</p>

5.00	APPENDICES
5.01	<p>Appendix 1: Council Plan (Part 1) 2017-18. Appendix 2: Council Plan (Part 2) 2017-18 Appendix 3: Considerations of Council Plan (Part 1) by Corporate Resources Overview and Scrutiny Committee Appendix 4: Overview and Scrutiny Committee recommendations – Council Plan (Part 2)</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer Telephone: 01352 702740 E-mail: Karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Objectives and publish a Plan.
7.02	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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Flintshire County Council

Council Plan 2017 to 2023

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Welcome to Flintshire County Council's Plan for 2017 to 2023

The new version of our Council Plan sets out our priorities for the forthcoming five years of the Council and what we aim to achieve. It does however focus on the objectives we intend to deliver during 2017/18. Flintshire prides itself on being a council which performs highly for its local communities and one which is motivated by a set of strong social values.

Flintshire is a well-governed and progressive council. We continue to perform well as a direct provider and commissioner of public services, and as a partner to others. Our recent track record in key services such as education, social care, housing, anti-poverty and environment show that we do deliver on what we say we will do.

Everything we do is important to someone, so selecting a set of priorities for the year is never an easy task. We have set six new priorities for the Council itself. The Council's new themed framework of six priorities has been developed to reflect the impact of the medium term financial strategy and protection of core services. Through our priorities we aim to make a real and noticeable impact.

We are under huge financial pressure during this period of unprecedented austerity. Despite this we still aim high on our priorities. If we fall short against our priorities it will be because of under-funding and not because we are not committed or are not capable. For this reason we have changed the name of the plan from the Improvement Plan to Council Plan.

The plan sets out the Council's six priorities and detailed sub-priorities for action, where we aim to achieve impact this year, page by page. An explanation for the choice of each one is given. In addition we have also taken into consideration the Well-being of Future Generations (Wales) Act by linking the impact statements to the Council's well-being objectives.

For 2017/18 a review of previous priorities and sub-priorities has been undertaken to set: -

- priorities that continue into 2017/18 for sustained attention;
- activities that can now be removed as completion of a time-limited piece of work which are now embedded;
- priorities which could be broadened to include more strategic issues e.g. 'growing the local economy', and sustainability of the social care market;
- emerging priority activities for 2017/18 e.g. managing local impact of the full service Universal Credit (UC) roll out .

Over the five year life of the Council, 2017/18 being the first year, the full set of priorities will be underpinned by the development of strategies. As these are developed new measures and actions will emerge in future years.

We hope that you find the Plan both informative and uplifting. Your feedback on the Plan itself, and on what we aim to achieve, would be very welcome.



Colin Everett
Chief Executive



Aaron Shotton
Leader of the Council

Setting Our Priorities and Judging our Performance

The priorities for Flintshire as a County are set by the Council and its local public sector partners. We work together as a Public Services Board (PSB) combining our resources for the benefit of Flintshire.

The sub-priorities shown with a (shaking hands symbol) symbol denote those we share with our partners. These have been selected for special attention where we believe that concentrated effort by the partners working together will make a big difference to the communities of Flintshire. These sub-priorities currently¹ are:

- **Independent Living**
- **Integrated Community Social and Health Services**
- **Developing and Inspiring Resilient Communities**
- **Safeguarding**

Our Public Services Board partners include: Coleg Cambria, Natural Resources Wales, Public Health Wales, North Wales Police, Betsi Cadwaladr University Health Board, Wales Probation, Flintshire Local Voluntary Council, North Wales Fire & Rescue Service, Coleg Cambria, Glyndwr University and Welsh Government.

The Council has also set a number of priorities for itself as an individual partner organisation. Setting priorities helps us focus our attention and resources on the things that matter most; these priorities are echoed in the Council's business plans. We are legally required to set priorities known as Improvement Objectives (under the Local Government (Wales) Measure 2009). We call these our Council Priorities.

In setting our Council Priorities we have to take a number of factors into account from Welsh Government policy, to the expectations of our key partners, to our legal responsibilities, and to the views of local people.

We then set our targets, and judge our performance against them by using a wide range of information both quantitative (performance judged by numbers) and qualitative (performance judged by feedback, the results of consultation etc).

To ensure that we know how well we are doing in meeting the expectations for our priorities we have a series of 'measures' which we keep under regular review. These performance measures are set out for each of our priorities page by page. They are detailed more fully in the supporting document 'How we measure achievement'. Both these e-documents are linked together by hyperlinks.

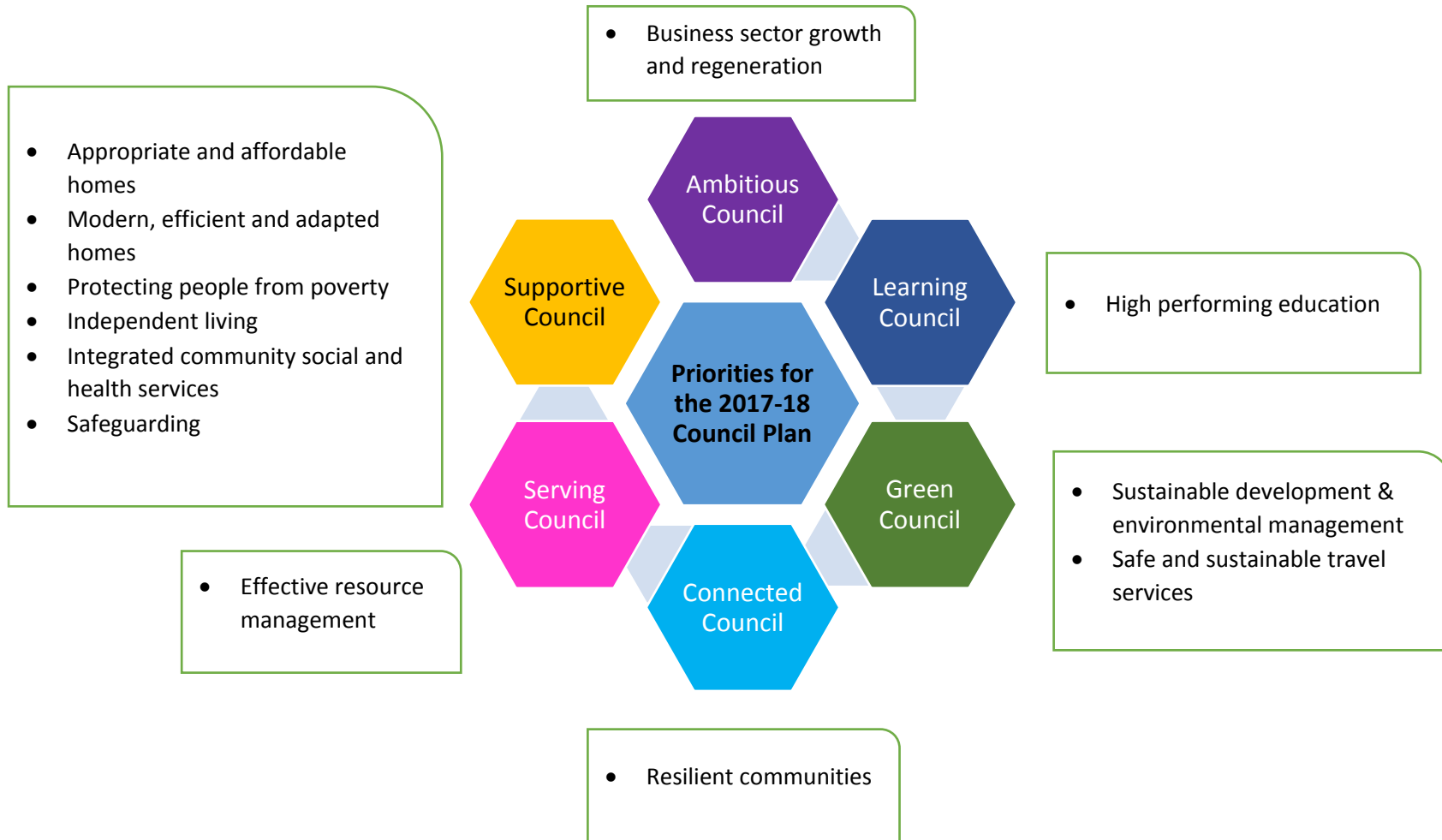
Each of our sub-priorities is described individually on the following pages. We provide information about:

- The impact - what difference will be made
- Why the priority is important in 2017/18
- The national policy issues which impact on delivery of the sub-priority
- What we will do
- How we will measure achievement
- What risks we need to manage
- What some of our language means

We will let you know how well we have performed against our outcomes in two ways:

- 1) regular reports to the Council's Cabinet and Scrutiny committees, and
- 2) next year's published Annual Performance Report for 2017/18.

¹ The priorities of the Public Services Board are currently under review as part of the development of the County's Well-being Plan, to be published April 2018



Following the Plan – An Easy Guide

The previous page sets out the Council's six priorities and the sub-priorities which support them, where we aim to make a positive impact in 2017/18.

Each standing priority is illustrated with a different colour. For example, **Supportive Council** is **amber** and **Ambitious Council** is **dark pink**. This colour coding should make the priorities easier to follow as the reader works through the document and also the supporting document 'How we measure achievement'.

On the graphic illustration we have set out against each priority the impacts we aim to make. Under each impact we list the sub-priorities where action and achievement will help achieve the impact. A sub-priority is simply a specific programme of work on a given theme. Taken together, success in achieving the aims of a set of sub-priorities will deliver the ambition for the bigger, standing priority of the same theme.

Every organisation has to prioritise its attention and its resources to make an impact. The Council has selected a number of the sub-priorities for special attention in the 2017/18 Council year. Each of these selected sub-priorities then has a dedicated page to itself later in the document.

For example on page 24 you will see the priority for **Learning Council**.

This has 3 impacts: -

- **Providing high quality learning opportunities, and learning environments for learners of all ages.**
- **Supporting children and younger people to achieve their potential.**
- **Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.**

This impact has one sub-priority selected for attention in 2017/18. The reason for selection is explained on the dedicated page (pages 24): -

- **High Performing Education**

What's changed for 2017/18?

The Council Plan is now based on 6 new themes which are detailed as priorities. The impact statements are our Well-being objectives which outline our commitment to the Well-being of Future Generations (Wales) Act 2015.

Regulation, Audit and Inspection

As a public organisation the Council is regularly inspected to examine and challenge its performance and effectiveness. This work is mainly undertaken by a number of appointed bodies including Wales Audit Office (WAO), Estyn and the Care and Social Services Inspectorate (CSSIW).

The Council received a favourable Corporate Assessment from the Wales Audit Office in 2015 and has sustained a good level of progress and achievement in subsequent reviews and Annual Improvement Reports.

CSSIW's performance review of Social Services (June 2017) notes sustained progress in meeting the requirements of the Social Services and Wellbeing (Wales) Act 2014, with positive comments regarding the development of the Information, Advice & Assistance Service and the Early Help Hub.

CSSIW's focus themes for last year were carers and adult safeguarding; implementation of the new safeguarding thresholds and guidance will continue as a priority into next year.

Other Audit / Regulatory Activity

The Council prepares an annual summary of all external audit and regulatory activity. The last one was produced in May 2017 and considered by the Council's Audit Committee.

How Consultation Informs our Plan

The priorities set for this Council Plan (and the former Improvement Plans) were, from the outset, based on a wide range of previous consultations in service areas with both partners and representative groups (e.g. community safety, anti-poverty, education, economic development) and, in some cases, service users directly (e.g. housing).

There has been no single intensive consultation exercise on the Plan itself, by local choice, given this background. Elected members, on behalf of the communities they represent, have contributed to setting the priorities of the Council and used their representative role to test the relevance of the Plan against local public opinion. This has been facilitated through the sharing of the draft plan with all elected members and through its presentation at Scrutiny Committees covering all service areas. Feedback has been used to develop this final version of the Plan. In addition, elected members have been consulted on the targets and milestones to be used to measure achievement of the Plan and ensure there is sufficient pace and ambition.

Consultation on all parts of the Plan is continuous with stakeholders and Welsh Government. The Council remains open to feedback on the plan and amending it at any time following receipt of feedback as well as through new service based consultations or local and national policy issues.

Council Plan and 'How we measure achievement'

These 2 documents are linked, with the 'measuring achievement' supporting document providing greater detail about the target performance and milestones we have set ourselves. The documents are hyperlinked at the relevant pages, or this table can be used as a guide.

Council Plan Page Numbers	Priority	Sub-Priority	Impact	Corresponding page numbers in 'How we measure achievement'
9 - 10	Supportive Council	Appropriate and Affordable Homes	Ensuring the supply of affordable and quality council housing of all tenures.	2 - 3
11 - 12		Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality housing of all tenures	4 - 6
13 - 14		Protecting people from poverty	Protecting people from poverty by maximising their income and employability	7 - 11
15 - 16		Independent Living	Making early interventions to support healthy and independent living Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support	12 - 13
17 - 18		Integrated Community Social & Health Services	Enabling more people to live independently and well at home Giving equal opportunity to all to fulfil their lives Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families	14 - 16
19 - 20		Safeguarding	Protecting people from the risk of any form of abuse Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour	17 - 20
21 - 23	Ambitious Council	Business Sector Growth and Regeneration	Sustaining economic growth through local and regional business development, employment and training sites Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites Creating a supply of diverse and quality training and employment opportunities	21 - 23
24 - 27	Learning Council	High Performing Education	Providing high quality learning opportunities, and learning environments for learners of all ages Supporting children and younger people to achieve their potential Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement	24 - 28
28 - 29	Green Council	Sustainable Development & Environmental Management	Enhancing the natural environment and promoting access to open and green space Reducing energy consumption and using and developing alternative/renewable energy production Maximising the recovery and recycling of waste	29 - 32
30 - 31			Safe and sustainable travel services	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites
32 - 34	Connected Council	Resilient Communities	Supporting local communities to be resilient and self-supporting Committing to resilient service models to sustain local public services Widening digital access to public services	36 - 40
35 - 37	Serving Council	Effective Resource Management	Continuing to be a high performing and innovative public sector organisation with social values Providing high quality, accessible, responsive and cost effective public services	41 - 45

Priority: Supportive Council

Sub-Priority: Appropriate and Affordable Homes

Impact: Ensuring the supply of affordable and quality housing of all tenures.

This is a priority this year because we need to:

- Prevent homelessness
- Meet the diverse housing and accommodation needs of the local population
- Develop more opportunities for people to access affordable rent and low cost home ownership
- Build the maximum number of Council houses possible as part of the housing supply solution
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

National Policy Issues:

- Welfare Reform and Work Act 2016
- Local Authorities to be able to access grant funding to support new build affordable and social housing
- Sufficiency of resourcing to fulfil the duties of the Wales Housing Act
- Capital limits on borrowing for councils to build new houses.
- Maintaining the funding of Major Repairs Allowance (MRA) so that the council can meet the WHQS by 2020
- Maintaining current rent policy so that the council can achieve WHQS by 2020.

What we will do in 2017/18:

1. Provide new social and affordable homes.

Achievement will be measured through:

- Delivery of HRA and NEW Homes Business Plans by: -

- Building 79 new Council and 62 new affordable homes through the SHARP programme
- Increasing the number of properties managed by NEW Homes to 144 in 2017/18
- Delivering options for new, innovative low rent housing schemes for under 35's.

2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.

Achievement will be measured through:

- Completing WHQS work schemes in line with the housing asset management strategy.

3. Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments

Achievement will be measured through:

- Agreed options appraisal identifying a range of measures to address this.

Risks to manage:

- Homelessness will remain a growing area of demand due to the current economic climate
- The supply of affordable housing will continue to be insufficient to meet community needs
- Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing
- Land supply for council housing construction
- Capital borrowing limits for council housing.

What we mean by:

WHQS: Welsh Government's physical quality standard for modern social housing.

NEW Homes: North East Wales Homes and Property Management provide a service to increase housing options available to local residents.

HRA: Housing Revenue Account

Welfare Reform Programme: A strategy to manage the impact and implementation of welfare reforms in terms of employment, financial inclusion, and integrated support for the most disadvantaged.

DRAFT

Priority: Supportive Council

Sub-Priority: Modern, Efficient and Adapted Homes

Impact: Ensuring the supply of affordable and quality housing of all tenures.

This is a priority this year because we need to:

- Meet the needs of vulnerable groups including the need for adapted housing, Extra Care, Learning Disability and transitional social care beds/units
- Improve housing quality in owner occupied and private rented sectors
- Reduce the number of empty properties in the County
- Provide good quality housing for residents and maximise funding to improve homes.

National Policy Issues:

- Practical implementation of Welsh Government's Rent Smart guidelines across the private rented sector in Flintshire
- Influencing the direction of national funding priorities for housing regeneration
- Funding levels needed to address poor housing quality in private rented and owner occupied sectors.

What we will do in 2017/18:

1. Improve standards within the private rented sector.

Achievement will be measured through:

- Working proactively with landlords and tenants to improve the quality of private rented sector properties
- Ensuring landlords and letting agents comply with the Rent Smart code of practice.

2. Deliver the council's housing growth needs.

Achievement will be measured through:

- Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18
- Delivering social and affordable homes through Welsh Government funding programmes
- Increasing the number of new homes created as a result of bringing empty properties back into use.

3. Meeting the housing needs of vulnerable groups.

Achievement will be measured through:

- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)
- Increasing the number of Extra Care homes and individual units:
 - Constructing Flint Extra Care (Llys Raddington) providing 70 new units
 - Confirming and agreeing plans for Holywell Extra Care providing 55 new units
- Working strategically to address housing needs of adults with learning disabilities and other vulnerable individuals.

Risks to manage:

- Customer expectations for the timeliness of adaptations undertaken through disabled facilities grants may not be met due to competing demands on resources

- Availability of sufficient funding to resource key priorities.

What we mean by:

SHARP: Strategic Housing and Regeneration Programme – programme to build 500 new council and affordable homes over the next four years.

Rent Smart: Service to process registrations and grant licenses to landlords and agents who are required to comply with the Housing (Wales) Act 2014.

Transitional Social Care: Transition from inpatient hospital and community or care homes.

Extra Care homes: Development of high quality apartments for rent to meet varying needs of support, some of which are specifically adapted for older people with memory loss or living with dementia.

Social Housing Grant (SHG): funds housing schemes that meet local needs and priorities as identified by local authorities including providing housing for rent or low cost home ownership through new build or the use of existing buildings.

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Priority: Supportive Council

Sub-Priority: Protecting people from poverty (shaking hands symbol)

Impact: Protecting people from poverty by maximising their income and employability

This is a priority this year because we need to:

- Support people to manage the ongoing impact of Welfare Reform
- Help people claim the benefits they are entitled to
- Help people manage their financial commitments
- Reduce the risk of poverty amongst Flintshire households
- Reduce the impact of rises in fuel cost
- Help people access affordable credit
- Help people to manage their income, and provide support to access employment training.

National Policy Issues:

- Sustainability of funding for fuel poverty measures
- European Social Fund (ESF) Programmes affecting delivery of local targets
- Welfare Reform Act 2016
- Welsh Government approach to regeneration programmes.

What we will do in 2017/18:

1. Support Flintshire residents to better manage their financial commitments.

Achievement will be measured through:

- Assisting people with Welfare Reform changes through the effective application of the Council's Discretionary Housing Payment Policy
- Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
- Timely processing of Housing Benefit claims
- Assisting Flintshire residents to claim additional income to which they are entitled

2. Manage local impact of the full service Universal Credit (UC) roll out.

Achievement will be measured through:

- Achieving the Homeless prevention target
- Delivering the UC Operational board action plan
- Delivering Personal Budgeting and Digital Support Services.

3. Develop and deliver programmes that improve employability and help people to gain employment.

Achievement will be measured through:

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
- Developing an enhanced careers and guidance service for North Wales to match young people to the labour market
- Increasing the number of local people who, following attendance on a programme report they are closer to work or becoming ready to enter work.

4. Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty.

Achievement will be measured through:

- Reducing the overall annual fuel bill for residents
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED3 Programme Funding by March 2018.

5. Develop a strategy to address food poverty.

Achievement will be measured through:

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty
- Undertaking feasibility work for the development of a food-based social enterprise by December 2017.

6. Assist residents of Flintshire to access affordable credit

Achievement will be measured through:

- Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit.

Risks to manage:

- Universal Credit Full Service roll out - negative impact upon FCC services
- Demand for advice and support services will not be met
- Debt levels will rise if tenants are unable to afford to pay their rent or council tax
- The local economy will suffer if residents have less income to spend
- Residents do not take up the energy efficiency measures available
- Available funding for energy efficiency measures falls short of public demand.

What we mean by:

Welfare Reform: A range of measures introduced by Central Government to reform the Welfare Benefits system.

Discretionary Housing Policy: Aims to provide a fair and consistent approach to help customers who require further financial assistance with their housing costs.

Universal Credit Full Service roll out: a new way of paying benefits on a monthly basis; now being expanded to cover all claimants.

Regional Economic Growth Bid: The proposals for economic growth in North Wales produced by local government, business leaders and the further and higher education sectors.

Credit Unions: Regulated financial cooperative which and subject to broadly the same scrutiny by the Financial Conduct Authority as any other bank or building society. Credit Unions are also part of the Government backed Financial Service to provide loans and saving schemes.

ARBED 3 Programme: A programme to support our commitment to reducing climate change, help eradicate fuel poverty, and boost economic development and regeneration.

Priority: Supportive Council

Sub-Priority: Independent Living

- Impacts:** 1) Making early interventions to support healthy and independent living.
2) Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.

This is a priority this year because we need to:

- Help people to live independently as they get older
- Support people with dementia
- Develop a model of support for persons with a disability which enables independent living
- Support families to support each other to live independently
- Ensure the sustainability of social care models.

National Policy Issues:

- Implementation of the Social Services & Well-being Act (Wales) 2014
- Registration and Inspection Act
- Living wage issues for care providers
- Care market fragility
- Insufficient national funding to meet escalating social care costs
- Aging population locally and nationally
- Welfare Reform Act 2016.

What we will do in 2017/18:

1. Ensure care home provision within Flintshire enables people to live well and have a good quality of life.
Achievement will be measured through:
 - Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market
 - Supporting care home providers to ensure service sustainability and delivering Progress for Providers
 - Delivering dementia awareness training to the care homes workforce
 - Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision
 - Delivering a strategy for independent sector domiciliary care agencies to support service sustainability.
2. Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.
Achievement will be measured through:
 - Adults who are satisfied with their care and support
 - Implementation of a joint Community Resource Team (CRT) with BCUHB which is able to offer advice and support through the Single Point of Access (SPOA)
 - Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act (Wales) 2014.

3. Improve outcomes for looked after children.

Achievement will be measured through:

- Supporting children in stable, local placements
- Strengthening partnership working with BCUHB to ensure timely access to health assessments including CAMHS.

Risks to manage:

- Delivery of social care is insufficient to meet increasing demand
- Demand outstrips supply for residential and nursing care home bed availability.

What we mean by:

Registration and Inspection Act: Registration process to ensure all social workers and social care workers are suitable for work in social care.

Welfare Reform Act 2016: A range of measures introduced by Central Government to reform the Welfare Benefits system.

CAMHS: Child and Adolescent Mental Health Services – NHS – Provision of mental health services for children, generally until school leaving age in the UK.

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Priority: Supportive Council

Sub-Priority: Integrated Community Social & Health Services (shaking hands symbol)

Impacts: 1) Enabling more people to live independently and well at home.

2) Giving equal opportunity to all to fulfil their lives.

3) Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.

This is a priority this year because we need to:

- Work with Betsi Cadwaladr University Health Board (BCUHB) to develop Health and Social Care models for the future
- Avoid unnecessary admissions to hospital and support early and successful discharges
- Co-ordinate the provision of support for service users more effectively with BCUHB and other providers
- Work together with BCUHB to support people with dementia within the local community
- Work with the Public Services Board to identify and engage families early, who are at greater risk of escalating needs.

National Policy Issues:

- National trend for increasing demand on Children's Services
- National focus on supporting integrated approaches between health and social care
- NHS Service pressures and capacity
- Parity of funding between local authorities and NHS funded provision.

What we will do in 2017/18:

1. Ensure that effective services to support carers are in place as part of collaborative social and health services.

Achievement will be measured through:

- Increasing the number of carers identified through the Single Point of Access (SPOA)
- Increasing the number of carers that feel supported
- Evidencing improved outcomes for carers
- Developing the Carers' Action Plan.

2. Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievement will be measured through:

- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital
- Maintaining the rate of delayed transfers of care for social care reasons.

3. Establish an Early Help Hub, involving all statutory partners and the third sector.

Achievement will be measured through:

- Establishing the Early Help Hub to provide effective and timely support to families
- Reducing referrals that result in "no further action".

4. Further develop dementia awareness across the county.

Achievement will be measured through:

- The number of dementia friendly cafes in Flintshire
- Increasing number of dementia friendly communities in Flintshire.

Risks to manage:

- Annual allocation of ICF - Short term funding may undermine medium term service delivery.
- Early Help Hub cannot deliver effective outcomes.

What we mean by:

Integrated Care Fund (ICF): Funding from Welsh Government being used to support older people to maintain their independence and remain in their own home for as long as possible.

Looked After Children: Children who are being looked after by their local authority, including with foster parents, at home with their parents under the supervision of social services, in residential children's homes or in other residential settings like schools or secure units.

Child and Adolescent Mental Health Services (CAMHS): NHS-provided mental health services for children, generally until school-leaving age, in the UK.

Early Help Hub: The newly developed multi-agency Hub in Flintshire. The Hub provides a collective response to support families with greater needs to build their resilience and wellbeing.

Step Up/Step Down beds: Step-down beds are used for people who are not well enough to move from hospital straight to their home, but don't need to be in an acute hospital bed. Step-down beds are usually provided by care homes, and provide care for the interim period until the person is well enough to return home. Similarly, these beds can be used as a "step up" for people who become ill enough to need care, but don't need to be in an acute hospital environment.

Priority: Supportive Council

Sub-Priority: Safeguarding (shaking hands symbol)

Impacts: 1) Protecting people from the risk of any form of abuse.

2) Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.

This is a priority this year because we need to:

- Have a Council wide approach to safeguard and protect vulnerable people
- Develop further awareness and support for the Council's approach to safeguarding including the prevention of human trafficking, modern slavery and child sexual exploitation (CSE)
- Comply with the new codes of practice for Safeguarding within the Social Services and Well-being Act (Wales) 2014
- Ensure the wider council workforce are aware of the Council's approach to Safeguarding
- Develop a consistent approach to regional collaboration for Community Safety
- Support achievement of the regional priorities set by the Police and Crime Commissioner.

National Policy Issues:

- Implementation of the Social Services and Well-being Act 2014
- Development of the National Safeguarding Board and structures
- Management of response to Child Sexual Exploitation
- Sustainability of short-term grant funded schemes.

What we will do in 2017/18:

1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievement will be measured through:

- Increasing referral rates from within Council services other than Social Services
- Completion of the online child and adult safeguarding module
- Council officers completing safeguarding awareness training
- Embedding processes and best practice across the council
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
- Implement the safeguarding policy across all Council Services.

2. Ensure that our response rates to referrals remain within statutory targets.

Achievement will be measured through:

- Meeting statutory procedural targets for child and adult protection.

3. Preventative approach towards Child Sexual Exploitation (CSE).

Achievement will be measured through:

- Developing a corporate plan linked to regional work to combat CSE
- Cascading of North Wales Police CSE videos to all portfolios.

4. Identify and address the signs and symptoms of domestic abuse and sexual violence.

Achievement will be measured through:

- Delivering the level 1 training programme for all Council employees
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework
- The number of incidents of Domestic Abuse and Sexual Violence reported.

5. Strengthen regional community safety through collaboration and partnership arrangements.

Achievement will be measured through:

- Adopting and achieving the priorities of the North Wales Safer Communities Board Plan through formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board.

Priorities of the North Wales Safer Communities Board include:

- Domestic Abuse
- Modern Slavery
- Organised Crime
- Sexual Abuse (Including Child Sexual Exploitation)
- Delivering Safer Neighbourhoods

6. Ensure we meet the requirements of the North Wales Contest Board.

Achievement will be measured through:

- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015.

Risks to manage:

- Rate of increase of adult safeguarding referrals will outstrip current resources
- DoLS assessment waiting list increases
- Knowledge and awareness of safeguarding not sufficiently developed in all portfolios
- Failure to implement training may impact on cases not being recognised at an early stage.

What we mean by:

Child sexual exploitation (CSE): a type of sexual abuse in which children are sexually exploited for money, power or status. Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol, and may also be groomed online.

Social Services and Well Being (Wales) Act 2014 (SSWB): An Act to reform social services law to make provision about improving well-being outcomes.

Prevent Duty: Forms 1 of the 4 stands of the Government's Counter Terrorism Strategy, known as 'Contest'. The object of this strand is to prevent individuals from within communities becoming radicalised. The Counter Terrorism and Security Act 2015 place statutory requirement on local authorities to meet what is known as 'The Prevent Duties' necessitating the need for effective processes and mechanisms to prevent radicalisation.

Police and Crime Commissioner: The North Wales Police and Crime Commissioner is the local governing body for policing in our area, and the role replaced North Wales Police Authority. The Commissioner has an overarching duty to secure an efficient and effective police force, which demonstrates value for money and, above all, cuts crime.

Priority: Ambitious Council

Sub-Priority: Business Sector Growth and Regeneration

- Impacts:**
- 1) Sustaining economic growth through local and regional business development, employment and training sites.
 - 2) Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites
 - 3) Creating a supply of diverse and quality training and employment opportunities.

This is a priority this year because we need to:

- Continue to grow the local and regional economy
- Secure infrastructure investment needed to facilitate growth both regionally and locally
- Continue to build upon the success of the advanced manufacturing sector in Flintshire
- Protect the economic viability of our town centres and rural areas providing focus on the wider economic growth approach and, housing and employment impact
- Work collaboratively to achieve key priorities for major infrastructure projects which will support economic growth projects
- Develop transport access solutions for our key employment sites
- Continue to support and grow our tourism sector as part of the North Wales tourism and cultural offer.

National Policy Issues:

- Confirmed support for growth deals following the general election
- Devolution of powers to support economic growth in North Wales: opportunity and possible threat if powers are insufficient and do not match those across the UK
- Infrastructure investment to create the platform for advancing economic growth
- Uncertainty over Welsh Government approach to regeneration
- Recognition of the potential impacts on the local and sub-regional economy of global trading patterns and workforce migration of the Brexit negotiations.

What we will do in 2017/18:

1. The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales.

Achievement will be measured through:

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
- The success of the region in achieving a Regional Growth Deal Bid for Government Investment in the regional economy
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Developing the Local Development Plan (LDP) economic strategy
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application.

2. Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that the developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.

Achievement will be measured through:

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers
- Completing phase 1 enabling works by Welsh Government
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works.

3. Develop long term strategic approach to Council's economic estate and land.

Achievement will be measured through:

- Completing a review of the Council's economic estate and land.

4. Expand the scale and quality of apprenticeships both regionally and locally and make best use of the Apprenticeship Training Levy (ATL)

Achievement will be measured through:

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

5. Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County and enables them to derive benefit from wider economic growth.

Achievement will be measured through:

- Developing and agreeing a multi-agency plan
- Identifying options to develop new land uses in town centres, especially for residential use.

6. Ensure that the development of regional and local transport strategy and initiatives maximises the potential for economic benefits, especially access to employment and tourism.

Achievement will be measured through:

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Implementing the Deeside Plan to co-ordinate transport and economic development programmes
- The performance of the local and sub-regional economy with public sector interventions in investment.

Risks to manage:

- Infrastructure investment does not keep pace with needs and business is lost to the economy
- Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment
- The stability of the local and sub-regional economies
- The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests.

What we mean by:

Northern Powerhouse: A collaboration concerned with redressing the North-South economic imbalance, aiming to attract investment into northern cities and towns.

LDP Strategy: Delivering sustainable development in the County from 2017 – 2030.

Regional Economic Growth Deal: The North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

Apprenticeship Tax Levy: The Apprenticeship Levy is a UK-wide employment tax introduced by the UK Government that came into force on 6 April 2017. The Levy applies to all UK employers, and employers with an annual 'pay bill' of £3 million or more will have to pay the Levy.

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Priority: Learning Council

Sub-Priority: High Performing Education

- Impacts:**
- 1) **Providing high quality learning opportunities, and learning environments for learners of all ages.**
 - 2) **Supporting children and younger people to achieve their potential.**
 - 3) **Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.**

This is a priority this year because we need to:

- Utilise resources effectively to achieve the best possible educational outcomes
- Support the national Welsh Government priorities to improve literacy and numeracy outcomes and reduce the impact of poverty on educational attainment
- Improve digital literacy and skills to deliver digital curriculum and enable access to modern employment and economic development opportunities
- Work collaboratively to develop national reforms to curriculum, assessment and professional development models
- Work effectively with partners across the region to secure efficiency and improved outcomes from educational improvement programmes
- Reduce barriers to engagement, ensure equality of access and participation opportunities
- Make more efficient use of education resources through programmes of School Modernisation
- Engage young people more fully.

National Policy Issues:

- Sustainability of Welsh Government short term grant funding
- Rationalisation of the provision, planning and accountability processes for education related specific grants
- Affordability of the 21st Century Schools programme
- Simplification of the process for school place planning and provision
- Additional learning needs reforms
- Increase in national child care offer
- European funding schemes
- Capital provision for schools' repair and maintenance
- Inadequate revenue funding for schools.

What we will do in 2017/18:

1. Develop Education and Integrated Youth Services by:
 - Continuing to work with the Regional School Improvement Service (GwE) to:
 - Provide support and challenge to all schools to achieve the best possible educational outcomes for all learners;
 - Identify and target support for those schools most in need;
 - Develop the capacity of schools to respond to national initiatives and curriculum reforms;
 - Improve skills in digital literacy, literacy and numeracy.

- Maintaining relative performance in Mathematics, English/Welsh first Language and Core Subject Indicators at Key Stage 2 and Key Stage 3
- Improving outcomes in Foundation Phase
- Improving outcomes in Key Stage 4
- Raising standards achieved by learners who are entitled to free school meals
- Developing strategies to support broader well-being needs of children and young people
- Improving attendance
- Developing an effective local approach to national inclusion reforms
- Implementing proposed reforms for the portfolio Pupil Referral Unit including relocation onto a single site to improve quality provision
- Developing a sustainable strategy for the Flintshire Music Service
- Embedding Welsh in the Education Strategic Plan
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.
- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme
- Maintaining a schedule of repairs and maintenance of school buildings.

Achievement will be measured through:

- Delivering the portfolio's Education Improvement & Modernisation Strategy
- Delivering and embedding the Families First Programme and Flintshire's Integrated Youth Services Strategy "Delivering Together"
- Targeting vocational and employability skills
- Enhancing personal support, including coaching, mentoring and help with transition
- Realising the benefits of regional European Social Fund programmes
- Measuring reduction in first time entrance to the youth justice system
- Improving the number of hours in education, training or employment that young people in the youth justice system can access
- Improving outcomes for targeted groups of vulnerable learners, e.g. Looked After Children and young people exiting the Youth Justice System.

- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.

Achievement will be measured through:

- Creating a delivery plan for the launch of the young peoples' council by October 2017.

- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme

Achievement will be measured through:

- Completing key milestones in the Schools Modernisation programme.
 - Maintaining a schedule of repairs and maintenance of school buildings
Achievement will be measured through:
 - By maintaining an annual repairs and maintenance programme of school buildings through the Council's Capital programme.
2. Enhance skills to improve employment opportunities by:
Achievement will be measured through:
- Working with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities
 - Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
 - Strengthening and cultivating attractive routes into education for the workforce
 - Embedding regional skills strategy for Science, Technology, English and Maths (STEM)
 - Securing schools' active participation in events and activities to promote the development of young people's work-related skills.
3. Implementing the Welsh Government pilot of the 30 hour childcare offer by:
Achievement will be measured through:
- Implementation of the Childcare Pilot project plan from October 2017
 - The number of registered settings and the numbers of children accessing the offer.
4. Families First Collaborative Programme
Achievement will be measured through:
- Implementation of a Collaborative Families First strategy from 2017 – 2020
 - The number of people accessing the 'offer'.

Risks to manage:

- Those schools who do not recognise their need for improvement and external support
- Leadership capacity does not match school needs
- Impact of Additional Learning Needs reforms
- Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future
- Sustainability of funding streams.
- Numbers of school places not matching the changing demographics
- Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.

What we mean by:

Regional School Improvement Service (GwE): School Effectiveness and Improvement Service for North Wales, works alongside and on behalf of the Local Authorities to develop excellent schools across the region.

European Social Fund (ESF) Programmes: To increase the employability of local people (aged 25 and over) who have complex barriers to employment.

Core Subject Indicator: Learners achieve the expected level in Mathematics, English or Welsh 1st language and Science.

21st Century Schools: A national programme of funding to improve school buildings and environments.

School Modernisation: The process by which the Local Authority ensures there are a sufficient number of high quality school places, of the right type in the right locations

Youth Justice Service: Aims to prevent children and young people under 18 from offending or re-offending.

Childcare Offer: Welsh Government initiative to offer working parents of 3-4 year olds 30 hours of funded early education and childcare per week (up to 48 weeks of the year).

DRAFT

Priority: Green Council

Sub-Priority: Sustainable Development & Environmental Management (shaking hands symbol)

- Impacts: 1) Enhancing the natural environment and promoting access to open and green space.
2) Reducing energy consumption and using and developing alternative/renewable energy production.
3) Maximising the recovery and recycling of waste.

This is a priority this year because we need to:

- Address the requirements of the sustainable development principles of the Well-being of Future Generations Act and Environment Bill
- Balance the need for sustainable development with the protection of the natural environment
- Continue to reduce our carbon emissions to meet Welsh Government targets and play our part in helping to address the consequences of climate change.

National Issues:

- Reduction of the Single Environment Grant whilst delivering the priority area of natural resource management
- Reliance on external funding for large scale developments
- Government cap on financial support for solar farms
- Capacity and funding to address flood risks.

What we will do in 2017/18:

1. Improve, protect and enhance the built environment.

Achievement will be measured through:

- Adoption of a Local Heritage Strategy.

2. Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.

Achievement will be measured through:

- Reviewing rights of way improvement plan
- Delivering projects set out within the ESD grant application.

3. Maximise the potential of the Council's estate and assets for energy efficiency and renewable energy production, reducing the reliance on fossil fuels.

Achievement will be measured through:

- Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
- Increasing usage of environmentally efficient vehicles
- Reducing our carbon footprint across our Council buildings (non housing).

4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.
Achievement will be measured through:
 - Improving recycling performance
 - Recycling rates per Household Recycling Centre (HRC)
 - Modernisation of the HRC site network.

5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes.
Achievement will be measured through:
 - Developing a regional strategic approach to the collation of air quality data.

6. Identification of the Local Development Plan preferred strategy.
Achievement will be measured through:
 - Adoption of the Local Development Plan to support Sustainable Development & Environmental Management.

Risks to manage:

- Reduction of the Single Environment Grant
- Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid
- Funding will not be secured for priority flood alleviation schemes
- Customer expectations around the delivery of flood alleviation schemes are not effectively managed
- Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review.

What we mean by:

Well-being of Future Generations Act and Environment Bill: Welsh Government (WG) approaches to managing the country's natural resources.

Single Environment Grant: A WG grant to support integrated delivery of natural resource management, waste and resource efficiency and local environmental quality.

LDP Strategy: Delivering sustainable development in the County from 2017 – 2030.

Local Heritage Strategy: To ensure that the distinct heritage of Flintshire County is fully appreciated and recognised, and enhanced for the overall benefit of the community.

ESD Grant (Environment and Sustainable Development): A Welsh Government grant to support integrated delivery of natural resource management, waste & resource efficiency and local environmental quality.

Civic Amenity Site Network: A network of collection spaces at fixed locations to increase recycling and raise awareness of the positive impact of selective collection.

Single Air Quality Review and Assessment: A strategy which aims to protect people's health and the environment under the provisions of the Environment Act 1995

Priority: Green Council

Sub-Priority: Safe and sustainable travel services

Impact: Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.

This is a priority this year because we need to:

- Enable people to access key services and link communities across Flintshire
- Minimise congestion and delays on our highway network
- Maximise the benefits of available funding
- Include local transport solutions in the regional Economic Growth Deal bid.

National Policy Issues:

- Uncertainty of future grant funding
- Rail franchise renewal
- Impact of major road and rail infrastructure decisions
- Reductions in bus subsidies
- Outcomes of regional Economic Growth Bid deal.

What we will do in 2017/18:

1. Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education.

Achievement will be measured through:

- Successfully delivering projects and services through national grant funded schemes
 - Local transport fund
 - Rural Communities and Development Fund
 - Road Safety
 - Safe Routes
 - Bus Service Support Grant
 - Active Travel integrated network map
- Development of sub-regional and Metro inter-modal transport projects.

2. Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.

Achievement will be measured through:

- Monitoring the condition of the highway's infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network
- Delivery of the Highways Asset Management Plan.

3. Work closely with the communities to develop innovative and sustainable community based transport schemes.

Achievement will be measured through:

- Development of community based transport schemes within available funding
- Developing and supporting community based transport schemes to complement the core network of bus services.

4. Deliver a compliant, safe and integrated transport service.

Achievement will be measured through:

- Increasing the number of financially compliant contracts
- Increasing the number of safety compliant checks
- Ensure safety compliant checks for transport services are maintained.

Risks to manage:

- Sufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth
- Sufficient funding will not be found to continue to provide subsidised bus services.
- Supply chain resilience
- Adverse weather conditions on the highway network
- Lack of community support for transport options.

What we mean by:

Infrastructure: Facilities, systems, sites and networks that are necessary for the County to function.

“Active Travel”: Walking or cycling as an alternative means to motorised transport for the purpose of making every day journeys.

Community Transport: Passenger transport schemes which are owned and operated by local community groups.

Commercial bus services: Following changes made in the 1980s, the majority of local bus services in Wales are commercially operated by bus companies.

Regional Economic Growth Deal bid: the North Wales Economic Ambition Board proposal to UK and Welsh Governments to create new employment and housing.

Priority: Connected Council

Sub-Priority: Resilient Communities (shaking hands symbol)

- Impact:** 1) **Supporting local communities to be resilient and self-supporting.**
2) **Committing to resilient service models to sustain local public services.**
3) **Widening digital access to public services.**

This is a priority this year because we need to:

- Build on what has been completed in 2016/17 with support for local communities. In year two this will concentrate on:
 - Developing the community and social sectors to support local communities to be more self-sufficient
 - Creating alternative delivery models within the community and social sector to sustain valued public services
 - Developing social enterprises, who are able to act for the benefit of local communities and create both employment and economic opportunities
 - Realising social benefits in the community e.g. increasing volunteering and training opportunities for young people; keeping local money in the community.
- Ensuring our Armed Forces Community and their families are recognised for their commitment.

National Policy Issues:

- Lack of support programmes for the development of alternative delivery models
- Role of Town and Community Councils in cooperative working and local governance as detailed in the Local Government Bill 2015
- Strengthening of the social sector to be more commercial and less reliant on grant funding.

What we will do in 2017/18:

1. Build stronger social enterprises with the sector itself leading development of the sector.

Achievement will be measured through:

- Develop a strategy to grow existing social enterprises.

2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported
- Establishing two new social enterprises operating in Flintshire through the ADM and Community Asset Transfer Programme
- Monitoring community benefits delivered by Community Asset Transfers.

3. Implement the Digital Strategy and resources to meet future customer needs.

Achievement will be measured through:

- Development of an action plan to improve community access to digital services and to raise skill levels
- Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County.

4. Ensuring and delivering community benefits.

Achievement will be measured through:

- Establishing a Community Benefits Board with an action plan
- Work with the third sector to increase its capacity to successfully bid for and undertake contracts on behalf of the Council
- Monitoring the percentage of community benefit clauses included in new procurement contracts.

5. Enabling the third sector to maximise their contribution.

Achievement will be measured through:

- Increasing the number of volunteering placements.

6. Getting Flintshire active through partnership objectives via the Public Services Board.

Achievement will be measured through:

- Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside
- Increasing community assets
- Identity and equality of participation.

7. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.

Achievement will be measured through:

- Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant
- Achieving Silver status for our Employee Recognition Scheme
- Optimising the value of the regional grant monies to support a 2 year programme.

Risks to manage:

- The capacity and appetite of the community and social sectors
- The willingness of the workforce and Trade Unions to embrace change
- Market conditions which the new alternative delivery models face
- Limitations on public funding to subsidise alternative models
- Procurement regulations stifling our ability to develop local community and third sector markets
- Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.

What we mean by:

Social Enterprise: Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.

Community Benefit Clauses: Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities.

Alternative Delivery Models (ADMs): New approaches to service delivery designed to sustain important services and meet future need.

Community Asset Transfers (CAT): The leasehold transfer of a Flintshire County Council asset to an organisation with a social purpose who plans to use it for the benefit of the local community.

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Priority: Serving Council

Sub-Priority: Effective Resource Management

- Impacts: 1) Continuing to be a high performing and innovative public sector organisation with social values.
2) Providing high quality, accessible, responsive and cost effective public services.

This is a priority this year because we need to:

- Manage with reducing resources
- Continue to aim high despite reduced financial and people resources
- Make the best use of our capability and capacity in challenging times
- Have the right buildings in the right places for the right uses
- Make our money go further through smarter purchasing
- Achieve the highest possible standards of customer services.

National Policy Issues:

- Reduction in capital investment and resources
- Ongoing austerity policies
- Non-funding of new legislative and policy commitments.

What we will do in 2017/18:

1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new council.

Achievement will be measured through:

- Increasing achievement rate of the budgeted efficiency targets to 95%
- Revising our plan to meet the relevant funding gap for 2017-2022
- Matching our priorities with revenue and capital investment
- Ensure sustainable business plans for service portfolios
- Develop a range of operational financial performance indicators.

2. Through the People Strategy we aim to operate effectively as a smaller organisation.

Achievement will be measured through:

- Improving attendance
- Increasing the number of managers and employees attending and accessing stress related / management programmes
- Percentage of employees who have secured employment following completion of apprenticeship training
- A single consolidated workforce plan and supporting action plan
- Attainment of appraisal targets.

3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.

Achievement will be measured through:

- Percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)
- Percentage of Council spend with Welsh businesses
- Percentage of Council spend with Flintshire businesses
- Percentage of Council spend with businesses within the Mersey Dee Alliance (MDA).

4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts.

Achievement will be measured through:

- Development of a programme to support local businesses
- Developing and delivering training and support to improve the inclusion of community benefits in Council contracts
- Developing a system to record and monitor Community Benefits centrally.

5. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.

Achievement will be measured through:

- Increasing the number of services available online and via the Flintshire App
- Increasing the number of completed transactions using online services
- Responding to customer feedback ensuring information is accessed at first point of contact online
- Development of action plans to deliver the Digital Strategy
- Deliver agreed actions from the Digital Strategy for 2017/18.

6. Delivery of key annualised objectives from the Capital and Asset Management Strategy.

Achievement will be measured through:

- Continuation with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services
- Identify and consider options available to fund capital expenditure that minimises ongoing revenue implications of new and existing investments
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

Risks to manage:

- The scale of the financial challenge
- The capacity and capability of the organisation to implement necessary changes.

What we mean by:

Procurement Collaborations: Ways of purchasing goods and services within agreed terms and conditions.

NPS – National Procurement Service: Welsh Government sponsored organisation established to procure common and repetitive spend across public sector organisations in Wales.

Flintshire App: ios and android application to enable contact with FCC and find out about available services

Community Benefits: Benefits to the local community through delivery of Alternative Delivery Models and procurement of services and works.

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Statement of Responsibility

On-going review about the Council's priorities and this plan is available through our website where feedback forms are available for the public, our partners, our workforce and businesses. We would like to know what you think about our priorities and those for the future. We would value your feedback and hope that you can spend a few minutes to tell us what you think.

In the meantime our contacts for any initial observations are:

Corporate Business and Communications Team:

Tel: 01352 701457

Email: corporatebusiness@flintshire.gov.uk

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FLINTSHIRE COUNTY COUNCIL

Council Plan 2017/2023

**How achievement will be measured -
Supporting milestones and measures**

Priority	Sub-Priority	Impact
Supportive Council	Appropriate & Affordable Homes	Ensuring the supply of affordable and quality housing of all tenures

What we will do in 2017/18:**1. Provide new social and affordable homes.****Achievement will be measured through:**

- Delivery of HRA and NEW Homes Business Plans.

Achievement Milestones for strategy and action plans:

- Delivering options for new, innovative low rent housing schemes for under 35's by March 2018.

Page 00	Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
	¹ The numbers of new Council homes delivered through the SHARP programme	Chief Officer – Community and Enterprise	12	79	206
	² The numbers of new affordable homes delivered through the SHARP programme		0	62	6
	The number of properties managed by NEW Homes		61	144	179

¹ Aspirational targets are based on current business plans which may be subject to change for 2018/19

² The aspirational target of 6 for 2018/19 reflects delivery of properties where definitive proposals are in place

2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved.

Achievement Milestones for strategy and action plans:

- Completing WHQS work schemes in line with the housing asset management strategy by March 2018.

3. Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments.

Achievement Milestones for strategy and action plans:

- Agreed options appraisal identifying a range of measures to address this by March 2018.

Priority	Sub-Priority	Impact
Supportive Council	Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality Council housing of all tenures

What we will do in 2017/18:

1. Improve standards within the private rented sector.

Achievement will be measured through:

- Working proactively with landlords and tenants to improve the quality of private rented sector properties
- Ensuring landlords and letting agents comply with the Rent Smart code of practice.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of landlords and letting agents compliant with the Rent Smart code of practice	Chief Officer – Planning and Environment	N/A	65%	70%
The percentage of landlords that have complied with improvement notices		N/A	80%	85%
The percentage of tenants protected from unsuitable living conditions		N/A	100%	100%

N/A is denoted by new measures where baseline data is not available

2. Deliver the Council’s housing growth needs.**Achievement will be measured through:**

- Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18
- Delivering social and affordable homes through Welsh Government funding programmes
- Increasing the number of new homes created as a result of bringing empty properties back into use.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of new affordable homes provided through the planning system	Chief Officer – Community and Enterprise	42	50	50
³ The number of additional affordable units provided through the SHG Programme		24	193	TBC
PAM/014 The number of new homes created as a result of bringing empty properties back into use		38	38	38

³ The Social Housing Grant funding for 2018/19 is not known therefore the aspirational target will remain to be confirmed

3. Meeting the housing needs of vulnerable groups.

Achievement will be measured through:

- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)
- Increasing the numbers of Extra Care homes and individual units:
 - Constructing Flint Extra Care (Llys Raddington) providing 70 new units
 - Confirming and agreeing plans for Holywell Extra Care providing 55 new units
- Working strategically to address housing needs of adults with learning disabilities and other vulnerable individuals.

Achievement Milestones for strategy and action plans:

- Confirming and agreeing plans by March 2018 for Holywell Extra Care providing 55 new units
- Develop a plan to address housing needs of adults with learning disabilities and other vulnerable individuals by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/015 Average number of calendar days taken to deliver a DFG	Chief Officer – Community and Enterprise	248	240	230
4 The number of Flint Extra Care (Llys Raddington) units created		0	70	70
The number of Extra Care units provided across Flintshire	Chief Officer – Social Services	111	180	240

⁴ Aspirational target for the number of Flint Extra Care (Llys Raddington) units created is based on current business plans which may be subject to change for 2018/19

Priority	Sub-Priority	Impact
Supportive Council	Protecting People from Poverty	Protecting people from poverty by maximising their income and employability

What we will do in 2017/18:

1. Support Flintshire residents to better manage their financial commitments.

Achievement will be measured through:

- Assisting people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy
- Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions
- Timely processing of Housing Benefit claims
- Assisting Flintshire residents to claim additional income to which they are entitled.

Achievement Milestones for strategy and action plans:

- Develop a plan to assist people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy
- Providing support and guidance, though personal budgeting to help people manage their income, including support to access affordable credit and local Credit Unions.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of days to process new housing benefit claims	Chief Officer – Community and Enterprise	20	20	20
Number of days to process change of circumstances for housing benefit		8	8	8
The amount of additional income paid to Flintshire residents as a result of the anti-poverty work undertaken by the Council		£1.5m	£1.5m	£1.5m

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2. Manage local impact of the full Universal Credit (UC) roll out.

Achievement will be measured through:

- Achieving the Homeless prevention target
- Delivering the UC Operational board action plan
- Delivering Personal Budgeting and Digital Support Services.

Achievement Milestones for strategy and action plans:

- Delivering the UC Operational board action plan.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/012 Percentage of households successfully prevented from becoming homeless	Chief Officer – Community and Enterprise	87%	89%	89%
⁵ The number of people on UC that have received personal budgeting support		N/A	590	590
The number of people on UC that have received digital support		N/A	640	640

⁵ Aspiration targets dependent on continuation of funding and the number of people receiving Universal Credit

N/A is denoted by new measures where baseline data is not available

3. Develop and deliver programmes that improve employability and help people to gain employment.

Achievement will be measured through:

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support
- Developing an enhanced careers and guidance service for North Wales to match young people to the labour market
- Increasing the number of local people who, following attendance on a programme report they are closer to work or becoming ready to enter work.

Achievement Milestones for strategy and action plans:

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support by March 2018
- Develop a plan for an enhanced careers and guidance service for North Wales to match young people to the labour market by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of people completing programmes commissioned by the Council which deliver job and training outcomes	Chief Officer – Community and Enterprise	323	400	500

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4. Develop and deliver programmes to improve domestic efficiency to reduce Co2 emissions and fuel poverty.

Achievement will be measured through:

- Reducing the overall annual fuel bill for residents
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED3 Programme Funding.

Achievement Milestones for strategy and action plans:

- Secure Welsh Government ARBED3 Programme Funding by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Annual reduction of domestic fuel bills for residents of Flintshire	Chief Officer – Community and Enterprise	£288,000	£140,000	£250,000
The number of residents supported to lower their energy tariff		N/A	150	200
The number of people receiving the warm home discount		N/A	50	100
The number of people who receive a full healthy homes healthy people/affordable warmth/HHSRS home visit and tailored advice		N/A	500	1000
The number of private sector homes receiving efficiency measures		227	140	200
The number of Council homes receiving efficiency measures		650	300	600

5. Develop a strategy to address food poverty.

Achievement will be measured through:

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty
- Undertaking feasibility work for the development of a food-based social enterprise.

Achievement Milestones will be measured through:

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty by March 2018
- Undertaking feasibility work for the development of a food-based social enterprise by December 2017.

6. Assist residents of Flintshire to access affordable credit.

Achievement will be measured through:

- Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit.

Achievement Milestones will be measured through:

- Develop service level agreements with local Credit Unions to enable residents to access banking services and affordable credit by March 2018.

Priority	Sub-Priority	Impact
Supportive Council	Independent Living	<ul style="list-style-type: none"> • Making early interventions to support healthy and independent living • Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support

1. Ensure care home provision within Flintshire enables people to live well and have a good quality of life.

Achievement will be measured through:

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market
- Supporting care home providers to ensure service sustainability and delivering Progress for Providers
- Delivering dementia awareness training to the care homes workforce
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability.

Achievement Milestones for strategy and action plans:

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market by March 2019
- Develop a plan to help support care home providers to ensure service sustainability by October 2017
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision by, September 2018
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability by October 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of care homes who have implemented the new Progress for Providers Programme	Chief Officer – Social Services	N/A	20	25
The percentage of care homes registered on the programme that have achieved the bronze standard for Progress for Providers		N/A	50%	75%
The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers		N/A	25%	35%
Sustaining existing care homes within Flintshire		N/A	100%	100%
The percentage occupancy within Flintshire care homes		N/A	95%	95%

N/A is denoted by new measures where baseline data is not available

2. Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.

Achievement will be measured through:

- Adults who are satisfied with their care and support
- Implementation of a joint Community Resource Team (CRT) with BCUHB which is able to offer advice and support through the Single Point of Access (SPOA)
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act (Wales) 2014.

Achievement Milestones for strategy and action plans:

- Implementation of a joint CRT with BCUHB which is able to offer advice and support through the SPOA by December 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/024 Percentage of adults satisfied with their care and support	Chief Officer – Social Services	82%	85%	87%
The number of extra hours provided for advice and support through the Single Point of Access		40	47	57
The Percentage of employees trained in Person Centred Care in line with the Social Services and Well-being Act (Wales) 2014		80%	100%	100%

3. Improve outcomes for looked after children.

Achievement will be measured through:

- Supporting children in stable, local placements
- Strengthening partnership working with BCUHB to ensure timely access to health assessments including CAMHS.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/028 Percentage of child assessments completed in time	Chief Officer - Social Services	84%	84%	87%
PAM/029 Percentage of children in care who had to move 2 or more times		13%	10%	7%
Percentage of children assessed by CAMHS within 28 days by BCUHB		N/A	95%	97%

N/A is denoted by new measures where baseline data is not available

Priority	Sub-Priority	Impact
Supportive Council	Integrated community social and health services	<ul style="list-style-type: none"> Enabling more people to live independently and well at home Giving equal opportunity to all to fulfil their lives Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families

1. Ensure that effective services to support carers are in place as part of collaborative social and health services.

Achievement will be measured through:

- Increasing the number of carers identified through the Single Point of Access (SPOA)
- Increasing the number of carers that feel supported
- Evidencing improved outcomes for carers
- Developing the Carers’ Action Plan.

Achievement Milestones for strategy and action plans:

- Evidencing improved outcomes for carers by enabling them to continue with their caring role by March 2018
- Development of the regional Carer’s Action Plan by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of adult carers identified.	Chief Officer – Social Services	867	900	1000
PAM/026 Percentage of carers that feel supported		67%	75%	80%

2. Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

Achievement will be measured through:

- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital
- Maintaining the rate of delayed transfers of care for social care reasons.

Achievement Milestones for strategy and action plans:

- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital by March 2020.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/025 Percentage of people kept in hospital while waiting for social care per 1,000 population aged 75+	Chief Officer – Social Services	1.78%	1.78%	1.78%

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3. Establish an Early Help Hub, involving all statutory partners and the third sector.

Achievement will be measured through:

- Establishing the Early Help Hub to provide effective and timely support to families
- Reducing referrals that result in “no further action”.

Achievement Milestones for strategy and action plans:

- Establishment of the Early Help Hub to provide effective and timely support to families by October 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of child protection referrals that result in “no further action”.	Chief Officer – Social Services	37.6%	35%	30%

4. Further develop dementia awareness across the county.

Achievement will be measured through:

- The number of dementia cafes in Flintshire
- Increasing number of dementia friendly communities in Flintshire.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of dementia cafes in Flintshire	Chief Officer – Social Services	3	6	6
The number of dementia friendly communities in Flintshire		2	3	4

Priority	Sub-Priority	Impact
Supportive Council	Safeguarding	<ul style="list-style-type: none"> Protecting people from the risk of any form of abuse Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour

1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.

Achievement will be measured through:

- Increasing referral rates from within Council services other than Social Services.
- Completion of the online child and adult safeguarding module
- Council officers completing safeguarding awareness training
- Embedding processes and best practice across the council
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage
- Implement the safeguarding policy across all Council Services.

Achievement Milestones for strategy and action plans:

- Embedding processes and best practice across the Council by March 2018
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage by September 2017
- Implement safeguarding policy across all Council Services by September 2017
- Ensure all contracts include appropriate obligations to promote safeguarding best practice by March 2018.

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Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Increased referral rates from services other than Social Services.	Chief Officer – Social Services	3	30	30
The number of officers who have completed the specialist ‘AFTA Thought’ safeguarding awareness training.		0	350	700

2. Ensure that our response rates to referrals remain within statutory targets.**Achievement will be measured through**

- Meeting statutory procedural targets for child and adult protection.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of adult protection enquiries completed within 7 days	Chief Officer – Social Services	74%	78%	80%
Percentage of initial child protection conferences due in the year and held within timescales		74%	95%	95%
Percentage of reviews of children on the child protection register due in the year and held within timescales		98%	98%	98%

3. Preventative approach towards Child Sexual Exploitation (CSE).**Achievement will be measured through:**

- Developing a corporate plan linked to regional work to combat CSE
- Cascading of North Wales Police CSE videos to all portfolios.

Achievement Milestones for strategy and action plans:

- Develop a corporate plan linked to regional work to combat CSE by October 2017
- Raising awareness of CSE for senior managers through Change Exchange.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	Chief Officer – Social Services	N/A	100%	100%

Further measures will be adopted for 2018/19 with partner agencies following development of a plan to combat CSE by October 2017.

4. Identify and address the signs and symptoms of domestic abuse and sexual violence.

Achievement will be measured through:

- Delivery of the level 1 training programme for all Council employees
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework.
- The number of incidents of Domestic Abuse and Sexual Violence reported.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	Chief Officer – Planning and Environment	N/A	25%	50%
⁶ Number of reported incidents of Domestic Abuse and Sexual Violence		1502	N/A	N/A
Number of Domestic Abuse incidents reported to North Wales Police		1101	N/A	N/A
Number of incidents of Sexual Assault reported to North Wales Police		401	N/A	N/A
To support the forthcoming Violence Against Women, Domestic Abuse & Sexual Violence Strategy which is expected to be in place by March 2018 Welsh Government are intending to publish a set of national indicators across all public services.				

5. Strengthen regional community safety through collaboration and partnership arrangements.

Achievement will be measured through:

- Adopting and achieving of the priorities of the North Wales Safer Communities’ Board Plan through; formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board by March 2018.

Achievement Milestones for strategy and action plans:

- Development of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board by March 2018.

⁶ Trend analysis will be monitored throughout the year against reported incidents of Domestic Abuse and Sexual Violence

N/A is denoted by new measures where baseline data is not available

6. Ensure we meet the requirements of the North Wales Contest Board.

Achievement will be measured through:

- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015.

Achievement Milestones for strategy and action plans:

- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015 by December 2017.

Priority	Sub-Priority	Impact
Ambitious Council	Business Sector Growth and Regeneration	<ul style="list-style-type: none"> • Sustaining economic growth through local and regional business development, employment and training sites • Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites • Creating a supply of diverse and quality training and employment opportunities

What we will do in 2017/18:

1. The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales.

Achievement will be measured through:

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board
- The success of the region in achieving a Regional Growth Deal Bid for Government Investment in the regional economy
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire
- Developing the Local Development Plan (LDP) economic strategy
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application.

Achievement Milestones for strategy and action plans:

- Contributing to the development of a new governance framework for the North Wales Economic Ambition Board by October 2017
- Securing a Regional Growth Deal Bid for Government Investment in the regional economy by March 2018
- Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire by October 2017
- Developing the Local Development Plan (LDP) economic strategy by October 2017
- Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application by March 2018.

2. Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal.

Achievement will be measured through:

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers
- Completing phase 1 enabling works by Welsh Government
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works.

Achievement Milestones for strategy and action plans:

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway
- Seeking a revised strategic framework from the Northern Gateway developers by March 2018
- Completing phase 1 enabling works by Welsh Government by April 2018
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works by December 2018.

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3. Develop long term strategic approach to Council’s economic estate and land.

Achievement will be measured through:

- Completing a review of the Council’s economic estate and land.

Achievement Milestones for strategy and action plans:

- Review of the Council’s economic estate and land by March 2018.

4. Expand the scale and quality of apprenticeships both regionally and locally, and make the best use of the Apprenticeship Training Levy (ATL).

Achievement will be measured through:

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

Achievement Milestones for strategy and action plans:

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal by July 2017.

5. Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County and enables them to derive benefit from wider economic growth.

Achievement will be measured through:

- Developing and agreeing a multi-agency plan
- Identifying options to develop new land uses in town centres, especially for residential use.

Achievement Milestones for strategy and action plans:

- Developing and agreeing a multi-agency plan by March 2018
- Identifying options to develop new land uses in town centres, especially for residential use by December 2018.

6. Ensure that the development of regional and local transport strategy initiatives maximise the potential for economic benefits, especially access to employment and tourism.

Achievement will be measured through:

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
- Implementing the Deeside Plan to co-ordinate transport and economic development programmes
- The performance of the local and sub-regional economy with public sector interventions in investment.

Achievement Milestones for strategy and action plans:

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal by July 2018
- Implementing the Deeside Plan to co-ordinate transport and economic development programmes by December 2017.

Measures are to be adopted by all partner councils as part of the Regional Economic Growth Deal Bid between November and March 2018

Priority	Sub-Priority	Impact
Learning Council	High Performing Education	<ul style="list-style-type: none"> • Providing high quality learning opportunities, and learning environments for learners of all ages • Supporting children and younger people to achieve their potential • Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement

What we will do in 2017/18:

1. Develop Education and Integrated Youth Services.

- **Continuing to work with the Regional School Improvement Service (GwE) to: -**
 - Provide support and challenge to all schools to achieve the best possible educational outcomes for all learners;
 - Identify and target support for those schools most in need;
 - Develop the capacity of schools to respond to national initiatives and curriculum reforms;
 - Improve skills in digital literacy, literacy and numeracy
- Maintaining relative performance in Mathematics, English/Welsh first Language and Core Subject Indicators at Key Stage 2 and Key Stage 3
- Improving outcomes in Foundation Phase
- Improving outcomes in Key Stage 4
- Raising standards achieved by learners who are entitled to free school meals
- Developing strategies to support broader well-being needs of children and young people
- Improving attendance
- Developing an effective local approach to national inclusion reforms
- Implementing proposed reforms for the portfolio Pupil Referral Unit including relocation onto a single site to improve quality provision
- Developing a sustainable strategy for the Flintshire Music Service
- Embedding Welsh in the Education Strategic Plan
- Maintaining levels of 16 year olds in education, employment and training above benchmark position
- Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.
- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme
- Maintaining a schedule of repairs and maintenance of school buildings

Achievement will be measured through:

- The number of learners achieving or exceeding the expected outcome levels at key assessment points eg age 7,11,14 and 16
- Delivering the portfolio’s Education Improvement & Modernisation Strategy, GwE Business Plan and Welsh in Education Strategic Plan to achieve key milestones
- Delivering and embedding the Families First Programme and Flintshire’s Integrated Youth Services Strategy “Delivering Together”
- Targeting vocational and employability skills
- Enhancing personal support, including coaching, mentoring and help with transition
- Realising the benefits of regional European Social Fund programmes
- Measuring reduction in first time entrance to the youth justice system
- Improving outcomes for targeted groups of vulnerable learners, e.g. Looked After Children and young people exiting the Youth Justice System
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process.
- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme
- Improving the number of hours in education, training or employment that young people in the youth justice system can access; and
- Maintaining a schedule of repairs and maintenance of school buildings.

Achievement Milestones for strategy and action plans:

- Delivering the portfolio’s Education Improvement & Modernisation Strategy
- Delivering and embedding the Families First Programme and Flintshire’s Integrated Youth Services Strategy “Delivering Together” by March 2018
- Targeting vocational and employability skills by March 2018
- Enhancing personal support, including coaching, mentoring and help with transition by March 2018
- Realising the benefits of regional European Social Fund programmes by March 2018
- Create a delivery plan for the launch of the young peoples’ council by October 2017
- Completing key milestones in the Schools Modernisation programme by March 2018
- Maintain an annual repairs and maintenance programme of school buildings through the Council’s Capital programme.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/003 Percentage of pupils achieving the expected outcome at the end of the Foundation Phase (FPOI)		86.9%	89.9%	90.8%
Percentage of pupils who receive free school meals, achieving the expected outcome at the end of the Foundation Phase (FPOI)		71.5%	78.7%	67.8%
PAM/004 Percentage of pupils achieving the expected outcome at the end of key stage 2. (CSI)		90.1%	91.3%	93.1%
Percentage of pupils who receive free school meals, achieving the expected outcome at the end of key stage 2. (CSI)		82.3%	74.7%	75.2%

N/A is denoted by new measures where baseline data is not available

Council Plan 2017/23: Appendix 2 – ‘How we Measure’

PAM/005 Percentage of pupils achieving the expected outcome at the end of key stage 3. (CSI)	Chief Officer – Education and Youth	88.4%	90.9%	93.3%
Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 3.		76.2%	80.2%	82.1%
PAM/006 Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths		82.6%	85.1%	86.0%
Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths		33.1%	38.6%	42.5%
PAM/007 Percentage of pupil attendance in primary schools		94.7%	95.3%	95.4%
PAM/008 Percentage of pupil attendance in secondary schools		94.3%	94.9%	95%
PAM/009 Percentage of year 11 leavers not in education, training, or employment.		1.1%	1.1%	1.1%
Percentage reduction in first time entrance to the youth justice system		12%	15%	20%
The percentage of young people under 16 years old in the youth justice system offered education, training or employment.		71%	80%	90%
The percentage of young people aged 16 – 18 in the youth justice system offered 16 hours of education, training or employment		58%	60%	80%
The percentage of year 13 learners who complete level three courses in Maths within Flintshire Schools		27%	29%	30%
The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools		16%	18%	20%
The percentage of attendance across the portfolio PRU		64%	70%	75%
Further measures will be included for 2018/19 following a review of attendance across the portfolio of the Pupil Referral Unit by March 2018				

2. Enhance skills to improve employment opportunities.

Achievement will be measured through:

- Working with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes
- Strengthening and cultivating attractive routes into education for the workforce
- Embedding regional skills strategy for Science, Technology, English and Maths (STEM).
- Securing schools’ active participation in events and activities to promote the development of young people’s work-related skills.

Achievement Milestones for strategy and action plans:

- Develop a plan to Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes by March 2018
- Develop a plan to strengthening and cultivate attractive routes into education for the workforce by March 2018
- Embedding regional skills strategy for Science, Technology, English and Maths (STEM) by March 2018
- Develop a plan to secure schools’ active participation in events and activities to promote the development of young people’s work-related skills by March 2018.

Page	Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
66	The number of training opportunities created through major capital programmes	Chief Officer – Community and Enterprise	32	9	9
	The number of apprenticeships started during 2017/18 through major capital programmes		15	10	8

3. Implementing the Welsh Government pilot of the 30 hour childcare offer.

Achievement will be measured through:

- Implementation of the Childcare Pilot project plan
- The number of registered settings and the numbers of children accessing the offer.

Achievement Milestones for strategy and action plans:

- Implementation of the Childcare Pilot project plan from October 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of registered settings to deliver the Childcare offer	Chief Officer – Education and Youth	N/A	122	128
The number of children accessing the Childcare offer		N/A	748	785

4. Families First Collaborative Programme.

Achievement will be measured through:

- Implementation of a Collaborative Families First strategy from 2017 - 2020
- Number of people accessing the ‘offer’.

Achievement Milestones for strategy and action plans:

- Develop a fully commissioned collaborative Families First Programme for 2017 – 2020 by March 2018
- Implementation of commissioned plan for delivery of the Families First Programme by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The number of people accessing the offer	Chief Officer – Education and Youth	7700	6200	6500

N/A is denoted by new measures where baseline data is not available

Priority	Sub-Priority	Impact
Green Council	Sustainable Development and Environmental Management	<ul style="list-style-type: none"> Enhancing the natural environment and promoting access to open and green space Reducing energy consumption and using and developing alternative/renewable energy production Maximising the recovery and recycling of waste

1. Improve, protect and enhance the built environment.

Achievement will be measured through:

- Adoption of a Local Heritage Strategy.

Achievement Milestones for strategy and action plans:

- Adoption of a Local Heritage Strategy by March 2018.

Measures will be included for 2018/19 following adoption of the Local Heritage Strategy by March 2018

2. Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.

Achievement will be measured through:

- Reviewing rights of way improvement plan
- Delivering projects set out within the ESD grant application.

Achievement Milestones for strategy and action plans:

- Reviewing rights of way improvement plan – draft plan available for consultation by February 2018
- Delivering projects set out within the ESD grant application including flood defence, biodiversity duty and green-space enhancement by March 2018.

Measures will be adopted and included for 2018/19 following a review of the rights of way improvement plan and, delivery of projects set out within the ESD grant application by March 2018.

3. Maximise the potential of the Council’s assets for energy efficiency and renewable estate and renewable energy production, reducing the reliance on fossil fuels.

Achievement will be measured through:

- Delivery of the renewable energy plan for the Council’s estates and assets which was adopted in 2015
- Increasing usage of environmentally efficient vehicles
- Reducing our carbon footprint across our Council buildings (non housing).

Achievement Milestones for strategy and action plans:

- Delivery of Phase 2 of the renewable energy action plan (10 year plan adopted in 2015).

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	Chief Officer Street Scene and Transportation	N/A	80%	100%
Number of street furniture and street light units replaced with LED lighting.		N/A	6000	6000
Reduce our carbon footprint across our Council buildings (non housing)		3.69%	4%	4%

4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.

Achievement will be measured through:

- Improving recycling performance
- Recycling rates per Household Recycling Centre (HRC)
- Modernisation of the HRC site network.

Achievement Milestones for strategy and action plans:

- Delivery of the Modernisation Programme of the HRC network by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/030 Percentage of waste reused, recycled or composted	Chief Officer Street Scene and Transportation	68.13%	68%	68%
Average recycling rate across all HRC sites		77%	80%	90%

5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes.

Achievement will be measured through:

- Developing a regional strategic approach to the collation of air quality data.

Achievement Milestones for strategy and action plans:

- Developing a regional strategic approach to the collation of air quality data by March 2018.

Measures are to be adopted for 2018/19 by all partner councils as part of the development plan for a regional approach to the collation of air quality data March 2018

6. Identification of the Local Development Plan preferred strategy

Achievement will be measured through:

- Adoption of the Local Development Plan to support Sustainable Development & Environmental Management.

Achievement Milestones for strategy and action plans:

- Adoption of the Local Development Strategy to support Sustainable Development and Environmental Management by March 2018.

Measures will be developed for 2018/19 following adoption of the Local Development Strategy by March 2018

Priority	Sub-Priority	Impact
Green Council	Safe and Sustainable Travel Services	<ul style="list-style-type: none"> Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites

1. Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education

Achievement will be measured through:

- Successfully delivering projects and services through national grant funded schemes
 - Local transport fund
 - Rural Communities and Development Fund
 - Road Safety
 - Safe Routes
 - Bus Service Support Grant
 - Active Travel integrated network map
- Development of sub-regional and Metro inter-modal transport projects.

Achievement Milestones for strategy and action plans:

- Submission of funding bids to Welsh Government by January 2018
- Delivering of projects and services that have received successful funding by March 2018
- Development of sub-regional and Metro inter-modal transport projects by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
⁷ The number of projects and services delivered through national grant funded schemes	Chief Officer Street Scene and Transportation	N/A	6	TBC

⁷ The aspirational target is dependent on the level of national grant funding which is not yet known

N/A is denoted by new measures where baseline data is not available

2. Prioritise the Council’s road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.

Achievement will be measured through:

- Monitoring the condition of the highways infrastructure
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire’s network
- Delivery of the Highways Asset Management Plan.

Achievement Milestones for strategy and action plans:

- Delivery of the highways asset management plan by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/020 Percentage of A roads in overall poor condition	Chief Officer Street Scene and Transportation	1.5%	5%	5%
PAM/021 Percentage of B roads in overall poor condition		1.3%	5%	5%
PAM/022 Percentage of C roads in overall poor condition		5.0%	7%	7%
Percentage of inspections undertaken to ensure reinstatements meet the required standards		14.25%	14%	14%

3. Work closely with the communities to develop innovative and sustainable community based transport schemes.

Achievement will be measured through:

- Development of community based transport schemes within available funding
- Developing and supporting community based transport scheme strategies to compliment the core network of bus services.

Achievement Milestones for strategy and action plans:

- Developing and supporting community based transport scheme strategies to complement the core network of bus services.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of community based transport schemes developed against plan	Chief Officer Street Scene and Transportation	1	5	5

N/A is denoted by new measures where baseline data is not available

4. Deliver a compliant, safe and integrated transport service.

Achievement will be measured through:

- Increasing the number of financially compliant contracts
- Increasing the number of safety compliant checks
- Ensure safety compliant checks for transport services are maintained.

Achievement Milestones for strategy and action plans:

- Development of a robust procedure for safety compliant checks for transport services by December 2017.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of contracts awarded that are financially compliant	Chief Officer Street Scene and Transportation	N/A	100%	100%
The percentage of safety compliant checks delivered		N/A	100%	100%

Priority	Sub-Priority	Impact
Connected Council	Resilient Communities	<ul style="list-style-type: none"> Supporting local communities to be resilient and self-supporting Committing to resilient service models to sustain local public services Widening digital access to public services

1. Build stronger social enterprises with the sector itself leading development of the sector.

Achievement will be measured through:

- Develop a strategy to grow existing social enterprises.

Achievement Milestones for strategy and action plans:

- Develop a range of tools such as community shares that enable existing social enterprises to grow and develop by March 2018.

Measures are to be adopted for 2018/19 following development of a strategy to support existing social enterprises by March 2018

2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining.

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported
- Establishing two new social enterprises operating in Flintshire through the ADM and Community Asset Transfer Programme
- Monitoring community benefits delivered by Community Asset Transfers.

Achievement Milestones for strategy and action plans:

- Establishing two new social enterprises of a significant scale operating in Flintshire through the ADM and Community Asset Transfer Programme by December 2017
- Reporting of community benefits delivered by Community Asset Transfers by March 2018
- Establishing programmes for adults with learning disabilities into secure paid employment by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The monetary value of efficiency supported by ADMs	Chief Officer – Organisational Change	N/A	£0.5M	£1M
The number of primary school meals provided each financial year through the ADM Newydd Catering and Cleaning		5350	5403	5511
The number of secondary school meals provided each financial year through the ADM Newydd Catering and Cleaning		5029	5129	5232
Number of leisure centres and libraries sustained through the community benefits society		11	11	11
The number of key community asset transfers sustained by new social enterprises, Connah’s Quay Swimming Pool, Holywell Leisure Centre, Mynydd Isa Community Centre and Library		3	3	3
Community Benefits delivered by ADMs and CATs to be reported on each year.				

N/A is denoted by new measures where baseline data is not available

3. Implement the Digital Strategy and resources to meet future customer needs.

Achievement will be measured through:

- Development of an action plan to improve community access to digital services and to raise skill levels
- Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County.

Achievement Milestones for strategy and action plans:

- Development of an action plan to improve community access to digital services and to raise skill levels by March 2018
- Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County by March 2018.

Measures are to be adopted for 2018/19 following development of the action plan to improve community access to digital services and a review of the Charter between WG and the Council by March 2018

4. Ensuring and delivering community benefits.

Achievement will be measured through:

- Establishing a Community Benefits Board with an action plan
- Work with the third sector to increase its capacity to successfully bid for and undertake contracts on behalf of the Council.
- Monitoring the percentage of community benefit clauses included in new procurement contracts.

Achievement Milestones for strategy and action plans:

- Establishing a Community Benefits Board with an action plan by December 2017
- Creation of guidance/handbook on appropriate Community Benefits to include in contracts based on the nature of the contract and the value by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Percentage of community benefit clauses in new procurement contracts above £1M	Chief Officer – Organisational Change	100%	100%	100%
Percentage of community benefit clauses in new procurement contracts under £1M		N/A	100%	100%
Let two contracts that are targeted for third sector/social enterprises; Housing Voids and Household Recycling Centres		0	2	2

N/A is denoted by new measures where baseline data is not available

5. Enabling the third sector to maximise their contribution.				
Achievement will be measured through:				
<ul style="list-style-type: none"> Increasing the number of volunteering placements. 				
Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
Number of volunteering placements created	Chief Officer – Organisational Change	548	548	548

6. Getting Flintshire active through partnership objectives via the Public Services Board.				
Achievement will be measured through:				
<ul style="list-style-type: none"> Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside Increasing community assets Identity and equality of participation. 				
Achievement Milestones for strategy and action plans:				
<ul style="list-style-type: none"> Report on the sports and arts development work that has taken place to increase participation by individuals and communities that have lower levels of engagement within sports and arts activity by March 2018. 				
Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAM/016 Number of visits to libraries per 1000 population	Chief Officer – Organisational Change	3935	4014	4094
PAM/017 Number of visits to leisure centres per 1000 population		8740	7296	7296
Number of visits to the theatre		167,000	175,000	180,000
The number of leisure and cultural assets that are cooperatively supported by a range of partners ensuring they remain accessible to their local communities		2	11	11

7. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services.

Achievement will be measured through:

- Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant
- Achieving Silver status for our Employee Recognition Scheme
- Optimising the value of the regional grant monies to support a 2 year programme.

Achievement Milestones for strategy and action plans:

- Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant by March 2018
- Achieving Silver status for our Employee Recognition Scheme by March 2018
- Optimising the value of the regional grant monies to support the Armed Forces Community by March 2018.

Measures are to be adopted for 2018/19 following revised and updated policies to reflect the ambitions of the Armed Forces Covenant by March 2018

Priority	Sub-Priority	Impact
Serving Council	Efficient Resource Management	<ul style="list-style-type: none"> Continuing to be a high performing and innovative public sector organisation with social values Providing high quality, accessible, responsive and cost effective public services

1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new council.

Achievement will be measured through:

- Increasing achievement rate of the budgeted efficiency targets to 95%
- Revising our plan to meet the relevant funding gap for 2017-2022
- Matching our priorities with revenue and capital investment
- Ensure sustainable business plans for service portfolios
- Develop a range of operational financial performance indicators.

Achievement Milestones for strategy and action plans:

- Revising our plan to meet the relevant funding gap for 2017-2022 by March 2018
- Matching our priorities with revenue and capital investment by March 2018
- Ensure sustainable business plans for service portfolios by March 2018
- Develop a range of operational financial performance indicators by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
⁸ The amount of efficiency targets achieved	Chief Executive	£9,557,000	£8,433,000	TBC
The percentage of planned efficiencies achieved		91%	95%	100%
The percentage variance between the revenue budget out-turn and the budget set		-0.81%	0.49%	0%

⁸ The aspirational target will be a minimum of 95% of the agreed figure for 2018/19

N/A is denoted by new measures where baseline data is not available

2. Through the People Strategy we aim to operate effectively as a smaller organisation.

Achievement will be measured through:

- Improving attendance
- Increasing the number of managers and employees attending and accessing stress related / management programmes
- Percentage of employees who have secured employment following completion of apprenticeship training
- A single consolidated workforce plan and supporting action plan
- Attainment of appraisal targets.

Achievement Milestones for strategy and action plans:

- Development of a single consolidated workforce plan and supporting action plans by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
PAT/001 The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	Chief Executive	9.82	9	8.5
Percentage of Managers completing stress related programmes		N/A	25%	50%
Percentage of employees completing stress related programmes		N/A	25%	50%
Percentage of apprentices securing employment with Flintshire Council		60%	65%	70%
Percentage of eligible employees receiving an annual appraisal		65%	100%	100%

3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.

Achievement will be measured through:

- Percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)
- Percentage of Council spend with Welsh businesses
- Percentage of Council spend with Flintshire businesses
- Percentage of Council spend with businesses within the Merseyside Dee Alliance (MDA).

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	Chief Officer - Governance	N/A	8%	10%
The percentage of Council spend with Welsh businesses		48%	50%	52%
The percentage of Council spend with Flintshire businesses		26%	28%	30%
Percentage of Council spend with businesses within the regional MDA		32%	32%	34%

4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts.

Achievement will be measured through:

- Development of a programme to support local businesses
- Developing and delivering training and support to improve the inclusion of community benefits in Council contracts
- Developing a system to record and monitor Community Benefits centrally.

Achievement Milestones for strategy and action plans:

- Develop a programme to support local businesses by November 2017
- Develop and deliver training and support to improve the inclusion of community benefits in Council contracts by January 2018
- Develop a system to record and monitor Community Benefits centrally by January 2018.

Measures are to be adopted by the Council for 2018/19 following development of the Community Benefits and other support programmes.

5. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies.

Achievement will be measured through:

- Increasing the number of services available online and via the Flintshire App
- Increasing the number of completed transactions using online services
- Responding to customer feedback ensuring information is accessed at first point of contact online
- Development of action plans to deliver the Digital Strategy
- Deliver agreed actions from the Digital Strategy for 2017/18.

Achievement Milestones for strategy and action plans:

- Develop a plan to improve the take-up of online service by March 2018
- Development of action plans to deliver the Digital Strategy by March 2018
- Deliver agreed actions from the Digital Strategy for 2017/18.

Page 12	Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
	The number of services available online and via the Flintshire App	Chief Officer – Community and Enterprise	124	149	179
	The number of completed transactions using online services		26,350	31,620	37,950

6. Delivery of key annualised objectives from the Capital and Asset Management Strategy.

Achievement will be measured through:

- Continuation with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services
- Identify and consider options available to fund capital expenditure that minimises ongoing revenue implications of new and existing investments
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

Achievement Milestones for strategy and action plans:

- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services by March 2018
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure of new and existing investments by March 2018
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money by March 2018.

Achievement Measures	Lead Officer	Baseline Data (2016/17)	2017/18 Target	2018/19 Aspirational Target
The percentage of major capital projects which are completed on time	Chief Officer – Organisational Change	100%	100%	100%
The percentage of major capital projects which are completed within budget		100%	100%	100%

Measures are to be adopted for 2018/19 following a review of our current estate and options available to fund capital expenditure by March 2018

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Corporate Resources Overview & Scrutiny Committee
13 July 2017

Council Plan 2017-23 considerations

The Corporate Resources Overview and Scrutiny Committee meeting held on Thursday 13 July considered the format, structure and content of the draft Council Plan 2017-23.

The committee approved both the structure and format of the draft Plan, but made a number of suggestions about the content of the Plan.

These are itemised below with a view as to how they can be addressed (with red text to indicate the additional wording). Explanations are made if the suggestion is not thought to be within the remit of the plan, but covered elsewhere.

'Gaps' Consideration	Proposed inclusion in Plan	Proposed Inclusion
No mention of tourism	Yes	<p>Priority: Ambitious Council Sub-Priority: Business Sector Growth and Regeneration</p> <p>Priority this year because we need to:</p> <ul style="list-style-type: none"> • Continue to support and grow our tourism sector as part of the North Wales tourism and cultural offer <p>Add to point 6: Ensure that the development of regional and local transport strategy and initiatives maximises their potential for economic benefits, especially access to employment and tourism.</p> <p>Achievement will be measured through:</p> <ul style="list-style-type: none"> • The performance of the local and sub-regional economy with public sector interventions in investment
Including mention of Brexit as a potential future threat to local economy.	Yes	<p>Priority: Ambitious Council Sub-Priority: Business Sector Growth and Regeneration</p> <p>National Policy Issues:</p> <ul style="list-style-type: none"> • Recognition of the potential impacts on the local and sub-regional economy of global trading patterns and workforce migration of the Brexit negotiations <p>Risks to manage:</p> <ul style="list-style-type: none"> • The stability of the local and sub-regional economies • The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests <p>Achievement will be measured through:</p> <ul style="list-style-type: none"> • The performance of the local and sub-regional economy with public sector interventions in investment • The success of the region in achieving a Regional Growth Deal Bid for Government investment in the regional economy

'Gaps' Consideration	Proposed inclusion in Plan	Proposed Inclusion
Matching education training to future skills	No	This is already covered in the Plan – in particular in relation to developing a regional skills strategy for Science, Technology, English and Maths (STEM).
Defining poverty levels to help measure costs	No	These are covered in the Measures and Milestones document by measures around: fuel poverty, food poverty, credit unions and managing the impact of Universal Credit.
Environment issues such as dog fouling	No	As explained at the meeting; this is a 'business as usual' operational function.
Safeguarding children from drug abuse	No	As explained at the meeting there are already Regional Strategies in place for both Safeguarding and Community Safety (drug abuse).

Other Issues	Reference in Plan	Other comments
Reference to supporting strategies and documents with hyperlinks		Continue current practice and clearly reference in each theme.
Include MRP and any other abbreviations in glossary.	No – the MRP is not referenced	The Minimum Revenue Provision (MRP) was referenced in a further agenda item for the Medium Term Financial Strategy (item number 7 p.125)
Too great a use of the word 'impact' rather than 'effect' or similar		The term 'impact' is widely used now across many strategy documents and has been an accepted term in the recent year's Improvement Plans. Retain wording and provide a definition.
Concern at the lack of mechanisms to get from plans to outcomes		The mechanisms are referenced in the Measures and Milestones document which provides the detail of what is proposed to achieve the outcomes.
How social housing fits in with SARTH		An explanation was provided at the meeting as to how both social and private sector housing are referenced in the Plan.
HMOs- concerns at consistency of policy with regard to attic /loft conversions		This is an issue that is more suited to the Community and Enterprise Overview and Scrutiny Committee.
To include on front of document 'in conjunction with statutory or essential partners'	Yes	This will be referenced in the final Council Plan by more prominence of the 'shaking hands' symbol against partnership priorities.

Council Plan (Part 2) – Considerations by Overview and Scrutiny Committees

The draft Council Plan (Part 2) 2017/18 is to be considered by the following Overview and Scrutiny Committees:

Social and Health Care	20th July
Education and Youth	28 th July
Environment	19 th September
Community and Enterprise	20 th September
Corporate Resources	21 st September
Organisational Change	25 th September

All Committee Members endorsed the contents of the draft plan and targets with the following exceptions.

Overview and Scrutiny Committee	Comment	Response
Social and Health Care		No comments
Education and Youth		No Comments
Environment		TBA
Community and Enterprise		TBA
Corporate Resources		TBA
Organisational Change		TBA

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CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	North Wales Economic Growth Deal Bid Progress Report
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Economic Development
Report Author	Chief Executive Chief Officer (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

Cabinet adopted the *Growth Vision for the Economy of North Wales* in September 2016. The vision sets out a strategic ambition for North Wales for transport and infrastructure development, skills and employment and business innovation and growth. The cabinets of the other five partner councils in the region, and other partner organisations (the North Wales Business Council and the Higher Education (HE) and Further Education (FE) institutions) similarly adopted the strategy at the same time.

North Wales has been formally invited to develop the strategy into a 'Growth Bid' for national investment and the conferment of powers to the region by the UK and Welsh Governments. Our regional work is running in parallel to the development and agreement of growth bids in selected regions of England and in South Wales. Our working deadline is to enter into negotiations with Governments from November 2017 to reach a 'heads of terms' agreement within the current financial year, ending in March 2018.

Work is advanced on the content of the strategy for inclusion in a formal bid under the four inter-connected themes of strategic employment and housing sites; business growth and innovation; transport infrastructure and services; and skills, worklessness and social reform. Further work is being undertaken to develop a unifying theme to aid the of the purpose and benefits of the Growth Deal Bid amongst partners, stakeholders and Government advisors.

The preferred regional governance model of a statutory joint committee is set out in the report. Interim arrangements are needed for the political management of the first stage of negotiations pending the formation of a joint committee. Therefore, a 'shadow' joint committee, without any formal decision-making powers, is proposed.

RECOMMENDATIONS

1.	To note and support the progress of the development of a competitive Growth Deal Bid for the region.
2.	To support, “in principle”, the preferred governance model of a statutory joint committee model for further development with a full report on a recommended constitution and terms of reference, supported by an Inter Authority Agreement, to follow later in the year.
3.	That the Leader be authorised to act as a member of a ‘Shadow’ Joint Committee in the interim period.
4.	That the Leader as one of the Leaders of the six partner councils represented on the ‘Shadow’ Joint Committee be granted authority to enter into collective first stage negotiations with Governments over the scale and outline content of a Growth Deal Bid, noting that no financial or other commitments will be entered into at this first stage of negotiations.
5.	That the Chief Executive be delegated authority to authorise an initial revenue contribution from 2017/18 expenditure for the detailed development of the Growth Deal Bid up to a maximum of £50,000.

REPORT DETAILS

1.00	DEVELOPMENT OF A GROWTH DEAL BID
1.01	The <i>Growth Vision for the Economy of North Wales</i> was adopted by partner organisations across the region in 2016. The vision described North Wales as “a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland”. The document set out a strategy and ambition for North Wales to achieve the vision through investment in transport and infrastructure, improving skills and employment, and supporting business innovation and growth. The strategy aspires to improve the competitiveness of the region, to increase the Gross Added Value (GVA) of the regional economy and reduce the gap between the GVA of the region and the UK average, and to grow business to both create new jobs and protect existing jobs.
1.02	Selected regions of England and the Cardiff Capital City Region and the Swansea Bay City Region in Wales, have been invited by the UK Government to develop a ‘Growth Bid’ for approval. North Wales was invited to develop a bid by the UK Government in mid-2016. This Governmental commitment to support a North Wales bid has been restated recently by both UK and Welsh Governments. There is an expectation that significant progress is made towards closing a Bid within the current financial year. The UK Government has indicated that it wishes to see the ‘heads of terms’ of a North Wales Deal agreed by March 2018 alongside the development of a new policy framework for

	supporting growth in the regions contingent on the development of a Shared Prosperity Fund which has been promised to replace European Union structural funds.
1.03	A Growth Bid, originating from within a region, is a formal proposal for Government investment and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. Regions are expected to be prepared to invest in their own strategies, alongside Government(s), in capital allocations, sharing in capital borrowing, the use of land and assets, and in resourcing professional and project capacity. They are also expected to seek private sector support for their proposals, enabling and leveraging private sector investment as part of the Bid package. Each bid will have negotiated objectives and targets. For North Wales, the Cardiff Capital City Region and the Swansea Bay Region, the bidding process has involved both the UK and Welsh Governments. This is a marked difference to England. The Cardiff City Region Bid has been agreed. The Swansea Bay Region Bid has completed the first stage of approval and is now in the second and final stage of approval.
1.04	The negotiation of Growth Bids in England result in area specific deals, whose titles often include the term 'devolution'. The Devolution Deal model has at times been controversial, not least because there has been the requirement to agree to the model of an elected mayor for the region as part of the package. This constitutional model is not required in Wales. Therefore, the preferred governance model (a joint committee) which follows is more conventional and familiar. Deals are made with Local Authorities working together within defined areas. In England, these are based on Local Enterprise Partnership areas. In Wales, they are based on the four economic partnerships areas developed by local authorities and endorsed by Welsh Government in their proposals on Local Government Reform. Both the UK and Welsh Governments will seek the close involvement of the private sector and Higher Education (HE) and Further Education (FE) partners in the development of proposals. Proposals which can evidence the support of the private sector and leverage private sector investment are being encouraged by both governments. The North Wales Business Council is fully involved in the development of the Growth Deal Bid.
1.05	Growth Deal Bids are developed in four phases: - first, invitation to Bid; second, informal liaison between Government and the respective region over Bid direction and core contents; third, the first stage agreement known as Heads of Terms; fourth, final agreement and Bid 'sign-off', jointly by the partner authorities and the UK and Welsh Governments. The North Wales Bid is at the latter stages of the second phase with the objective to reach a Heads of Terms agreement within the current financial year (2017/18).
1.06	The content of the developing Growth Deal Bid faithfully follows the vision and strategy adopted by regional partners in 2016. The four core themes of the Bid are: - <ul style="list-style-type: none"> • Strategic sites for employment and housing; • Transport infrastructure and services; • Business innovation and growth; and • Skills, workless-ness and social reform.

	<p>The Bid Team is working on a unifying theme and narrative for the presentation of the Bid to Ministers.</p>
1.07	<p>The Growth Deal Bid is complementary to and will support: -</p> <ul style="list-style-type: none"> • UK and Welsh Government economic and social policy; • UK Government policy to develop the competitiveness of economy of the Union post BREXIT negotiations; • Welsh Government policy for regional governance and devolution; • the UK Government Industrial Strategy; • the UK Government and Welsh Government Sector Plans specifically for nuclear, energy, manufacturing (Automotive and Aerospace) and digital; • the Wales Infrastructure Plan; and • Cross-border planning and connectivity e.g. Growth Track 360 and elements of the Cheshire and Warrington Local Enterprise Partnership Devolution Deal.
1.08	<p>The particular characteristics which give strength to our regional Bid include: -</p> <ul style="list-style-type: none"> • Development of key sectors as part of the UK and global economy <ul style="list-style-type: none"> ○ Low Carbon Energy and Nuclear Energy, ○ Advanced Manufacturing ○ Digital and Creative • Connectivity – both physical and digital – to the wider UK economy • Support to sustained indigenous business growth • Sustainable development of a region with unique characteristics <ul style="list-style-type: none"> ○ Growth which is inclusive and has benefits for all parts of society ○ Growth which promotes social reform in areas including worklessness • ‘Green Growth’ which promotes and enables <ul style="list-style-type: none"> ○ Sustainable planning including multi-modal public transport ○ Low carbon energy industries ○ The complementary growth of foundation economies including tourism and agriculture.
1.09	<p>The Growth Deal Bid will be used to access funds for key projects which would not otherwise be funded by Governments e.g. preparatory works to make ready and unlock moribund strategic employment and housing sites for development, and to add leverage for Governments to commit to major investments which are under consideration but not yet assured such as investments in rail infrastructure and franchised service, and trunk road schemes, above and beyond the resources to be devolved specifically within the Growth Deal Bid itself.</p> <p>The region’s Growth Vision and Strategy adopted by each Council in 2016 was developed by the Ambition Board in partnership with the private sector and</p>

	<p>other key partners. The Vision is much broader than the Growth Deal Bid. The Growth Bid is an initial step to secure funds and powers to implement the wider North Wales Growth Vision.</p> <p>The region will have licence and opportunity to work beyond the Bid to secure its ambitions over time. The Joint Committee and the supporting officer groups set up to take forward the Growth Deal will also be able to exploit other opportunities to support and achieve the vision and strategy.</p>
1.10	<p>The detailed contents of the Growth Deal Bid will be shared in full with all partner authorities, and other partners, for approval, before any agreement with the two Governments is reached at the Heads of Terms stage. The developing Bid content, under the four themes in 1.06 above, is available for internal briefings with Cabinets and Overview and Scrutiny Committees.</p>
1.11	<p>The strategic outcomes of the Growth Deal Bid might include: -</p> <ul style="list-style-type: none"> • Enhanced site values for strategic employment and housing sites; • Strategic site readiness/development status; • Transport access e.g. reduce travel times to strategic employment sites; Transport usage figures to demonstrate modal switch to public transport; • Business investment; Business growth; Business performance; • Employment figures by type/sector/value – new and protected; • Skills figures – by type/sector/level – against the targets of the regional skills strategy; • Reductions in worklessness and benefits dependency; • Average income rates including household income; • Regional Gross Added value (GVA); • Sustainable housing growth figures; and • Alternative and renewable energy supply production and carbon reduction.
1.12	<p>Work is on-going with the expert support of the Business School, Bangor University, to develop the set of performance measures and outcome-based targets drawing on econometric data and evidence. Measures and targets are likely to be set which are (1) shorter term (2) cumulative and medium-term and (3) longitudinal.</p>
1.13	<p>The financial value of new funds to be set aside by Governments to support the Growth Deal Bid, based on the relative size of the regional population to the Cardiff City and Swansea Bay Regions, could be in the region of £240M. Access to other national funds, such as the UK Government’s Innovation and Sector Funds, is possible through the Growth Deal Bid.</p> <p>The UK Government contribution will largely be made through additional borrowing approvals. Careful consideration is being given to the best ways of restricting the risk exposure of the partners to financial liability, whilst being ambitious in securing new funds, as part of the governance model.</p> <p>The UK Government will expect the Welsh Government to match its investment</p>

	<p>in North Wales. The two governments will negotiate their shares of investment in the North Wales Growth Deal.</p>
1.14	<p>As part of the Bid the region will be asking for devolved functions and powers from both governments. This is work in progress and is a sensitive area of negotiations with both Governments. Examples are: -</p> <ul style="list-style-type: none"> • Transport commissioning and operational powers and functions; • Management of regional support to business sectors for marketing, growth and exporting strategy; • A retention of a share of national non-domestic rate (business rates) growth for investment in the strategy as part of the collective local government financial contribution; and • A partnership role with the Department for Work and Pensions in managing back to work programmes. <p>The Welsh Government is prepared to negotiate a retention of a proportion of business rate growth with all of the growth deals in Wales.</p> <p>The eventual recommended set of devolution ‘asks’ will be shared in full with the partner councils, and other partners, for formal approval prior to the Heads of Terms stage.</p>
1.15	<p>For North Wales, there is a Governmental expectation on the part of both governments that there is close joint strategic planning with the immediate North West of England and with the wider Northern Powerhouse network. Our vision and strategy builds on the strong alliances and joint planning both within the region, through the work of the North Wales Economic Ambition Board and the cross-border partnerships such as the Mersey Dee Alliance. The latter has facilitated joint working with the Cheshire and Warrington Local Enterprise Partnership, Merseytravel, and the wider Northern Powerhouse Network. The growth bids from North Wales and the Cheshire and Warrington LEP are being developed in parallel and there is a co-dependency for their success. North Wales is also making contributions to the wider strategy of the Northern Powerhouse network, for example the nomination of prime strategic sites for business growth and inward investment. Road and rail infrastructure and connectivity, and wider transport planning, including bus routes, are central to the North Wales Growth Strategy. The Growth Track 360 plan makes the case for cross-border rail investment and is progressing through the Governmental case-making and decision-making stages. The Welsh Government’s Moving North Wales Forward - Our Vision for North Wales and a North-East Wales Metro supports the region’s transport objectives and cross border working transport movement.</p>
1.16	<p>The region has limited capacity to manage the next phase of Bid development and negotiation. Thus far the Bid development work has been managed collectively by the professional network supporting the North Wales Economic Ambition Board, the Programme Management Group, with individual officers taking on lead roles on behalf of the Group. This collective effort has been supported by the small number of retained regional officers supported by the funds of the Economic Ambition Board and the Welsh Local Government Association (WLGA). The regional partners will be required to make an</p>

	<p>investment in a regional executive both to complete the Bid and to manage its implementation in the longer-term. Following agreement of Heads of Terms with Governments the projects within the Bid will need to meet the tests of the Government five-case business model for due diligence. This will be an intensive stage of project planning which must commence prior to the end of the calendar year in 2017 for which the region will not have the dedicated capacity without additional temporary resources. Therefore, there is a recommendation for an annual revenue contribution to be made by all key regional partners.</p>
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2.00	THE PREFERRED GOVERNANCE MODEL
2.01	<p>There are few governance models available to the six, partner councils. Whilst a combined authority model, which has growing popularity in England may be possible in the future, there is currently no legislative capacity for this model in Wales. The preferred governance model recommended by the leaders and chief executives of the partner councils, and supported informally by civil servants from Welsh Government, the Wales Office and UK Government departments, is a statutory joint committee.</p>
2.02	<p>The statutory joint committee model is a known and dependable model. It is, though, a model with limitations. To support the joint committee a host authority will need to be nominated to provide legal, secretarial and administrative support, and one or more host authorities will need to be nominated to host the professional officers who will manage the programmes and projects to implement the growth bid. There may also be a requirement on the Joint Committee and its supporting resources to implement other collaborative projects agreed by each council. A host authority is yet to be agreed amongst the six councils.</p> <p>Joint committees are a familiar model in the region with recent examples being the GWE School Improvement Consortium and the North Wales Residual Waste Treatment Project. A relevant past example is Taith, the former transport planning consortium.</p>
2.03	<p>An outline of the suggested terms of reference, which are being developed in detail by the network of Heads of Legal Services with the expert and independent advice of Pinsents Solicitors, is set out below.</p> <p>The joint committee will require a constitution, which will include the terms of reference for its functions, and will be underpinned by an Inter Authority Agreement (IAA).</p> <p>An IAA is a joint agreement which sets out: -</p> <ul style="list-style-type: none"> • How the joint committee will be governed; • The limitations of decision-making by the Joint Committee and matters which are reserved for individual council approvals; • The roles of a host or host authorities; • How financial contributions to the joint committee and the host authority is to be apportioned;

	<ul style="list-style-type: none"> • How risks and benefits will be shared.
2.04	<p>The recommended, formal and core membership of the joint committee is the Leader of each of the six councils. Each leader would have a nominated deputy, and the Committee would be advised by chief executives and other lead professionals.</p> <p>There is the option for the Joint Committee to appoint advisors co-opted from key partner organisations principally: -</p> <ul style="list-style-type: none"> • The North Wales Business Council; • Higher Education (Bangor and Wrexham-Glyndwr Universities); and • Further Education (Coleg Cambria and Grwp Llandrillo Menai). <p>The representatives of partner organisations would join the Committee in a non-voting, advisory capacity.</p> <p>The governance model will need to be legal, functional and credible. Given that the business and further and education sectors will be key stakeholders it is important and recommended that they are brought into the membership for functionality and credibility with funders.</p> <p>The recommended model, and its functions, are consistent with the model proposed by Welsh Government for regional governance in its White Paper for local government reform. Therefore, the model is ‘future-proofed’ against expected Welsh Government legislation that is to come.</p> <p>Close working relationships, with the Cheshire and Warrington Local Enterprise Partnership will be important and cross-border joint working will be maintained through the Mersey Dee Alliance and other partnership vehicles that exist such as the North Wales and Mersey Dee Rail Task Force, which is leading the Growth Track 360 Strategy.</p>
2.05	<p>Outline Terms of Reference of the Joint Committee</p> <ol style="list-style-type: none"> 1. Functions 2. Strategy 3. Prioritisation 4. Representation 5. Performance 6. Accountability <p>Terms of Reference 1: Functions</p> <ul style="list-style-type: none"> • Economic growth strategy and planning • Infrastructure prioritisation and planning • Strategic land use planning and allocation • Transport planning and commissioning • Skills planning and commissioning strategy • Others to be added as powers are devolved <p>Terms of Reference 2: Strategy</p>

	<ul style="list-style-type: none"> • Setting the direction of regional strategy • On-going assessment of evidential regional need and opportunity to underpin the strategy • Setting of priorities and investment plans to deliver the strategy <p>Terms of Reference 3: Prioritisation</p> <ul style="list-style-type: none"> • Prioritisation of contributory schemes • Business case development and case-making for prioritised schemes • Investment profiling and prioritisation • Securing investment agreements <p>Terms of Reference 4: Representation</p> <ul style="list-style-type: none"> • Engagement and relationship management with regional partners • Engagement and relationship management with cross-border partners • Advocacy and lobbying with Welsh Government and UK Government, Ministers and political groupings • Public and media relations and profile <p>Terms of Reference 5: Performance</p> <ul style="list-style-type: none"> • Programme management of implementation of the strategy • Oversight of performance against key progress milestones and outcome measures • Securing strategic, programme management, and project development and management resources to implement contributory schemes <p>Terms of Reference 6: Accountability</p> <ul style="list-style-type: none"> • Reporting to the six local authorities • Reporting to regional partners on performance, investment performance and risk management • Reporting to Welsh Government on performance and the effective use of their investment • Reporting to UK Government on performance and the effective use of their investment
2.06	<p>Limitations of Decision-Making and Reserved Matters</p> <p>Examples of decisions which will be reserved for individual council approvals are: -</p> <ul style="list-style-type: none"> • Agreement of functions to be given to the Joint Committee; • Agreement of annual budget contributions for the Joint Committee and host authorities; • Investment and borrowing commitments and risk exposure levels; and • Allocation of land and other asset for pooling.
2.07	<p>A detailed constitution is being developed and will be completed for review shortly. The detailed Inter Authority Agreement is being developed in parallel.</p>

	<p>Pinsents Solicitors have been retained to act as expert and independent advisors on both the constitution of the Joint Committee and the Inter Authority Agreement. This work is being led by the Heads of Legal Services from each of the six councils with input from the Finance Managers/Section 151 Officers. Chief Executives or their nominees will act as advisors to the Joint Committee. The Programme Management Group (PMG), will be retained as the professional executive group which will support and advise the Joint Committee, and be responsible for professional programme management of the Bid once it is approved. The PMG, as previously described, is the expert professional group of economic development leads and other officers from the six councils and key partners, which has both supported the Economic Ambition Board and has led the work on the Growth Deal Bid.</p>
2.08	<p>Given the centrality of transport infrastructure and services to the strategy the Joint Committee is expected to set up a specialist Transport Sub-Committee from the outset. The membership of this Sub-Committee would be the transport portfolio cabinet members from the six authorities with invited partners as advisors as needed. It could have a separate host authority from that which will host the joint committee.</p>
2.09	<p>Consideration will need to be given to the most effective and rewarding model for overview and scrutiny. At this stage, local scrutiny will need to be relied upon to review the arrangements for a Growth Deal Bid as they develop. There will be the option to consider a regional model for overview and scrutiny, perhaps involving the six chairs of the respective local authority committees, at a later date.</p>
2.10	<p>The role of the longstanding regional North Wales Economic Ambition Board will need to adjust to accommodate the changing governance arrangements for the Growth Deal and other potential regional projects. The Ambition Board is supportive of change and is fully behind the Economic Growth Deal Bid. There is also a strong desire to retain the North Wales Economic Ambition Board Brand which has badged most regional economic development work and also the Welsh Government funded North Wales Regional Learning and Skills Partnership.</p> <p>Work on a revised constitution and terms of reference for the North Wales Economic Ambition Board is being undertaken as part of the work described in 2.07 above.</p> <p>The revised Economic Ambition Board could lead in: -</p> <ul style="list-style-type: none"> • Regional assessments of need and opportunity to guide strategy; • Development of project concepts for consideration; and • A cross-sector review and evaluation of progress and impact at key stages of strategy implementation. <p>It is proposed that the existing Regional Learning and Skills Partnership would also come under the strategic direction of the Joint Committee in the proposed governance model.</p>

3.00	RESOURCE IMPLICATIONS
4.01	<p>None directly at this early stage beyond making an annual revenue contribution of £50k from 2017/18 budgets. There will be ongoing revenue costs of servicing a joint committee, and the more significant costs for programme and project management for the development and implementation of the strategy from April 2018.</p> <p>Potential capital costs are being evaluated with detailed consideration being given as to how the partners can limit their liabilities and financial risk exposure as part of the Growth Deal Bid negotiations. Capital schemes will be progressed on a rigorous business case evaluation which will look to establish benefits to the economy that substantially exceed investment costs.</p> <p>As part of a Growth Deal UK Government will be requested to repay the principal capital sum proportion of borrowing for approved proposals. To date, most deals have involved Treasury Borrowing Approvals and some devolution of existing UK Government revenue funding to be integrated with existing local funding to gain better value from integrated programmes. In Wales, local spending includes Welsh Government revenue funding for specific programmes.</p> <p>Delegation of a proportion of Business Rate growth to local authorities would provide an investment stream.</p> <p>Growth Deal Bids elsewhere, including the Swansea Bay Partnership which is a useful comparator, are setting precedents for funding.</p>

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	<p>Extensive prior consultation underpins the vision and strategy document as set out in the report. The development of the content of the Growth Deal Bid is an inclusive process with considerable participation across the public and business sectors.</p>

5.00	RISK MANAGEMENT
5.01	<p>None specific at this early stage of negotiation. A risk management plan is being developed as part of the Growth Bid.</p>

6.00	APPENDICES
6.01	<p><i>Growth Vision for the Economy of North Wales.</i></p>

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>None.</p> <p>Contact Officer: Chief Executive Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Local Enterprise Partnerships (LEP): set up in England in 2011, by the Department for Business Innovation and Skills, to lead economic growth and job creation across a region. They are voluntary partnerships between Local Authorities, and business.</p> <p>Growth Deals: a method of providing funds and opportunities to LEP's and/or local authority partnerships in England and Wales for major projects that benefit a region and the economy.</p> <p>Devolution Deals: have no set forma and involve the devolution of powers and budgets for the delivery of services across a region.</p> <p>North Wales Economic Ambition Board: a partnership of local authorities, private sector and education institutions working to develop stronger economic growth for the North Wales region.</p> <p>Mersey Dee Alliance: a partnership of Flintshire, Wrexham, Wirral and Cheshire West and Chester councils, with the private sector and education institutions, working together for sustained economic growth in the cross-border region.</p>

Appendix A – Growth Vision for the Economy of North Wales

Note on Impact Assessments for committee reporting templates

Introduction

In broad terms this is a high level report which where specific impacts cannot be identified e.g. impact on wards etc. Councils will have to prepare their own assessments tailored the particular requirements of their committee reporting procedures and templates.

Linkage to the North Wales Growth Vision 2017

Similar impacts to that which were ascribed to the North Wales Growth Vision in 2016 should apply to the Growth Bid and Councils should consider re-using and updating their assessments for the Growth Vision.

The Growth Vision was presented to Councils in early 2016. This was followed by a report on the Growth Bid in early 2017 (January/February)

The North Wales Growth Bid and the Well-Being of Future Generations

Purpose

The North Wales Growth Bid will launch North Wales on the road to become a model “future economy”, smart, connected and sustainable.

The Bid and the Well-Being Principles

The bid work has been conducted in accord with the well-being goals

Councils have worked together collectively and have also worked closely with representatives of the private sector, Universities and Further Education Colleges.

The Growth Bid takes forward priorities from the North Wales Growth Vision and is informed by long-term strategic thinking that is intended to secure a prosperous North Wales with a sustainable regional economy that can retain more talented young people in good jobs located in the region.

The Growth Vision and the supporting Growth Bid is designed to address deep-seated structural issues that affect the North Wales economy and show them themselves in low relative levels of productivity and competitiveness evidenced by a regional GVA of around 72.8% of the UK average in 2015.

The Growth Vision and the Growth Bid are evidence of the region working together to address this problem to improve the economy and prevent the problem getting worse.

The causes of the region’s economic issues stem from low wages, which relate to both skill levels and demand for labour. Much of the region suffers from geographic peripherality and there is also a degree of political peripherality arising from being relatively remote from the political centres in both Cardiff and London.

The Growth Bid therefore aims to reverse relative economic decline in the region compared to growth in the UK economy.

Bid Summary

The bid aims to: -

1. Develop land earmarked for employment and enable job creation. This will include improving digital connectivity.
2. Target growth in high value sectors, encouraging development land to be utilised for firms operating in the target, high value sectors of: -
 - Advanced Manufacturing
 - Supporting low carbon energy production
 - Creative and digital
 - Professional Services

There will also be proposals to support high-end tourism.

3. Improve the targeting of skills development and seek to match the supply of young people to the best jobs available in the region
4. Improve support to business, both in terms of advice and enabling firms to access innovative types of production, e.g. additive manufacturing, marine engineering innovation and nuclear engineering innovation.

Proposals from Universities and Further Education colleges will be fundamental to delivering innovation to businesses based in the region and wishing to locate in North Wales.

The region will also seek greater influence over Welsh Government Services supporting business in the region to improve their effectiveness.

5. The Bid's proposals will be linked to improved transport connectivity to be delivered by the Welsh and UK Government's independently of the Growth Bid: -
 - The short-term proposals of the North Wales and Mersey Dee Rail Task Force (Growth Track 360) for both improved services via the Wales and Borderlands Franchise and rail infrastructure improvements to enable more services from North Wales to Manchester, Liverpool and London.
 - Planned highways improvements by the Welsh Government, e.g. the 3rd Menai Crossing, the A494/A55 and Caernarfon/Bontnewydd By-pass.

These transport proposals will support development of the economy and link to improved bus services which will form part of the bid and link to integrated transport hubs around key railway stations potentially including new stations serving major employment centres.

6. There is an aspiration to develop proposals enabling the integration of DWP, Welsh Government and Local Authority Programmes seeking to help disadvantaged groups into employment.

How the Bid will Meet Well-Being Goals

The overall package aims to: -

Make North Wales more prosperous and resilient by: -

- Increasing GVA through job creation (20,000+ new jobs from the development of the property portfolio)
- Increasing wage levels and household income through creating more jobs and improving the level of jobs available in high value sectors (including high-end tourism)
- Increasing the percentage of people economically active in the region
- Improving transport enabling people to commute more easily in the region,
- Reducing the need for people to leave the region to find good employment
- Better aligning the supply of labour to demand, particularly of that of new entrants to the labour market.

Make North Wales More Cohesive and Equal

The bid is consciously seeking to ensure a distribution of benefits across the region, so proposed employment development sites are located throughout North Wales

The aspiration to integrate schemes to reduce poverty (DWP and WG) and improve access to employment will enable those currently without work to begin earning again and improve equality and cohesion outcomes across the region.

Likewise transport developments will include schemes to reduce transport barriers to accessing employment.

The planned increase in regional GVA may make North Wales more equal with the rest of the UK's GVA per head.

Make North Wales Healthier

Improving employment opportunities and reducing worklessness is likely to improve health as there is a link between better health and employment. Likewise, a more prosperous region is likely to improve health outcomes based on past linkages between good household income levels and good health.

Protect the Welsh Language and Culture

The Bid's proposals aim to be scaleable and sensitive to differential appetites for development and population growth across the region.

By improving access to good jobs across the region and improving the potential for commuting it is hoped that more people, particularly the young, will stay in the region with benefits for the maintenance of Welsh Culture and Language.

North Wales - Globally Responsible

The Bid will include proposals to: -

- Expand and develop low carbon energy production
- Encourage more people to travel by public transport rather than in the private car

The bid is also looking at the deployment of new technologies in buses and trains used in the region that will reduce carbon production compared to current practice. These elements of the bid will help protect and improve the environment.



CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Local Development Plan Preferred Strategy for Consultation
Cabinet Member	Cabinet Member for Planning & Public Protection
Report Author	Chief Officer (Planning and Environment)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Flintshire Local Development Plan (LDP) has reached a milestone stage in its production timetable. Having spent a considerable amount of time and resources on the initial engagement and participation stages of plan preparation as set out by Welsh Government LDP Regulations, this work has now come together to form the Preferred Strategy for the LDP. Prior to this, the Council has carried out a number of consultation and engagement processes relating to the Key Messages of the Plan (plan vision, objectives, key drivers from the evidence base, and choice of settlement hierarchy), and the Strategic Options (options for the amount of housing growth the plan will provide for, and options for how this will be distributed spatially). This has been complemented by significant community engagement particularly via Town and Community Councils, who are key stakeholders in the process.

All of the work on the Plan to date has been overseen by the Council's Planning Strategy Group (PSG) who have considered and agreed each stage referred to above, and also considered the feedback received from the various consultation and engagement exercises. The consensus from this feedback has assisted the PSG to agree the content of the Preferred Strategy and recommend this to Cabinet for approval to go out for formal public consultation.

RECOMMENDATIONS

1	That Cabinet approve the final draft LDP Preferred Strategy appended to this report to be prepared and published for formal public consultation.
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2	That Cabinet give officers delegated authority to continue to refine and finalise the Preferred Strategy document and supporting information in preparation for consultation.
3	That the LDP Preferred Strategy is published for formal public consultation during October 2017.

REPORT DETAILS

1.00	FLINTSHIRE LOCAL DEVELOPMENT PLAN PREFERRED STRATEGY FOR CONSULTATION
1.01	The LDP Preferred Strategy is a milestone in the plan process as it represents the transition from the 'engagement and participation' phase of the process, to the formal publication of the first element of the Council's plan. The Preferred Strategy therefore draws on the work done over the last 18 months in developing the components of the strategy, including the vision, objectives, settlement hierarchy, growth and spatial options, and strategic policies, and sets out the basis of the Council's approach to the LDP and sets the basis to develop the detailed LDP, the Deposit Plan. Members will recall two major consultations took place in 2016 on the Key Messages document and the Strategic Options, and feedback from these has informed the selection of the Preferred Strategy.
1.02	The Preferred Strategy document is therefore key to 'telling the story' of how the plan has emerged, what its priorities and key focus and intentions are, how it intends to deal with the key priorities for it in a land use policy sense, and how it sets the context to develop detailed policies and proposals in the Deposit Plan to follow.
1.03	It has come together from extensive work by this group, informed by the feedback and consensus formed from the comprehensive engagement work carried out on the key components it now contains. In that sense, and in the context of a public consultation, much of the strategy will be 'familiar' as it has been consulted on previously, and there is also a clear consensus from this which should allow the public to see how their involvement has influenced the direction for, and selection of the strategy.
1.04	Without prejudicing Members consideration of the whole document, Members may wish to focus on the strategic policies and their explanations as these set out the key strategic components of the LDP whilst also establishing the basis to create more detailed policies and proposals in the detailed Deposit Plan to follow. Members should also note that there are still some very specific matters to clarify, such as the final description of the mix and quantum of uses for the proposed mixed use strategic site at Warren Hall, under policy STR3. Also Members attention is specifically drawn to policy STR9 Retail and Commercial Development, and the commentary relating to Broughton Shopping Park and its position in the retail hierarchy.
1.05	Clearly a key part of publishing the Preferred Strategy for consultation is to

	gauge the level of understanding and general agreement with it, and it is the outcome and feedback from the comments made that will help with the finalisation of the Strategy.
1.06	It is important therefore that Members confirm the content of the strategy in order that the document can be finalised for publication and consultation. There is also a significant amount of work still to do in terms of organising and coordinating the preparations for consultation, as to date officers have deliberately focussed on creating and bringing together the broad content, and accept that there is an editorial and 'fine tuning' exercise to do in terms of final 'polish', readability, referencing of key terms, links to web documents and consistency. It is requested that Members delegate this to officers as part of the process of now preparing the document for consultation.
1.07	A number of supporting documents have been prepared and are being finalised to support the publication of the preferred strategy for consultation. The list of these is shown in Appendix 1 but they include a Sustainability Appraisal and Strategic Environmental Assessment of the strategy required by PPW and the LDP Manual, technical background papers such as population and household projections, and a statement of the consultation and engagement undertaken. Members are also requested to give officers delegated authority to finalise the preparation of these background documents as part of preparing the strategy for consultation.
1.08	A significant amount of work is now involved in preparing the Strategy for consultation. This involves: <ul style="list-style-type: none"> • Implementation of a new online consultation and back office database system over the summer; • Finalisation of the document and background papers; • Receipt of external work such as the SA/SEA being prepared by consultants; • Translation of all consultation documents for publication on the website, as required by the Council's Welsh Language policy; • Preparation of consultation guidance, forms and other materials, notices etc.
1.09	Factoring in these requirements, the Council recess during August, and the time taken for matters such as the large volume of information to translate, the earliest practical option to start the consultation will be later in October 2017. Member and Town and Community Council briefing sessions have already taken place in July to brief all Members on the strategy prior to it going out for consultation. These sessions were well attended and overall positive feedback was received.

2.00	RESOURCE IMPLICATIONS
2.01	The main implications at this stage are staff resources to prepare the plan for consultation.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Considerable consultation and stakeholder engagement on the development of the Preferred Strategy throughout 2016.
3.02	A statutory six week period of formal public consultation is required.

4.00	RISK MANAGEMENT
4.01	It is important to approve the content of the LDP Preferred Strategy in order to allow the plan to be prepared for consultation whilst maintaining progress against the agreed LDP timetable.
4.02	Until the Council adopts the LDP it cannot demonstrate a five year housing land supply and as such is vulnerable to speculative development proposals.

5.00	APPENDICES
5.01	Appendix 1: List of documents required to support consultation on the LDP Preferred Strategy.
5.02	Appendix 2: Final draft LDP Preferred Strategy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None Contact Officer: Andy Roberts Telephone: 01352 703211 E-mail: andy.roberts@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Preferred Strategy – The first formal part of publishing the plan. This sets out the vision, objectives for the plan, the overall level of growth and spatial distribution of this, and the strategic policies that translate the vision and objectives into the direction for the plan.</p> <p>SA/SEA – Sustainability Appraisal/Strategic Environmental Assessment – a framework assessment of the plan at key incremental stages as it progresses. This assesses the emerging plan for environmental and sustainability impacts and provides ways to improve the plan to minimise or mitigate some of these.</p> <p>LDP Manual – Guidance provided by Welsh Government on the process for putting the plan together.</p>

List of documents to accompany LDP Preferred Strategy for consultation

Document	Supporting Role
1. Sustainability Appraisal/Strategic Environmental Assessment/Habitats Regulations Assessment	Ongoing assessment process to examine the sustainability and environmental impact of the LDP Preferred Strategy
2. Welsh Language, Health, Equalities impacts assessments	Combined assessment to ensure the LDP Strategy's compliance with Welsh Government policy requirements
3. Population and Household Projections technical background paper	Paper that explains the technical basis and assumptions behind the preferred growth option
4. Further Employment Growth Scenarios background paper	Supplementary work to the Employment Land Review to inform the preferred growth option
5. Settlement Hierarchy background paper	Explains the approach to deriving the preferred sustainable settlement hierarchy
6. Strategic Sites background paper	Explains the approach to identifying strategic sites in the preferred strategy and an overview of each site
7. Consideration of Growth and Spatial Options background paper	Explains the consideration of Growth and spatial options consultation feedback and the consensus view derived from that
8. Assessment of Candidate Sites against the Preferred Strategy	Addendum to the Candidate Sites Register that indicates whether a candidate sites conforms with the Preferred Strategy
9. Consultation and Engagement statement	Documents the approach and outcomes of various consultation and engagement exercises carried out in developing the preferred strategy
10. LDP Soundness self-assessment	Assessment of the degree to which the preferred Strategy conforms with the LDP tests of Soundness
11. Invitation for Alternative Sites background paper	Explains the opportunity to submit 'alternative sites' to be considered in drawing up Deposit LDP

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Flintshire County Council
Local Development Plan 2015 – 2030

PREFERRED STRATEGY

Consultation

September 2017

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10. Glossary

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Foreword

I am pleased to present to you this important milestone in the preparation of the Local Development Plan (LDP) for Flintshire.

The Preferred Strategy represents the transition between the previous informal engagement and consultation stages and the more formal consultation stages in progressing the Plan towards adoption.

The Council has invested a considerable amount of time and resources in engaging with a wide range of stakeholders as the Plan has progressed. The Call for Candidate Sites was quickly followed by a comprehensive range of Topic Papers. Engagement with Town and Community Councils was undertaken on a huge number of settlement audits, to ensure that the Plan is based on an understanding of each of the settlements within the County. The Key Messages document sought to present key aspects of the Plan including the vision, issues facing the Plan, objectives and settlement hierarchy. This was followed by the Strategic Options document which sought to present growth options and spatial options.

The investment in engagement and the phased and regular presentation of key aspects of the Plan should ensure that there are no surprises in the Preferred Strategy. The process of securing consensus as the Plan progresses is important to the Council as it enables the Preferred Strategy to be presented for consultation with confidence.

The preparation of the Plan comes at an exciting yet uncertain time. The economy is still recovering from the economic downturn and the full effects of Brexit are still unclear. However, there are clear signs of economic recovery in Flintshire with job creation as a result of the Deeside Enterprise Zone and housing completions at their highest level for many years. This reflects the positive initiatives being pursued at a sub-regional and regional level to deliver economic growth.

Economic growth is effective when it can be delivered alongside environmental protection and where its positive effects can be felt throughout the communities of Flintshire. The Plan therefore adopts a holistic approach of seeking sustainable development whereby economic development is balanced alongside environmental and community concerns. The increasing importance of Well-being goals in Wales emphasises the need for the LDP to have 'cohesive communities' as one of its core principles.

The need to progress the LDP to adoption as swiftly as possible cannot be underestimated given continuing pressure on settlements arising from speculative housing developments, in the light of TAN1. However, it is also important to get the Plan right in the sense that it meets the needs of the economy, the environment and its communities.

At the next stage in the Plan's preparation, the deposit draft LDP will contain detailed policies as well as housing allocations. The process of identifying housing allocations is

always difficult and emotive but the Plan has to make provision for new housing development to meet the County's needs. The role and value of the Preferred Strategy is to ensure that it provides a logical way to bring forward housing developments in sustainable locations.

I look forward to receiving your comments on the Preferred Strategy.

Yours sincerely,

Cllr Chris Bithell

Cabinet Member for Planning and Public Protection

1 Introduction

The Flintshire Local Development Plan

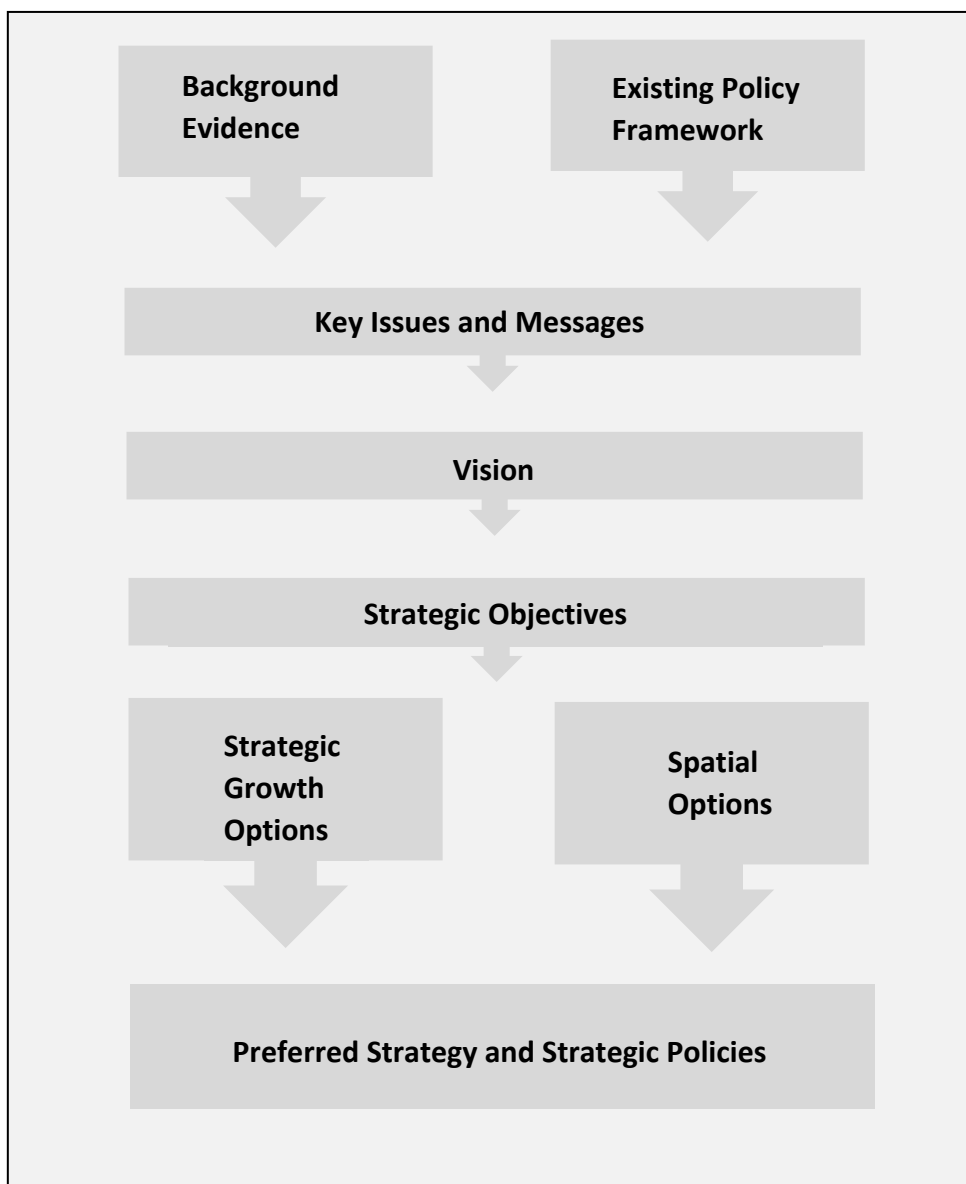
- 1.1 The Flintshire Local Development Plan (LDP) provides the sustainable framework for land use planning in the County up to the year 2030, and a platform for development thereafter. It will shape Flintshire's future physically and environmentally, and influence it economically and socially. It will respond to the needs of a growing population and regionally important economy, in making provision for new jobs, homes, infrastructure and community facilities, but it must do this in a way that ensures the well-being of its communities is maintained, and the impacts of the development and use of land are managed and mitigated sustainably.
- 1.2 The context is set by national legislation and planning guidance which requires local authorities in Wales to prepare and maintain a **development plan** that deals with the land use aspects of the challenges above, and does so in line with the sustainable development Duty embodied by the Well Being of Future Generations Act (2015).
- 1.3 The Council is therefore engaged in preparing the **Flintshire Local Development Plan** which will cover the time period between 2015 and 2030, providing the framework to facilitate the sustainable delivery of growth and development. The Plan period runs from 01/04/2015 to 31/03/2030 because this allows the Plan period to co-ordinate with yearly Joint Housing Land Availability Studies.
- 1.4 The LDP embodies a positive and responsible approach to development in Flintshire and aims to create more high quality sustainable places at all levels, and in both urban and rural settings. A sustainable place is one that has sufficient social, economic and environmental infrastructure to meet the needs of its people, but is also resilient and adaptable in the face of future challenges.
- 1.5 Once adopted the LDP will replace the existing Flintshire Unitary Development Plan (UDP), and will become the framework against which decisions on planning applications are taken.

The Purpose of the LDP Preferred Strategy

- 1.6 The **Preferred Strategy** is the first and principal part of the Flintshire LDP and is important in setting out how Flintshire is expected to evolve over the period to 2030. It represents the completion of a period of pre-deposit plan preparation and engagement, the outcome of which has had a clear influence over the selection of the Preferred Strategy (Figure 1).
- 1.7 The Preferred Strategy provides the strategic context for the preparation of more detailed policies, proposals and land use allocations that will subsequently be included in the Deposit LDP, which will be prepared in due course.
- 1.8 The Preferred Strategy sets out the Council's vision, strategic objectives and broad Spatial Strategy to guide the chosen level of future development and growth in Flintshire, defined through a set of strategic policies that deal with the main priorities for the Plan. Its aim is to guide not only the aspirations of the Council, but

also other key service providers and stakeholders, as well as developers, whose collective response will be essential to the successful implementation of the Plan.

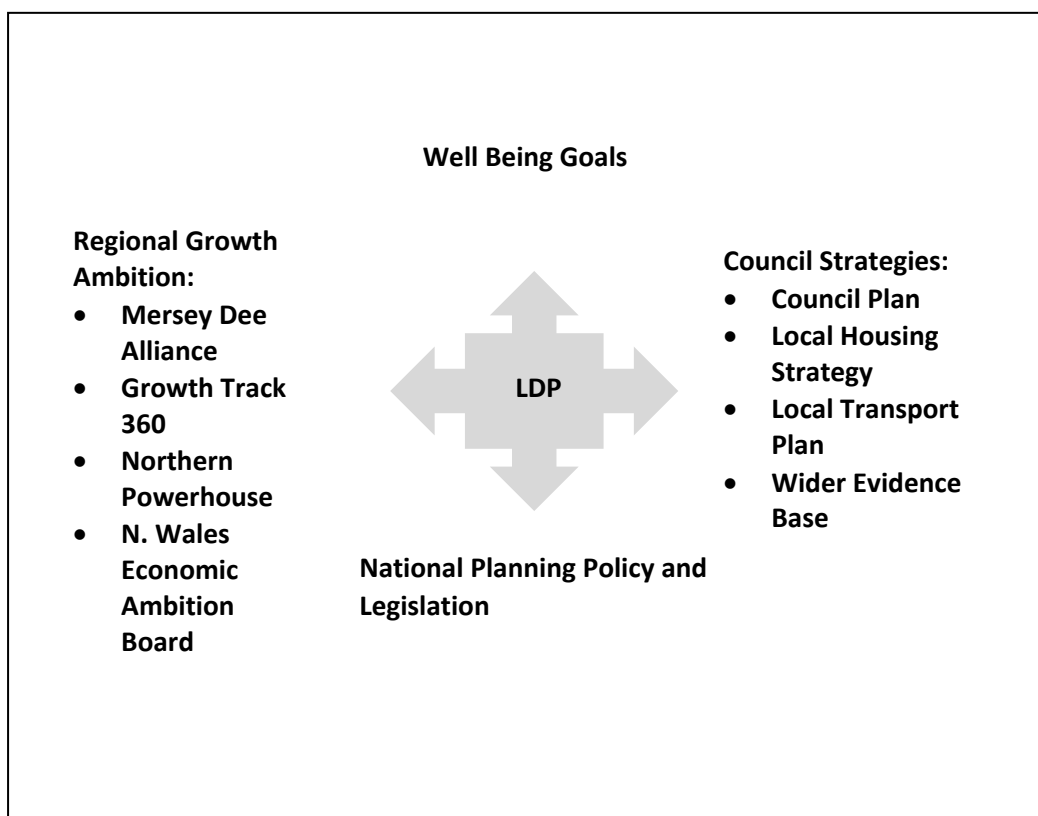
Figure 1: How the Preferred Strategy was prepared



1.9 The preparation of the Preferred Strategy has been guided by a framework of key inputs (Figure 2) that comprises:

- National legislation and policy;
- Local and regional policies and strategies;
- An evidence base relating to key issues for the Plan to address.

Figure 2: The framework of key inputs



1.10 In defining the strategic context and direction for the Plan, the Preferred Strategy will:

- Explain the main focus for the Strategy and the drivers for this;
- Define a vision and set of strategic objectives that are a response to the drivers for change;
- Identify the likely level of future development and how this will be distributed across the County;
- Translate the vision and objectives into broad strategic policies, which also set the framework to develop the Deposit Plan;
- Identify key strategic development sites.

1.11 At this stage of Plan preparation, with the exception of a small number of strategic sites, the Preferred Strategy will not include reference to the identification of any site specific allocations. This will be done as part of drawing up the Deposit LDP, once the Preferred Strategy has been agreed, where only those candidate sites that have the potential to go into the deposit Plan, and that accord with the Preferred Strategy, will be selected. The Candidate Sites Register identifies all sites so far considered, and the register is accompanied by a schedule to indicate the potential conformity of sites with the Preferred Strategy.

Supporting Documents

- 1.12 There are a number of supporting documents that have been produced to inform and shape the Preferred Strategy. These are listed below along with their role and purpose, and should be read alongside the Preferred Strategy.

Supporting Document	Purpose
1. <i>Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA)</i>	To identify, from an assessment of reasonable alternatives, whether the LDP will have any significant impacts on the environment and also determine whether the Plan will deliver sustainable development.
2. <i>Habitat Regulations Assessment (HRA)</i>	To ensure that no harm happens to a Natura 2000 site from a Plan or project.
3. <i>Topic Papers</i>	These provide supporting information and a rationale for the Preferred Strategy. These focus in more detail on the main issues relevant to Flintshire, and therefore the LDP.
4. <i>Revised Delivery Agreement</i>	To provide a project plan for preparing the LDP and to set out the measures within the Community Involvement Scheme in terms of consultation and engagement
5. <i>Sustainability Appraisal – Initial SA Report</i>	This will build on the SA scoping work and SA undertaken on the Strategic Options and summarise the results of the appraisal undertaken thus far, including predicting and evaluating the significant effects of the LDP options on the social, environmental and economic objectives.
6. <i>Review of Candidate Sites against Preferred Strategy</i>	To provide an initial assessment of the degree to which Candidate Sites against the emerging Preferred Strategy.
7. <i>Alternative Sites</i>	To provide an opportunity for any alternative sites to be put forward for consideration in preparing allocations / settlement boundary changes as part of preparing the Deposit Draft Plan
8. <i>Welsh Language, Equalities and Health Impact Assessments</i>	To provide a broad commentary in the form of background papers on the likely impacts of the Preferred Strategy on the Welsh language, health and equalities considerations.
9. <i>Household Projection Technical Paper</i>	A technical background paper to explain the growth options in more detail and the chosen growth option.
10. <i>Further Employment Growth Scenarios Assessment</i>	A background paper explaining the rationale behind the employment led housing projections.
11. <i>Consideration of Consultation Responses on the Strategic Options</i>	A background paper setting out responses to the consultation comments on the Strategic Options and an accompanying commentary as to how the Council has arrived at the preferred growth and spatial option.

Community Engagement and Consultation

1.13 The Council published two key documents during 2016 entitled:

- **Key Messages Document** – this identified the key messages emerging from an assessment of the relevant evidence and translated these into a draft vision and set of objectives. This document also presented options for reviewing the Sustainable Settlement Hierarchy;
- **Draft LDP Strategic Options** – this presented a range of options for how much development the Plan should make provision for, as well as options for different ways to distribute that growth around the County.

1.14 The representations received during consultation on these documents have been assessed, and have formed a consensus view that has influenced the selection of the Preferred Strategy. A summary of the representations received on the Key Messages document is available in the Key Messages section of the Council's website whilst the comments on the Strategic Options document is available in a separate Background Paper, as part of the consultation documents on the Preferred Strategy.

What is in this document?

1.15 The structure of the Preferred Strategy has been designed to reflect the core elements of sustainability and sustainable development, grouping the Strategic Objectives against this framework. The Strategic Policies then follow this framework, grouped logically by the element of sustainability they are aimed at delivering. Each policy is in turn cross referenced to the relevant Plan objectives, as well as the Well-Being goals that it contributes to.

1.16 The Preferred Strategy will be made available for public consultation, aimed at engaging with communities, businesses, developers, interest groups and individuals across Flintshire, in line with the Community Involvement Scheme, to seek endorsement and consensus for the proposals.

1.17 What is **NOT** included in this Preferred Strategy?

- **Site specific allocations or settlement boundaries**, for example housing or employment sites. These will be identified in the Deposit LDP;
- **Detailed planning policies** – additional and more detailed policies to support the Strategic Policies will be developed and included in the Deposit LDP; and
- A detailed evaluation of individual **Candidate Sites** – the Preferred Strategy document is accompanied by a separate background paper identifying only the general performance of Candidate Sites against the Preferred Strategy i.e. whether or not each Candidate Site broadly accords with the Preferred Strategy. A detailed assessment of Candidate Sites will not be published until the Deposit Draft Plan consultation stage.

The full Sustainability Appraisal of the Preferred Strategy is provided in a separate document accompanying the Preferred Strategy consultation document.

How to have your say

- 1.18 Flintshire County Council would like to hear your views on this LDP Preferred Strategy and a consultation will be held from **XX September 2017 to YY October 2017**. Please feel free to make any comments on this document either in writing or by e-mail. The document is available on the Council's website, and copies are available for inspection during normal opening hours at Council Offices and libraries. Alternatively a hard copy is available on request from the LDP team.
- 1.19 The closing date for the submission of comments on the Flintshire LDP Preferred Strategy is 5pm on XX. Please forward your comments to:-

Andrew Farrow
Chief Officer (Planning and Environment)
Flintshire County Council
County Hall
Mold
Flintshire
CH7 6NF

Or by email to developmentplans@flintshire.gov.uk

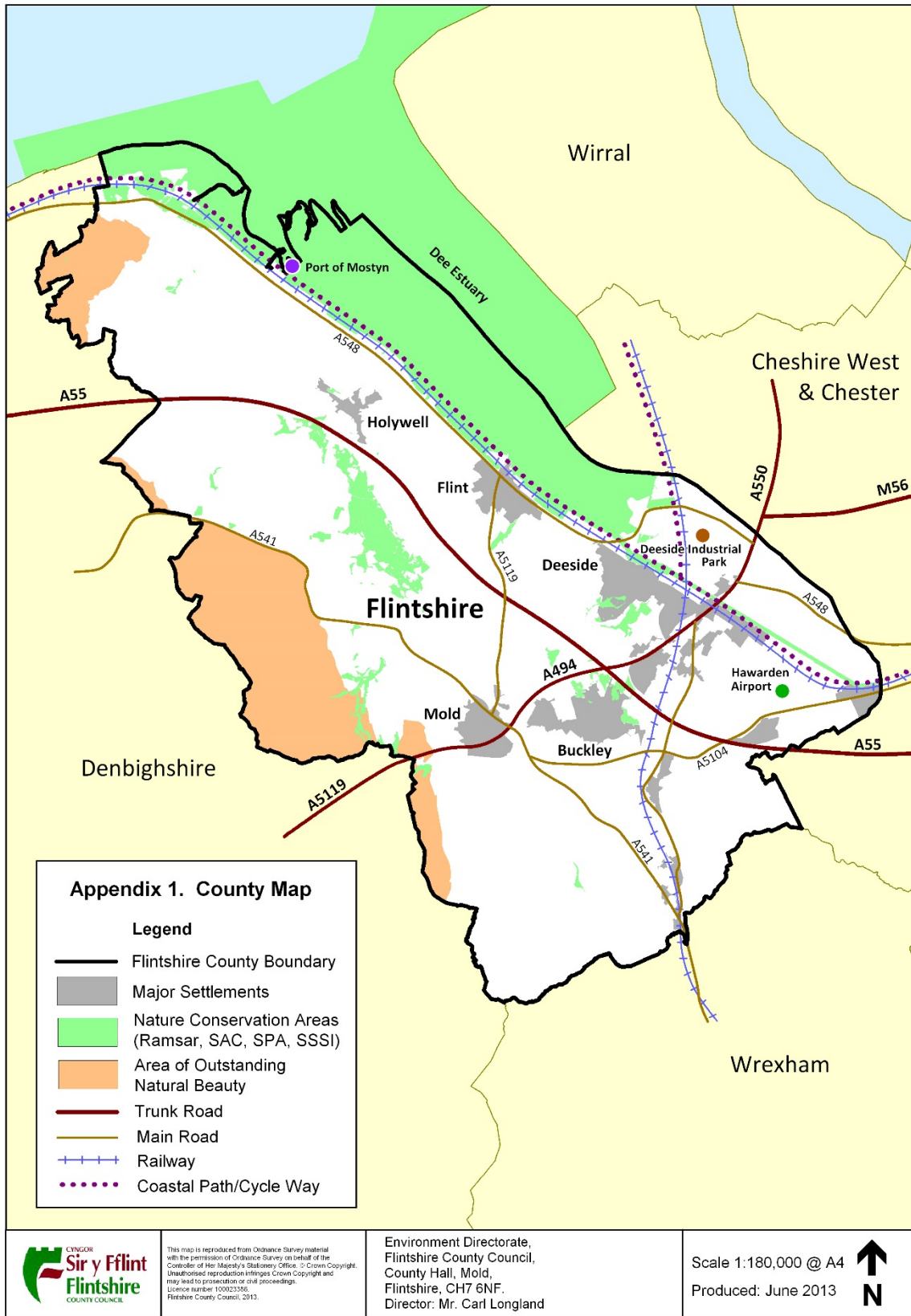
Further information and advice can be obtained from the Planning Policy team by emailing developmentplans@flintshire.gov.uk or contacting the LDP helpline on 01352 703213.

- 1.20 Please note that this consultation relates to issues and topics discussed in the Preferred Strategy and is not an opportunity to make detailed comments on individual Candidate Sites. Guidance on how to comment on whether Candidate Sites accord with the Preferred Strategy is available in a separate Background Paper.

2 Strategic Context

Area Profile / Overview

- 2.1 The County of Flintshire occupies a unique border location in the North East corner of Wales, serving as the principle gateway to the North Wales Region from North West England. Flintshire boasts a significant and prosperous industrial heartland anchored by a vibrant advanced manufacturing sector which is far from typical of other areas in Wales or of the rest of the United Kingdom. The County is recognised nationally as being a key area of employment and economic activity with national and sub-regional importance in Wales but as also having wider economic importance to the North West Sub-Region.
- 2.2 The County is characterised by its diverse towns and villages, large employment parks and attractive rural, upland, estuarine and coastal landscapes (See Diagram 1). As a Welsh County Flintshire benefits from a distinct culture and language which is most apparent in the rural North, South and West as well as the towns of Holywell and Mold. The County comprises clusters of settlements such as the Deeside and Buckley areas, beyond which is a dispersed pattern of towns and villages of varying sizes and traditional and modern characters. Two thirds of the population (almost 100,000 people) live in the East of the County near the English/Welsh border. Outside the main population centres the County is relatively undeveloped and rural in character, with a broad range of rich landscapes, diverse habitats and rare species of local, regional, national and international importance. The County also has a rich built heritage as reflected by its 31 Conservation Areas and 868 Listed Buildings.
- 2.3 Within the County there are key economic drivers which are the Deeside Enterprise Zone together with key employment parks, the County's town centres and Broughton Shopping Park. The economic focus of the County is located along the key roads which are the A548, A494 and the A55 and generally located to the East of the County near the border with England. This spatial pattern is no co-incidence given the important cross border economic activity between England and Wales which is of fundamental importance to Flintshire communities and businesses. This spatial make-up of the County reflects the growth triangle or hub concept embodied within the Wales Spatial Plan.
- 2.4 The County is one of great variation in terms of its landscape and environment. The coastal strip in the north of the County is set against the backdrop of the Clwydian Range and Dee Valley AONB. The linear Clwydian Hills comprise a backbone along the western edge of the County bordering Denbighshire. The Dee Estuary and River Dee are of international wildlife importance and are an important recreational asset. This is also in an area of Flood risk and parts of the coastal strip still bear the legacy of the County's industrial past, with significant areas of contamination. In the Sealand area is one of the most important agricultural resources in Wales, with the presence of best and most versatile agricultural land. This is the land which is most productive which can best deliver future crops for food and non-food uses such as biomass, fibres and pharmaceuticals.



- 2.5 In 2001 Flintshire had a recorded population of 148,600. By 2011 the population had increased to 152,500 a modest increase of 2.6%. It is projected by Welsh Government that by 2030 the population may reach 157,553 (3.2% increase). The County has a large and growing elderly population as evidenced by Census data. In 2011 the ratio of older people per 100 people of working age who have dependents was 32.7. This is high compared to the UK average and is a significant factor that is projected to increase by 2039 when 29.2% of the population could be over 65 and 6.6% over the age of 85. People are benefiting from significant improvements in community and personal health and are living longer. An elderly population has many benefits however there is a need to maintain a healthy balance between those of working age and those who are retired. A growing elderly population will continue to place pressure on existing infrastructure, services and facilities within the County.
- 2.6 The challenge of meeting the needs of the elderly together with wider community needs in the County is made difficult by the spatial distribution of towns and villages and the clear lack of a single dominating County town. This means that service and facility provision has to be distributed across the County in several key towns and villages. This continues to present challenges for service providers and for the local communities reliant upon these services. It is not surprising that given the semi-rural character of the County and the distances people are expected to travel to access employment and services that there is a high proportion of Flintshire households reliant upon private transport. There are benefits from maintaining a balanced community and at the present time it is clear that the challenge is posed by a growing elderly population and a smaller proportion of people of working age.

Economy

- 2.7 Flintshire has developed as a major economic centre where manufacturing remains at the heart of the local economy, providing 34% of all jobs (UK is 13%). This is contrary to the national trend which is showing the manufacturing sector contracting. High value manufacturing is central to the economy with aerospace, automotive components, specialty chemicals, food and paper and packaging. Airbus UK plant at Broughton now employs 7,000 people and is understood to be the largest manufacturing plant in the UK. This facility is an internationally important site which is a key mainstay of the local economy. The UPM Kymenne paper plant at Shotton supplies 25% of the UK demand for newsprint and is located alongside the Toyota UK engine plant, which is a European Centre of Excellence.
- 2.8 Flintshire is also home to a growing IT and financial services sector, with moneysupermarket.com and Unilever's Global IT Service Centre both located at St Davids Park, Ewloe and DARA (Defence Avionics Repairs Agency) at Sealand. Sustainable energy generation is becoming a more significant part of the local economy with the Port Of Mostyn, accommodating an offshore wind servicing and support centre.
- 2.9 An example of the economic activity in the Flintshire area is that the 2011 Census recorded significant cross broader commuter flows amounting to one million journeys per month. Significant daily flows are estimated to be 24,000

people coming in to work in North Wales to Chester and Cheshire to Merseyside and to Greater Manchester and 20,000 commuting from North Wales / Flintshire to work outside of the County.

Settlement Pattern

- 2.10 Flintshire has several key towns and these are generally located in the South and East of the County e.g. Buckley, Connahs Quay, Mold, Queensferry, Shotton, and Saltney. The Deeside area is a clustering of several settlements and industrial areas which form the economic hub of Flintshire which is recognised in the Wales Spatial Plan as forming part of a growth triangle with Chester and Wrexham. Outside of these areas are the closely related albeit individually distinctive towns of Mold, Buckley and Flint. In the rural north is the historic market town of Holywell which plays an important role for a wider rural area. Despite diagram 4 illustrating that two thirds of the population are within the growth triangle, there is no single dominant settlement. The County therefore contrasts sharply with Chester and Wrexham. The majority of the County is rural in character with a large number and range of villages from small hamlets to larger villages. Flintshire's surrounding natural environment provides an attractive rural setting in relative close proximity to key economic centres both within and beyond the County.

Policy Context

- 2.11 The Plan has been prepared in the context of a wide range of plans, programmes and strategies ranging through international, national, regional and local. The 'Documents and Evidence' Section on the LDP pages on the Council website references a large number of documents. The key documents are summarised below.

People, Places, Futures – The Wales Spatial Plan (2004) and 2008 update

- 2.12 In the Wales Spatial Plan (WSP) Flintshire forms part of the North East Wales – Border and Coast region. It identifies Deeside as a Primary Key Settlement within the Wrexham, Deeside and Chester hub. Deeside and Flint are identified as Key Regeneration Areas and the Deeside Industrial Estate is shown as a Key Business Sector Area.
- 2.13 The WSP recognises that for Flintshire, Wrexham and Denbighshire, the national connectivity linkages to the wider area of Chester and West Cheshire are crucial. This strategic hub area also includes Broughton and extends to Ellesmere Port. Whilst these centres in the hub have different characteristics, in combination they bring strength to the cross border region. For example in Flintshire the aerospace and automotive manufacturing enterprises are of local, national and international significance. The key elements of the vision for North East Wales are:

- Strengthening key hubs as a focus for investment in future employment, housing, retail, leisure and services.
- Developing sustainable accessibility between hubs, coastal and border towns and rural parts of the area.
- Improving the quality and diversity of the economy, with a focus on high quality manufacturing and services, including a high quality year round tourism sector.
- Developing, in a focussed and strategic manner, the skills and education of the current and potential workforce.
- Promoting sustainable development, which is at the heart of the strategy, in part driven by the wealth of natural and built heritage within the area.

2.14 Part of the WSP strategy focuses on improving the wellbeing of communities through social, physical and economic improvements. For Flintshire identified regeneration settlements include communities in Flint, Holywell, Mold, Shotton, Mostyn, Ffynnongroyw and Gronant.

Planning Policy Wales (Edition 9 November 2016)

- 2.15 National Planning Policy regarding the preparation of Local Development Plans (LDP's) is contained in Planning Policy Wales (PPW). PPW amongst other things requires LDP's to show how places are expected to change in land use terms to facilitate development needs over the plan period 2015 – 2030.
- 2.16 Flintshire County Council must prepare a LDP as part of carrying out sustainable development in accordance with the Well-being of Future Generations (Wales) Act 2015. This is to ensure that the development and use of land contribute to improving the economic, social, environmental and cultural well-being of Wales.
- 2.17 Further national planning policy requirements relating to planning for sustainability is set out in Chapter 4 of PPW. LDP's should reflect the policy objectives of the WSP and have regard to both urban and rural areas in securing a sustainable settlement pattern. In devising a settlement strategy consideration should be given to the extent to which the LDP strategy and new development is consistent with minimising the need to travel and increasing accessibility by modes other than the private car.

Flintshire Improvement Plan 2012 – 2017

- 2.18 The Plan, which is presently under review, sets out three priorities with the Council's partners at County level and eight priorities for the Council itself. The latter are accompanied by detailed sub priorities for action. Some of these may have direct land use implications for the LDP for example:-
- Facilitating the creation of jobs and strengthening town centres
 - Providing appropriate and affordable homes

- Protecting our local environment through sustainable development and environmental management.

Assessment of Local Well-being for Flintshire 2017

2.19 The Well-Being of Future Generations Act (Wales) 2015 is a new piece of legislation which aims to further improve the social, economic, environmental and cultural well-being of Wales now and for the longer term. The Act is underpinned by seven 'well-being' goals i.e. a prosperous Wales, a resilient Wales, a healthier Wales, a more equal Wales, a Wales of cohesive communities, a Wales of vibrant culture and thriving Welsh Language and a globally responsible Wales. In April 2016 the Flintshire Public Service Board was set up (to replace the Local Service Board) to ensure a continued collaborative and partnership working approach. The Council has published a series of Area Profiles whereby the County was split into seven distinct geographic community areas and a range of information provided for each. The Council has also published its Assessment of Well-being in the form of a full document and summary document.

West Cheshire – North East Wales Sub Regional Spatial Strategy 2006

2.20 This document sought to look beyond local authority or national boundaries, by defining a sub-regional approach to North East Wales and West Cheshire. The Strategy informed the Flintshire UDP and had a close symmetry with the Wales Spatial Plan. Although the document is somewhat dated, many of the principles as summarised below are still relevant in providing a context for the LDP:

- Create a clear identity for the sub-region whilst safeguarding the distinctive characteristics within it;
- Strengthen existing settlements and communities and help combat social exclusion;
- Ensure that the essential infrastructure and the community facilities required to support and complement new developments are provided;
- Reduce the need to travel within the sub-region through the careful location of housing, employment, and retail;
- Enhance the external competitiveness of the sub-region by building on existing successes and identifying future opportunities to widen the economic base;
- Further develop the skills base of the labour force;
- Take proactive steps to improve the environment through the redevelopment of brownfield sites and major environmental improvements along the Dee Estuary;
- Protect and enhance the environmental assets of the sub-region, including the natural, built and coastal environments;
- Promote and develop an integrated transport system for the sub-region, and connecting into the wider area, with an important role for public transport;

- Give attention to rural regeneration where this is needed.

The Deeside Plan 2017

- 2.21 Deeside is a major contributor to the economic prosperity of Flintshire and is one of the most important employment hubs in North Wales. The Deeside Plan articulates how the growth ambitions for North Wales and for the Mersey Dee area can be realised and how they can be harnessed for the greatest benefit for local people.
- 2.22 New roads are being constructed to open access onto the Northern Gateway, one of the largest development sites in the UK. Furthermore Welsh Government is working closely with the council to plan and improve the transport network in and around Deeside will need sustained action with a long term focus from across different sectors and all levels of government. The Deeside Plan therefore provides an overarching framework to guide this action over the next thirty years.
- 2.23 The underlying objectives of the Deeside Plan are contained within five core themes of economic growth, transport, housing, skills and employment and environment. Outlined below are some of the key objectives from each core theme.
- Reinforce Deeside's role as a major economic driver for the Northern Powerhouse.
 - Use transport infrastructure investments to unlock further economic growth opportunities.
 - Ensure that future planning frameworks facilitate growth, drive innovation and provide for supporting housing and infrastructure.
 - Increase and maintain skill levels of workforce to meet evolving industry needs and facilitate progression.
 - Support delivery of a mix of uses to enhance the function and viability of the Deeside high street areas.

Flintshire Regeneration Strategy 2011

- 2.24 The Council has a Regeneration Strategy for the period 2009 to 2020. The Strategy is based on three strategic objectives which are:
- A competitive Flintshire - To develop a sustainable, world class, modern economy, based on business enterprise and a highly motivated, well trained workforce supported by modern technology, which maximises the County's physical and human assets.
 - Sustainable Communities - Strengthen the rural economy through encouraging diversification and revitalise towns by developing them as

successful local centres, each with their own distinctive character which complement each other and the wider retail offer across the County and neighbouring Counties.

- Employment and Skills - Develop a range of initiatives aimed at local people who are suffering poverty, disadvantage and hardship. The most deprived communities will be helped to give them an equal opportunity of benefiting from the future economic success of Flintshire.

Wales Transport Strategy (Welsh Government 2008)

- 2.25 One Wales: Connecting The Nation sets out the Welsh Government's national strategy for transport. The fundamental goal is to promote sustainable transport networks that safeguard the environment while strengthening the economic and social life for the people of Wales. It sets out a number of high level outcomes together with the steps for their delivery. A good transport system can contribute to sustaining a vibrant economy as it is essential for many aspects of daily life. The strategy deals with the development of all modes of transport which includes the road network, railways, coaches and buses, air and water travel. In doing so it specifies the outcomes and strategic policies that link the Wales Spatial Plan and development of plans at the local level.
- 2.26 The national transport strategy identifies five key priorities where there is a need to make significant progress. These are:
- Reducing greenhouse gas emissions and other environmental impacts;
 - Improving public transport and better integration between modes;
 - Improving links and access between key settlements and sites across Wales and strategically important all Wales links;
 - Enhancing international connectivity; and
 - Increasing safety and security.

National Transport Finance Plan (Welsh Government 2015)

- 2.27 The first National Transport Plan was published in 2010 and expired in 2015. Following consultation on the new draft National Transport Plan the document was renamed as the National Transport Finance Plan and published in 2015.
- 2.28 The Plan is prepared in the light of the framework provided by the Wales Transport Strategy and identifies those schemes which will be delivered across the different areas of transport for which the Welsh Government is responsible for. The Plan's purpose is to:
- Provide the timescale for financing schemes undertaken by the Welsh Government
 - Provide the timescale for delivering these schemes and detail the estimated expenditure required to deliver the schemes
 - Identify the likely source of financing to allow delivery to take place

2.29 Schemes are a combination of “scheme specific “proposals and others where further investigatory or development work is required. Annex A of the plan sets out the delivery schedule for the schemes which fall into the following timescales:

- Within the five year period April 2015 to March 2020
- In the medium term (beyond April 2020)

2.30 The Welsh Government lead on the delivery of many of the schemes contained in the National Transport Finance Plan and the delivery schedule will be reviewed and updated as the delivery profile for specific schemes becomes clearer.

North Wales Joint Local Transport Plan 2015

2.31 The Local Transport Plan (LTP) has been jointly prepared by the six North Wales Local Authorities of Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd Council, Isle of Anglesey County Council and Wrexham County Borough Council. The Plan is a statutory document for transport in the region. The key issues which the LTP seeks to address for North Wales are:

- The ability of the strategic road and rail corridors to provide the necessary good connectivity, for people and freight, within North Wales, to the ports and to the rest of the UK to support the economy and jobs, including tourism;
- The lack of resilience of the road and rail networks to planned and unplanned events including extreme weather;
- The need for good access to and between the three Enterprise Zones in North Wales;
- The lack of viable and affordable alternatives to the car to access key employment sites and other services; and
- The need for good road links to/from the trunk road network into the rural areas to help retain the viability of local businesses and support the Welsh language and culture.

2.32 A detailed programme of schemes is included in the plan for the period 2015 – 2020 together with a framework for schemes until 2030. Some proposals are applicable across all the authorities whilst others are locally based. Whilst the LTP identifies issues and opportunities for all aspects of transport, the programme of schemes is confined to those which are within the Local Authorities remit and do not include for example schemes relating to the rail or trunk road network in North Wales. These aspects are dealt with by the National Transport Finance Plan.

Key Issues and Drivers

- 2.33 In drawing up the Preferred Strategy a number of issues have been identified which need to be addressed as the Plan is progressed. Each of the earlier Topic Papers (available on the Council's website) set out a number of issues and also the growing evidence base has resulted in further issues being identified. The key issues have been grouped under the general themes of sustainable development i.e. **enhancing community life, delivering growth and prosperity** and **safeguarding the environment**. Under each of the three themes are a number of 'headline' issues and each of these refers to a number of key issues or considerations. The issues were consulted upon as part of the Key Messages document and amendments have been made to a number of issues and these too can be inspected on the Council's website in the form of an amended Key Messages document. By grouping and identifying key issues under 'themes' and 'headline' issues, it begins to form the basis for addressing them through the subsequent formulation of objectives and policies. The issues are set out in Appendix 1.
- 2.34 The vision for the Plan, the issues and the objectives need to be read alongside the emerging evidence base in order to begin the process of devising a Plan Strategy which identifies the amount of growth for the Plan, the spatial distribution of that growth and the formulation of strategic policies and proposals. In conjunction with this is the need to review the lessons learned from the UDP. These key messages were consulted upon as part of the Key messages document and amendments have been made. The key messages emerging to date can be briefly summarised as follows:

Key Messages
The County is seen as an economic driver for the economy of the North East Wales sub – region alongside the West Cheshire and Chester sub-economy, as reflected in the designation of the Enterprise Zone
The job growth and economic development ambitions for the County should form the basis for identifying and delivering a supporting level of housing development
The 2011 based Welsh Government household projections underestimate future housing requirements as they are based on a period of economic downturn and should be used only as a starting point, alongside a range of other considerations
Whether and the extent to which the under-delivered housing over the UDP Plan period should feed into the new housing requirement figure
The County, in conjunction with Wrexham forms a self-contained local housing market area. Although there are key movements in the north east of the County with Chester (which has also been recognised as a self-contained local housing market area and capable of meeting its own housing needs in the

Inspector's Report on the Local Plan – Part One) the Plan needs to primarily provide for its own housing needs
The Wales Spatial Plan identifies a key triangle of growth comprising the Wrexham, Deeside and Chester area
The County has a number of market towns and a larger urban area focussed on the various settlements comprising Deeside, together with a wider rural hinterland
The County has extensive areas of brownfield land but this is generally located in and around the River Dee and Dee Estuary, in areas at risk of flooding and / or of international nature conservation importance and this is likely to result in the need for greenfield site allocations
The County has a range of physical and environmental constraints in the form of the AONB, Dee Estuary and areas at risk of flooding
The County has an ageing population with particular housing needs and a continuing need for affordable housing and the implications of such a trend longer term in ensuring a supply of skilled labour to meet the needs of modern employers
The need to assess the comments of the UDP Inspector who considered that the approach to defining settlement boundaries based on individual settlements rather than identifying urban areas was backward looking and also considered that the time was rapidly approaching whereby a fundamental review of open countryside and green barriers in parts of the County was needed.
The need for new development to be in the most sustainable locations and bring with it necessary infrastructure improvements
The need for new housing sites to be viable and deliverable in terms of contributing to housing land supply and other Plan objectives.
The need for some development in rural communities to help retain service provision

- 2.35 In summary, the County is a key gateway to Wales and an important part of a regional economic hub. The Plan needs to consolidate and build upon that economic role by providing for a level of economic growth that is aspirational but realistic. This needs to be supported by an appropriate amount of housing development which is appropriate in terms of location and type in order to support economic growth whilst at the same time providing for the housing needs of the County.
- 2.36 A strategic focus for the Plan is therefore the growth zone between Deeside, Wrexham and Chester, but this should not be at the expense of the remainder of the Plan area. The Plan needs to ensure that the benefits of economic growth are

distributed to sustainable settlements and locations throughout the County. Given that much of the County is rural the Plan must ensure that the economic and housing needs of rural areas are provided for in a sustainable and innovative manner.

3 The Growth Ambition

The Challenges Flintshire Faces

- 3.1 Flintshire's LDP Preferred Strategy has been prepared in the context of ensuring that, in a land use sense, environmental, social and economic change is managed sustainably and in the interests of the well-being of the communities of Flintshire, and the people in them. Looking forward to 2030, and in planning for the economic "Growth Ambition" of the Council, the key issues and challenges that need to be addressed through the Preferred Strategy and LDP as a whole, are set out below:

In Flintshire, we need to plan for:
The needs of a growing but ageing population with specific housing needs, and a general need for more affordable housing
The need to ensure a supply of diversely skilled labour to meet the job growth and economic ambitions of the County
A strong and prosperous economy, that acts as a driver and hub for the wider economic sub-region
Supporting infrastructure, including housing, to meet this growth ambition
A mix and type of housing to meet the range of needs and aspirations of communities
The need to locate development in the most sustainable locations, and for it to be viable and deliverable
The need for some development in rural communities to help retain community vitality
Development that is functional, well designed, reduces its carbon footprint, and mitigates and adapts to climate change
Sustainable and cohesive communities, recognising the role and function of our urban area, market towns, villages, and rural hamlets within the sustainable settlement hierarchy, and the relationships between them
Improved transport infrastructure and facilities which offer improved modal choice and accessibility to communities
The protection and enhancement of our natural, built, and historic environment, its character, quality and diversity, and local distinctiveness
Opportunities for the people in our communities to lead active, healthy, safe and secure lives

LDP Vision

- 3.2 The LDP vision plays an important role in defining the main purpose of the Plan and in doing so, sets the framework against which the Preferred Strategy and subsequent detailed policies are developed.
- 3.3 The vision distils the main priorities and drivers summarised above for Flintshire, as well as drawing on the priorities set by national policy and other relevant local strategies.
- 3.4 A draft vision supported by strategic objectives have already been the subject of community and stakeholder engagement and consultation via the Key Messages document in the Spring of 2016, and the feedback received from this has influenced the final vision and objectives presented below. These have also been the subject of the SA/SEA process.
- 3.5 The LDP's vision is:

“The LDP is about people and places. It seeks to achieve a sustainable and lasting balance which provides for the economic, social, and environmental needs of Flintshire and its residents, through realising its unique position as a regional gateway and area for economic investment, whilst protecting its strong historic and cultural heritage”.

LDP Strategic Objectives

- 3.6 A number of strategic objectives have been developed to translate the vision into a framework which defines the broad focus for the plan. The objectives are clear statements of intent which focus in on how the LDP vision will be delivered. Like the vision, they take the key challenges facing the County and align them with the three themes of sustainable development:

Strategic Objectives
Enhancing Community Life
Delivering Growth and Prosperity
Safeguarding the Environment

- 3.7 One of the key challenges of producing a sustainable Plan is to ensure that a reasonable balance is achieved between these elements of sustainability. This will need to minimise the potential conflicts that will arise from such a broad ranging set of Plan objectives. This process has been aided by consideration of the objectives via the SA/SEA process, the outcome of which has been used to refine the objectives and reduce the areas of potential conflict. The objectives will also form part of the basis for monitoring the implementation of the Plan, once adopted and operational.

3.8 The LDP Objectives are as follows:

Enhancing Community Life	
1.	Ensure communities have access to a mix of services and facilities, such as education and health, to allow community life to flourish, and meet the needs of particular groups such as the elderly
2.	Encourage the development of town and district centres as the focus for regeneration
3.	Promote a sustainable and safe transport system that reduces reliance on the car
4.	Facilitate the provision of necessary transport, utility and social / community infrastructure
5.	Facilitate the sustainable management of waste
6.	Protecting and supporting the Welsh Language
7.	Create places that are safe, accessible and encourage and support good health, well-being and equality
Delivering Growth and Prosperity	
8.	Facilitate growth and diversification of the local economy and an increase in skilled high value employment in key sectors
9.	Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region
10.	Redefine the role and function of Flintshire's town centres as vibrant destinations for shopping, leisure, culture, learning, business and transport
11.	Ensuring that Flintshire has the right amount, size, and type of new housing to support economic development and to meet a range of housing needs
12.	Ensure that housing development takes place in sustainable locations where sites are viable and deliverable and are supported by the necessary social, environmental and physical infrastructure
13.	Promote and enhance a diverse and sustainable rural economy
14.	Support the provision of sustainable tourism development
Safeguarding the Environment	
15.	Minimise the causes and impacts of climate change and pollution
16.	Conserve and enhance Flintshire's high quality environmental assets including landscape, cultural heritage and natural and built environments
17.	Maintain and enhance green infrastructure networks
18.	Promote good design that is locally distinct, innovative and sensitive to location
19.	Support the safeguarding and sustainable use of natural resources such as water and promote the development of brownfield land

Strategic Growth and Spatial Options Appraisal

- 3.9 A key part of plan making requires the consideration of different options in order to arrive at the most sustainable, preferred option. These options relate to determining the appropriate level of growth or development that the Plan should make provision for, as well as the most sustainable way to distribute this growth spatially, around the County. The outcome of this process is central to the Plan as it sets the context for identifying the amount of development land that is required, for housing and employment purposes, as well as the most appropriate or sustainable places to

identify this land. Whilst this is a matter of judgement, this has to be informed by the main purpose of the Plan, set by the vision and objectives above, as well as the context and evidence for the needs to be met.

- 3.10 In terms of growth options, these are informed by demographic trends and projections, as well as an assessment of the ability of the market and development industry to deliver the development that the Plan will make provision for. This is a judgement call as there are external influences that are beyond the control of the Plan or the Local Planning Authority. These influences include the economic conditions prevailing, availability of development finance, or the capacity of local and regional developers to respond to the provision made by the Plan, set against a sizeable local landbank as well as a significant amount of land being made available by Flintshire's neighbours, in England and Wales, at a similar point in time. The key is to ensure that growth is ultimately viable and deliverable.
- 3.11 In terms of the sustainable distribution of this growth, this has to go hand in hand with the appropriate level of growth, identifying a framework or hierarchy of sustainable settlements and the best way to use this hierarchy to locate the growth identified in the Plan. This is again based on the drivers that influence the vision and strategic objectives of the Plan, which focus on the needs of Flintshire's economy and communities, balanced against the need to respect and protect the environment and ensure the well-being of Flintshire's current and future generations.
- 3.12 Growth and spatial options have been developed and tested that are considered to be both realistic and sustainable. These have been the subject of engagement and consultation as part of the Strategic Options consultation carried out in late 2016. These options were presented with no preference identified by the Council for any particular option, instead presenting the key assumptions and evidence behind each, as well as highlighting 'pros and cons' for each, to give guidance on the factors that may be used to judge each option. The feedback from this consultation has been assessed and used to develop a consensus view to feedback into the Council's decision making process, to assist in selecting its preferred option.
- 3.13 Whilst the options appraisal presented here is a summary, further information is provided in a short background paper that expands on the method and considerations given to assessing the various options.

Assessment of Growth Options

- 3.14 A principal element of the Plan's strategy is to determine how much growth the Plan should make provision for, particularly in relation to housing. Local demographic, housing and economic information has been used to derive six different growth options, based on realistic and sustainable projection scenarios. The first of these options comprises the latest Welsh Government population and household projections (2011) for Flintshire, which the Council is required to use as a starting point for considering future growth.
- 3.15 That said, the latest Welsh Government household projections showed in general, and particularly for Flintshire, a low level of population and household growth given

their use of negative recession-based trend data, and were accompanied by Ministerial guidance advising authorities like Flintshire not to project recessionary trends forward throughout their plan periods. Whilst emerging updated Welsh Government projections (2014 based) indicate slightly higher household growth than the 2011 figures, this can easily be accommodated within the options generated for assessment.

- 3.16 The Council recognises that to simply rely on a relatively low level of projected household growth would not provide a sound basis to develop and support an employment led strategy for the LDP, triggered by the need for economic recovery and job growth, capitalising on Flintshire's location and role in the local and wider sub-regional economy. This is recognised through Flintshire's Enterprise Zone status, its pivotal role in both the North Wales Economic Ambition, as well as the ongoing cross-border collaborative ambition to highlight the growth opportunities in the wider Mersey Dee sub region, and the links and role they can play in supporting the Northern Powerhouse principle.
- 3.17 Similarly, evidence from Flintshire's Employment Land Study, carried out jointly with Wrexham, does not provide reasonable or positive assessments of employment land need or job growth to support Flintshire's economic status or ambition, again due to the sector based projections of need relating to the recessionary period, with commensurate flat or negative growth trends in key sectors. The strategy instead highlights key employment sites in Flintshire, which are central to the North Wales and Sub-regional Growth Ambitions, and focusses on ensuring their delivery through the Plan period, identifying the level of jobs that will be created and the level of housing needed to support that level of growth.
- 3.18 The six options that have been the subject of engagement and consultation are shown in the following table. Five are demographic based projections, where projected population growth is then converted into household growth, and then into dwellings. The options have been derived by varying key assumptions about migration levels and household formation rates. The sixth option is employment led and has been derived by projecting the population, households and dwellings required to produce a job growth ranging between 8,000 and 10,000 jobs. This range derives from follow up work (Flintshire Further Employment Growth Scenarios Assessment) relating to the Employment Land Study, where the likely job yield has been calculated from two key strategic employment sites that are part of Flintshire's sub-regional growth ambition and that the plan aims to ensure are delivered during the plan period. A separate Background Paper: Population and Household Projections is available which explains the projections in more detail.

LDP Strategic Growth Options

Growth Option	Explanation	Household Growth	Households To Dwellings	Annual Figure
Option 1 - 2011 based 10 year migration trend		3,600	3,750	250
Selected as it is the higher variant Welsh Government projection and therefore a starting point or baseline for comparison with other scenarios.				
Option 2 – 2014 based 15 year migration trend		4,650	4,800	320
Uses the same assumptions as in option 1 except uses 2014 population base and a longer 15 migration trend as recommended by the RTPI research and in line with the LDP plan period.				
Option 3 - 2014-based 15 year migration trend – 2008 headship rates		8,000	8,250	550
Uses the same assumptions as for option 2 except substituting the latest 2011 based household formation rates with the previous 2008 rates, which were rolled forward from the 2001 Census. This is to illustrate the over-exaggerated expectations around household formation (particular smaller households) embodied in the 2008 rates, that didn't materialise empirically and as expected when the rates were recalculated using 2011 Census data. This also assists in understanding how assumptions made about household formation and growth that informed the UDP housing requirement, did not materialise into demand.				
Option 4 – 2014 based 10 year highest migration trend		6,400	6,600	440
This option uses a 2014 population base and 2011 household formation rates but for migration, takes the highest level of net migration experienced in the past ten years, and projects forward at this level for the 15 year LDP plan period. This would be a radical change in the migration component of population change and difficult to maintain for the whole plan period, particular given the profile of migration over the preceding 15 years.				
Option 5 - 2014-based 10 year highest migration trend – 2008 headship rates		10,050	10,350	690
Uses the same assumptions as for option 4 except replacing the latest 2011 based household formation rates with the previous 2008 rates, rolled forward from the 2001 Census. This is to again illustrate (as per options 3 and 4) the significant and compounding impact on the outcome of using outdated and/or unachievable assumptions.				
Option 6 - Employment-led projection 8-10,000 new jobs		6,350-7,100	6,550 – 7,350	440 - 490
This is an employment-led projection where the projections model is essentially run in reverse. The target of 8-10,000 new jobs is derived from existing aspirations around the Enterprise Zone and the need to ensure key strategic employment sites (Northern Gateway and Warren Hall) deliver significant employment during the LDP plan period, as well as the wider Flintshire economy.				

The Strategic Options were the subject of an extensive engagement exercise involving Members, Town and Community Councils and Key Stakeholders with events facilitated by Planning Aid Wales. This culminated in a 6 week consultation exercise which ended on 9th December 2016. The intention of presenting a number of growth options was to illustrate the effects of using different data sets and assumptions in terms of the

resultant housing requirement figure. Whilst it is accepted that not all of the options are in themselves likely to result in a 'sound' Plan, they were presented as part of 'telling the story' of the Plan and to give interested parties the full range of growth options on which they could comment and make representations.

In looking at the growth options the engagement event feedback and consultation comments generally favoured Option 4 (2014 based 10 year highest migration 2008 headship rates – 6,600 dwellings / 440pa) and Option 6 (employment led projection 8,000-10,000 jobs – 6,550 to 7,350 dwellings / 440-490pa). Although feedback on the options is an important consideration, the assessment of options and identification of a preferred option needs to be based on the technical merits of each option and whether it would result in a sound plan. The following paragraphs set out a summary assessment of each option, with a fuller explanation in the accompanying Background Paper: Consideration of Strategic Options Consultation and Assessment of Options.

Summary Assessment of Growth Options

Option 1 – 2011 based 10 year migration trend [3,750 dwellings / 250pa]

This Option represents no more than a baseline position in that the Welsh Government has confirmed that the 2011 based household projections should be treated with caution as it is based on a period of economic recession, and therefore underestimates future housing need. Such a low dwelling requirement would do little to support the growth ambitions within the Plan and would perform poorly in delivering market and affordable housing. Option 1 would not result in a sound Plan and is discounted.

Option 2 – 2014 based 15 year migration trend [4,800 dwellings / 320pa]

This Option is similar to Option 1 with the only differences being an updated population base and a longer migration trend. It produces a slightly higher dwelling requirement than option 1 but this would not be an appropriate level of housing with which to deliver the Plan's economic ambitions and would not result in a sound Plan. Option 2 was also discounted.

Option 3 – 2014 based 15 year migration trend 2008 headship rates [8,250 dwellings / 550pa]

This Option is similar to Option 2 but uses 2008 headship (household formation) rates. It produces a much higher dwelling requirement figure because the 2008 headship rates have since been found to be outdated and unrealistic in that they were exaggerating actual household formation rates. It is not considered, even with the

improving local and national economy, that household formation rates are so dynamic so as to be able to respond and increase so quickly. Until further updated household formation rates are available, it is necessary and appropriate to use the most recent 2011 based headship rates. This Option is not considered to be based on credible and realistic evidence and it would not result in a sound Plan, as it overestimates housing need. Option 3 is discounted on this basis.

**Option 4 – 2014 based 10year highest migration trend
[6,600 dwellings / 440pa]**

This option is similar to Option 2 in that it uses a 2014 population base and a 2011 based headship rate but uses the highest level of in-migration from the last 10 years and projects this forward. It provides a corroboration of Option 6 which proposes two employment led growth scenarios, by setting out the increased migration necessary to achieve a level of housing growth that would support economic growth in order to enable job creation to occur. Option 4 was considered to have merit in supporting Option 6.

**Option 5 – 2014 based 10 yr highest migration trend 2008 headship rates
[10,350 dwellings / 690pa]**

This Option is similar to Option 4 except that it also uses the 2008 headship rates. The appropriateness of the 2008 headship rates is set out in Option 3 above and the over-exaggerated effect, combined with the increased levels of in-migration, results in an undeliverable level of housing considerably in excess of that arising from the employment growth led scenarios. Such a high level of growth is not considered to be realistic or sustainable and would not result in a sound Plan. Option 5 is discounted on account of its potential harm to sustainability.

**Option 6 – Employment Led Projection 8,000 – 10,000 jobs
[6,550-7,350 dwellings / 440-490pa]**

This option adopts a different approach by taking the findings of the Further Employment Growth Scenarios Assessment and the target of 8,000 – 10,000 jobs to be created for the County, focussing in particular on the strategic sites at Warren Hall and Northern Gateway, but also the general job targets associated with the Deeside Enterprise Zone. This was then converted into housing requirement of between 6,550 and 7,350 dwellings. The option is corroborated by Option 4 which sets out the demographic changes that would be needed to deliver this economic growth i.e. returning to more historical levels of in-migration. In the context of the economic growth aspirations for the County and sub-region Option 6 represents a sound approach to setting the Plan's housing requirement.

The demographic migration led housing requirement in Option 4 (6,600 units / 440pa) is broadly in line with the employment led projections in Option 6 (6,550-7,350). These two sources of evidence clearly present a direction of travel which underpins the Plan whereby there is a close link between housing and employment within the context of an

overall growth agenda. In setting the Plan's housing requirement figure it is important to show ambition in providing a level of housing which matches and supports economic growth aspirations. Option 6 has an upper and lower figure and it is considered that a mid-point of the two represents an ambitious yet realistic and sustainable level of growth. This results in a housing requirement figure of 6,950 or 463 per annum and on top of this a 10% flexibility would be applied which results in a total housing provision of 7,645 or 509 per annum. This level of housing provision is double that of the baseline position in Option 1.

Assessment of Spatial Options

Overview

- 3.19 A fundamental role of the Local Development Plan (LDP) is to consider the need for growth and development, and to make appropriate provision for this growth, in the most sustainable locations.
- 3.20 A number of growth options have been identified based on an objective assessment of 'need'. These involve a range of projection based scenarios as well as an employment led scenario. The growth options are presented as County wide options and it is necessary to consider how these growth options might be expressed 'spatially' i.e. how growth will be distributed across the County.
- 3.21 The Spatial Strategy is guided by the following:
- LDP Vision and Objectives;
 - Sustainability objectives identified in National Planning Policy;
 - the assessment of spatial options in the SA;
 - an understanding of the context for and development potential of the County including the Wales Spatial Plan, on-going work around the Mersey Dee Alliance and the North Wales Economic Ambition Board, and the earlier North East Wales West Cheshire Sub Regional Spatial Strategy which was developed as a non-statutory framework for greater cross-border co-operation and development between North East Wales and West Cheshire over the period 2006-2021;
 - Settlement Audits carried out in 2014/15 from which the Settlement Hierarchy is derived as set out in the Key Messages document.
- 3.22 There is also a limited supply of deliverable brownfield sites within or close to existing settlements. Many of these sites are located in areas of flood risk, suffer from contamination and are close to areas of international nature conservation protection. Although brownfield sites will be brought forward wherever possible, it will be necessary to bring forward greenfield sites on land adjoining existing settlements in the most sustainable locations to address the identified housing and employment land needs over the Plan period.

Key Messages Document and Settlement Categorisation

- 3.23 As part of the earlier Key Messages document the Council consulted upon and firmed up the vision for the Plan, the issues to be faced and the main objectives. The Key Messages document sought to ensure that the future direction for the Plan in terms of its progression to date, was soundly based and evidenced.
- 3.24 In particular, the Key Messages document introduced work undertaken in respect of settlement audits which involved some 80 plus settlements, ranging from main towns down to small hamlets, being assessed in terms of their services and

facilities and their role, character and accessibility. This in effect gives a realistic and practical measure of the sustainability of each settlement.

- 3.25 The settlement audits informed the development of a 10 tier banding based on the relative levels of key services and facilities. This was then used to inform the identification of a number of alternative methods of categorising settlements which were compared against the existing UDP approach. The settlement hierarchy options are explained in detailed in the Key Messages document and in brief were:

Settlement Hierarchy Options	
Option 1	The existing UDP approach
Option 1a	The existing UDP approach amended for certain settlements
Option 2	A five tier approach
Option 2a	A refined five tier approach amended to have regard to settlement relationships
Option 3	Urban areas
Option 4	Hybrid approach of option 3 and the lower three tiers of option 2a

- 3.26 Following consideration of representations and responses on the Key Messages document, the Council agreed that Option 2a (a 5 tier settlement hierarchy adjusted to have regard to settlement relationships) was the option which best reflected a flexible and sound basis to distribute growth. The Strategic Options main document (consulted on in Autumn 2016) sets out in section 8 an assessment of the settlement hierarchy options (previously published as part of the Key Messages consultation in Spring 2016) and the reasoning for the choice of Option 2a. Given that the spatial strategy for the Plan needs to embrace the principles of sustainable development, then both the settlement audits and the settlement categorisation are an important consideration in the identification of spatial options. The settlement hierarchy is presented below:

LDP Sustainable Settlement Hierarchy

A Refined Five Tier Approach to Settlement Categorisation & Defining Settlement Relationships

1. Main Service Centres

Settlements with a strategic role in delivery of services and facilities

Aston & Shotton	Connah's Quay	Holywell	Queensferry
Buckley	Flint	Mold	Saltney

2. Local Service Centres

Settlements with a local role in the delivery of services and facilities

Broughton	Garden City	Hawarden	Mynydd Isa
Ewloe	Greenfield	Hope, Caergwrle, Abermorddu & Cefn y Bedd	

3. Sustainable Village

Settlements which benefit from some services and facilities and are sustainably located

Alltami	Coed Talon / Pontybodkin	Mancot	Penyffordd / Penymynydd
Bagillt	Drury & Burntwood	Mostyn (Maes Pennant)	Sandycroft
Bretton	Ffynnongroyw	New Brighton	Sychdyn
Brynford	Gronant	Northop	Treuddyn
Caerwys	Higher Kinnerton	Northop Hall	
Carmel	Leeswood	Pentre	

4. Defined Village

Settlements which benefit from some facilities and facilities with which to sustain local needs

Cilcain	Nannerch	Rhydymwyn	Whitford
Flint Mountain	Pantymwyn	Nercwys	Ysceifiog
Gwernaffield	Pentre Halkyn	Trelawnyd	
Gwernymynydd	Pen-y-Ffordd	Trelogan & Berthengam	
Lixwm	Rhosesmor	Talacre	

5. Undefined Village

Settlements which have few or no services and facilities and which are not of a size or character to warrant a settlement boundary

Afonwen	Dobshell	Llanfynydd	Rhewl Mostyn
Cadole	Gorsedd	Pontblyddyn	Rhes-y-Cae
Cymau	Gwaenysgor	Halkyn	
Ffrith	Gwespyr	Llanasa	

Sustainable Settlement Pattern

- 3.27 Planning Policy Wales states that Development Plans should secure a sustainable settlement pattern which meets the needs of the economy, the environment and health. In relation to this the Key Messages document considered the main factors important in defining a sustainable settlement pattern, which includes locating development to reduce the need to travel by car by maximising accessibility to employment opportunities, services and facilities by walking, cycling and public transport. Development should be directed to existing urban areas which are well served by public transport, and which benefit from concentrations of jobs, facilities and services. It is also important to recognise within the context of delivering sustainable development, that there are differing priorities for urban and rural areas which also need to be reflected in the Preferred Strategy.

Spatial Options

- 3.28 An expanded comprehensive list of spatial options was first developed, and following an initial high level assessment was reduced to 5 realistic and potentially deliverable options which were presented for consideration during the Strategic Options consultation. A number of the initial spatial options were dismissed as being not in accordance with the guidance in PPW or considered not to be appropriate for the County and the rationale for this initial assessment can be found in Appendix 3 of the Strategic Options document. The remaining 5 options have been tested against the SA framework.
- 3.29 It was acknowledged that there could be potential to arrive at a Preferred Strategy that combined an element of more than one Option presented, or indeed an alternative option if identified through the consultation process.
- 3.30 The table on the next page provides an explanation of each of the spatial options as presented during the Strategic Options consultation. The approach to formulating and presenting the spatial options is set out in detail in the Strategic Options consultation document.

Spatial Options

Option 1 – Proportional Distribution

Description

Utilising the settlement hierarchy to allow for a proportional distribution of development based on sustainability principles

Spatial Expression / Settlements Affected

This option is based on the 5 tier settlement hierarchy

Option 2 – Focussed Urban Growth

Description

Directing all development to urban centres i.e. the upper two tiers of the settlement hierarchy

Spatial Expression / Settlements Affected

This option is based on the top 2 tiers of the 5 tier settlement hierarchy

Option 3 – Growth Area

Description

Development would be focused by directing all development based on a rigid definition of the growth area triangle embodied in the Wales Spatial Plan.

Spatial Expression / Settlements Affected

This option is based on delineating a boundary in map form which is based on the growth area triangle in the Wales Spatial Plan.

Option 4 – Hubs and Corridors, Settlements along Transport Routes

Description

Development would be distributed based on a strict interpretation of key road and rail transport hubs and routes.

Spatial Expression / Settlements Affected

This option is based on identifying the settlements at key strategic transport hubs and on corridors and would focus on both public transport and key roads.

Option 5 – Sustainable Distribution plus Refined Approach to Rural Settlements

Description

Development would be focused on the first three tiers of the settlement hierarchy, based on identifying the most sustainable settlements and sites. In the rural settlements a more refined policy approach would be developed to ensure that a more flexible approach is taken to bringing about and delivering local needs housing.

Spatial Expression / Settlements Affected

This option is based on the first three tiers of the settlement hierarchy

- 3.31 The Strategic Options consultation document identified the 'large' list of possible spatial options along with a short commentary as to which options were carried

forward into a 'small' list for more detailed assessment. Five spatial options were presented with each option comprising a description, list of settlements affected, pros and cons and a summary plus an illustrative map. The objective was to present a range of different options and to bring about engagement with stakeholders. In looking at the engagement feedback and consultation comments, the favoured option is Option 5 (Sustainable Distribution and Refined Approach to Rural Settlements) although there is some support for Option 4 Transport Hubs and Corridors. The following paragraphs set out a summary assessment of each option, with a fuller explanation in the accompanying Background Paper: Consideration of Strategic Options Consultation and Assessment of Options.

Summary Assessment of Spatial Options

Option 1 – Proportional Distribution

This option is similar to the UDP approach except that it uses the preferred 5 tier settlement hierarchy. In order to spread growth proportionately amongst settlements, based on the settlement hierarchy, it is necessary to have some form of numerical formula whether this be growth band, target, or minimum growth level.

The preferred 5 tier settlement hierarchy is far more robust than that used in the UDP, as it is based on an up to date settlement audit process whereby the position of a settlement in the hierarchy reflects its relative sustainability. The settlement hierarchy should be well placed to deliver a sustainable pattern of development. However, Option 1 functions on the basis of apportioning specific amounts of development to different tiers. It leads to the assumption every settlement must grow and can sustainably accommodate a specified level of growth. In practice this is simply not the case, as some settlements in a hierarchy are affected by particular constraints or designations. The Plan would be based on a 'planning by numbers' approach rather than sustainability. Growth would also be spread too thinly across the County.

Conclusion - In the context of a Plan where the evidence base is demonstrating a need for the strategy to be based on sustainability, Option 1 represents a rather dated, crude and regimented means of apportioning development across the County. It is not considered to be suitable basis on which to formulate the Plans spatial dimension. Option 1 is therefore discounted.

Option 2 – Focussed Urban Growth

This option directs all development to urban centres i.e. the upper two tiers of the settlement hierarchy (Main Service Centres and Local Services). It seeks to reflect the findings of the settlement audits whereby the top two tiers are generally the most sustainable settlements.

At first glance, focussing growth in upper two tiers, appears to be a sensible and sustainable way forward in that it concentrates growth in the most sustainable settlements. However, in practice it ignores the potential of the third tier i.e. sustainable villages and is not a County Wide option as it ignores the rural part of the County. Furthermore, given the number of tier 1 and 2 settlements, compared with the number of Sustainable Villages in the third tier, it is unclear whether all planned growth could be accommodated within the Main Service Centres and Local Service Centres. In recognising that some settlements are limited in their ability to sustainably accommodate development, due to physical, environmental, infrastructure or policy based constraints, increased pressure would be placed on the remaining settlements, possible resulting in 'overheating'.

Conclusion - Bearing in mind that a key principle in identifying the preferred spatial option, is to ensure flexibility to withstand subsequent changes, this option is far too 'rigid' and focussed to provide flexibility. Option 1 is not considered to provide a sustainable basis for the Plans Spatial Strategy and is discounted.

Option 3 – Growth Area

This option focusses development based on a rigid definition of the growth area triangle embodied in the Wales Spatial Plan. All settlements falling within the growth triangle would be treated the same, irrespective of their position in the settlement hierarchy. The option benefits from being based on the growth triangle / hub concept from the Wales Spatial Plan and appears to tie in well with the various regional and national growth agenda's and designations.

The Option assumes that all settlements in the growth area are able to support growth. Focussing all growth into one part of the County could place too much pressure on certain settlements, especially given that some settlements are affected by infrastructure capacity or other constraints. It does not represent a County wide spatial strategy as it ignores all areas and settlements outside of the growth area. The option also treats all settlements the same, regardless of their position in the settlement hierarchy with the result that small rural settlements within the growth area would need to accommodate development, without having the services, facilities and infrastructure to support it. On balance, the Option is not considered to have sufficient merit to be the sole basis for the Plans spatial strategy, but could be a higher level consideration, in conjunction with the preferred option. In a similar manner to option 2 it is not considered to have sufficient flexibility to withstand changes as the Plan progresses, or to sustainably stand up on its own.

Conclusion - It is evident that a spatial strategy focused on the growth area in the

Wales Spatial Plan, has some merit. However, this option has a number of deficiencies in that it is not a strategy for the whole County and is too focussed and inflexible. Rather than being the basis for a spatial strategy, Option 3 is better being considered as a higher level consideration alongside the preferred option.

Option 4 – Hubs and Corridors

In this option development would be distributed based on key road and rail hubs and routes. All settlements located on key transport corridors or at key hubs would be treated the same, irrespective of their position in the settlement hierarchy. The option of focussing development in these settlements appears to be quite sensible but produces mixed results in that it is based on both key rail corridors as well as key road corridors.

The established pattern of settlements has not always evolved based solely on key transport routes and hubs. Some communities perceive that they have seen significant growth without accompanying investment in road and other transport infrastructure. Therefore, focussing growth on key transport corridors does not always target the most sustainable settlements. The Option has no regard to the settlement hierarchy so if a settlement lies on a key transport route then, under this option, it is suitable for growth. In reality, not all settlements along transport routes will have the necessary infrastructure, services or facilities to be able to sustainably accommodate development.

Similarly, there are settlements elsewhere in the County which have the capacity to sustainably accommodate growth, yet would be unable to do so under this Option as they do not lie on a key transport route or hub. As with Option 3, this Option is one that could be considered as a higher level consideration alongside the preferred spatial option. In this context the need for growth to be in settlements which have good accessibility to key road and rail corridors and hubs, as well as public transport more generally, is a sound planning consideration that should be applied as part of any preferred spatial option.

Conclusion - Identifying a spatial strategy which has regard to key transport corridors and hubs clearly has merit. However, this option has a number of deficiencies in that it is not a strategy for the whole County, does not have regard to the settlement pattern on the ground, and is too focussed and inflexible. Rather than being the basis for a spatial strategy Option 4 is more appropriately considered as a higher level consideration alongside the preferred option.

Option 5 – Sustainable Distribution plus Refined Approach to Rural

Settlements

In this option development would be focussed on the top three tiers of the settlement hierarchy i.e. Main Service Centres, Local Service Centres and Sustainable Villages. In the lower two tiers a more refined and innovative approach will be developed to deliver local needs housing in sustainable rural settlements. The option is not based on numerical controls or parameters, but on the broad position within the settlement hierarchy and identifying the most sustainable settlements.

This option is based on the Settlement Audits sustainability information which informs the settlement hierarchy. It identifies the most sustainable settlements to accommodate growth, rather than relying on numerical means of apportionment. It is therefore a 'tailored' and 'sensitive' approach which has regard to the particular characteristics of each settlement. It is also a sensible approach whereby it focuses growth in the top tiers of the settlement hierarchy i.e. those tiers of settlements that are considered to be sustainable settlements. Most of the settlements in the upper three tiers are either well placed to be accessible to key transport routes and hubs and also employment opportunities, or perform the role of acting as service centres for a rural areas. The option therefore sits comfortably with the 'higher level considerations' of the growth area in Option 3 and transport corridors and nodes in Option 4.

Furthermore, it recognises the smaller settlements in the rural part of the County (the lower two tiers of the settlement hierarchy) by seeking to take a more innovative approach to rural settlements than that adopted in the UDP in order to deliver local needs affordable housing through enabling some market development. Option 5 is also flexible in that it has the potential to withstand change as the Plan Progresses e.g. a need to identify additional allocations at examination or significantly revised Welsh Government forecasts.

Conclusion – Option 5 is considered to represent a logical yet flexible approach to distributing growth by focussing on the most sustainable settlements based on the first three tiers of the settlement hierarchy and recognising the need for a more innovative approach to rural settlements.

- 3.48 As part of the consultation feedback, a number of alternative spatial strategies were put forward for consideration and each of these is assessed below:

Focus on Smaller Villages - Development should be focused in smaller villages and not towns – The evidence which informed the settlement hierarchy demonstrates that generally speaking the smaller rural settlements are the least sustainable settlements as they have fewer services and facilities and often have limited or no public transport which means that residents are essentially car dependent. A spatial strategy which seeks to direct most development to such villages would not represent a sustainable approach and would be unlikely to be found to be sound.

New Town – this was assessed as part of the ‘large’ list of possible spatial options but was not considered to have sufficient merit to be short listed for further consideration. PPW adopts a cautionary stance towards new settlements advising that they will rarely be justified in Wales. A new town would not assist in the Plan seeking to achieve a 5 year housing land supply due to the lead in and construction timescales for a new settlement and the quantum of need is not sufficient to warrant such an approach.

Brownfield Sites – It is noted that PPW supports the preferential use of brownfield land but also that not all brownfield is suitable for development. However, the Plan also recognises that much of the brownfield land in Flintshire is constrained by flood risk, contamination or ecological issues. Whilst the Plan will seek to allocate suitable and appropriate brownfield sites, it would be wholly inappropriate to have a spatial strategy based on brownfield land. The issue of brownfield land is a general principle to be applied throughout the Plan’s preparation, rather than a spatial strategy in its own right. Furthermore, a policy of requiring the development of brownfield sites ahead of green field sites would not assist in achieving a 5 year housing land supply.

- 3.49 Option 5 is considered to be the most ‘well rounded’ spatial option in that it is based on a soundly evidenced settlement hierarchy and seeks to direct growth to the most sustainable settlements whilst not ignoring the needs of rural areas. Rather than being based on numerical or mechanical means to apportion growth it seeks to take a more informed approach to each settlement, utilising information in the settlement audits, to identify which settlements are sustainably able to accommodate development. The broad scale of development would be based on the position of a settlement within the settlement hierarchy and based on the particular characteristics of settlements as well as the availability of sustainable sites. Option 5 is therefore considered to represent the most suitable spatial option with which to formulate the Plans Spatial Strategy.

4. The Preferred Strategy

4.1 Sections 2 and 3 have provided the strategic context and growth ambition and an outline of the Council's Preferred Growth and Spatial Strategy for the Local Development Plan over the period 2015 – 2030. The key components of the LDP Preferred Strategy therefore comprise:

- Provision for 7,645 new homes to deliver a requirement of 6,950;
- Provision of opportunities to deliver 8 -10,000 jobs in the County;
- Provision of 223 ha of employment land; and
- Application of Spatial Option 5 – Sustainable Distribution plus Refined Approach to Rural Settlements:
 - Concentration of development in the following sustainable locations - **Main Service Centres** and the **Key Strategic Sites** of Northern Gateway and Warren Hall (Broughton); **Local Service Centres**; and **Sustainable Villages** - in accordance with the settlement hierarchy and Sustainability Appraisal;
 - Delivering development in a sensitive needs driven sustainable manner in the **Defined and Undefined Villages**;

4.2 The Key Diagram below helps to demonstrate the Council's Preferred Strategy

[INSERT KEY DIAGRAM]

Strategic Policies

4.3 Following the summary of the preferred strategy as set out above, the following four sections set out the Strategic Policies which form the framework for implementing and delivering the Council's Preferred Strategy. The Strategic Policies that follow, are logically grouped according to the three elements of Sustainable Development - Community, Economy (which is further subdivided into employment growth and housing growth) and the Environment. The four sections of the Preferred Strategy that define the Council's Strategic Policies are therefore:

- **Creating Sustainable Places and Communities**
- **Supporting a Prosperous Economy**
- **Meeting Housing Needs**
- **Valuing the Environment**

4.4 It is inevitable that there will be a degree of overlap between the themes and policies; they need to be read in conjunction with one another in order to gain an understanding of the overall policy direction of the Plan. Each section highlights the relevant strategic policy, the reason justification for the policy and the summary table at the end of the strategic policies provides a link back to the relevant LDP objectives. An outline of how the Deposit Plan will respond with

further criteria or topic based policies where relevant is also included. The 'delivery and monitoring section' at the end of each policy will be developed as part of the Deposit Plan.

4.5 The Wellbeing of Future Generations (Wales) Act 2015, places a duty on all public bodies to 'carry out sustainable development' in order to achieve the Well Being goals of:

- A prosperous Wales;
- A resilient Wales;
- A healthier Wales;
- A more equal Wales;
- A Wales of cohesive communities;
- A Wales of vibrant culture and thriving Welsh Language; and
- A globally responsible Wales.

4.6 The LDP needs to link into these goals and provide a policy context that allows for the goals to be met. Each strategic policy is therefore referenced to these Wellbeing Goals which relate most to its purpose and implementation.

5. Creating Sustainable Places and Communities

Introduction

- 5.1 The creation of sustainable places is an important principle that underpins the strategy of the LDP. Sustainable places are created from a balance of environmentally friendly, economically vibrant, and socially inclusive characteristics, that aim to benefit not only current inhabitants but also future generations.
- 5.2 The aim of such places is that they:
- Meet the needs of all members of their community;
 - Provide access to opportunities;
 - Make available services, infrastructure, and support;
 - Provide a range of quality, affordable housing;
 - Are resilient and adaptable to change.
- 5.3 In seeking to create such places that are sustainable both now and into the future, it has to be acknowledged that some places have more potential than others to be sustainable. That is why the Plan has sought to identify and differentiate between the sustainability of places by developing its sustainable settlement hierarchy. This reflects Flintshire's historical and functional pattern of settlement and seeks to achieve more sustainable places in a number of ways. As such, in this section the Preferred Strategy:

- Directs the majority of development to places that already have good infrastructure, services and facilities, or where this capacity can be provided, specifically through policies:

STR1 Strategic Growth

STR2 The Location of Development

STR3 Strategic Sites

- This does not ignore the need for sensitive development in rural locations in order to maintain communities and their future cohesion, and meet locally specific needs for growth and development. This rural development strategy approach sits alongside the main focus for the spatial distribution of development, to the first three tiers of the settlement hierarchy.
- Ensures that all development is well designed and helps deliver more sustainable places, specifically through policies:

STR4 Principles of Sustainable Development and Design

STR5 Transport and accessibility

STR6 Services, Facilities, and Infrastructure

- 5.4 These policies are aimed at facilitating the delivery of all of the Plan's strategic objectives, whilst at the same time providing broad conformity with the range of Well-Being Goals.

STR1: Strategic Growth

In order to meet Flintshire's economic ambition between 2015 and 2030, the Plan will make provision for:

- i. 8,000 – 10,000 new jobs;
- ii. 223 hectares of employment land
- iii. 7,645 new homes to meet a housing requirement of 6,950.

The focus of this development will be at sustainable employment locations and in accordance with the sustainable settlement hierarchy and spatial distribution strategy.

Explanation

- 5.5 The Preferred Strategy of the LDP is focused on promoting and enhancing Flintshire's role as an economic hub and driver for growth both locally, regionally, and in a national context. The strategy is therefore deliberately employment-led, focused around the need to secure continued economic recovery and resilience following a severe period of economic recession and austerity. It is about taking control of the County's future prospects and economic destiny, by creating the conditions in a land use context, to allow for growth and investment to occur.
- 5.6 The Council has defined this economic ambition via an intention to create a significant level of new jobs over the plan period. This is based on Flintshire's strategic location and role as a sub-regional economic hub, the attractiveness of this to workers and investors, a wider recognition of the economic importance of Flintshire demonstrated for example by its Enterprise Zone status, and not least the availability of key strategic employment sites that need to be enabled to fulfil their potential.
- 5.7 Flintshire's economic aspirations are also important in the twin regional contexts that Flintshire sits between:
- Flintshire is key to the North Wales Economic Ambition being jointly promoted by all of the North Wales Local Authorities which seeks to deliver strategic sites and infrastructure, based around employment, housing, and sustainable transport;
 - Because of the economic role it fulfils with its neighbours in the North West of England, as part of the Mersey Dee Alliance, Flintshire is committed to ensuring that it can and should play its part in attracting strategic infrastructure funding and investment to support the mutual ambition being expressed.
- 5.8 The level of job growth therefore drives the strategy and sets the context for determining the housing requirement in the Plan. This is a robust and sensible approach for two reasons: firstly the provision of houses, whilst meeting a need for homes per se, is part of the infrastructure required to support and facilitate the achievement of economic growth; secondly, reliance on Welsh Government household projections to set a housing led strategy would fall short of providing

the necessary homes to support the economic growth target. This is because the projected trends are low for Flintshire, based as they are on a recessionary period, and do not reflect a sufficiently positive intent over the plan period.

- 5.9 The ambition reflected in this strategic approach is also intended to be deliverable. Whether through the evidence gained from the Employment Land Review, or the development of a sustainable settlement hierarchy, the Plan aims to recognise the role Flintshire’s urban and rural areas can play in delivering this strategy. This will also require a partnership approach between the Council, Government, infrastructure providers, developers and investors, and communities to allow this to happen.

Policy Context

LDP Objectives	<p>8. Facilitate growth and diversification of the local economy and an increase in skilled high value employment in key sectors</p> <p>9. Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region</p> <p>11. Ensuring that Flintshire has the right amount, size, and type of housing to support economic development and to meet a range of housing needs</p> <p>12. Ensure that housing development takes place in sustainable locations where sites are viable and deliverable and are supported by the necessary social, environmental and physical infrastructure.</p>
PPW	<p>Paras 9.2 Development plans and new housing</p> <p>Paras 7.5 Development plans and the economy</p>
Well Being Goals	<p>A prosperous Wales</p> <p>A resilient Wales</p>
Key Evidence	<p>PPW</p> <p>Flintshire and Wrexham Employment Land Review</p> <p>Flintshire Further Employment Growth Scenarios Assessment</p> <p>Population and Household Growth Projections Background Paper</p> <p>Topic Paper 10 – Population, Household Growth and Housing</p> <p>Topic Paper 7 – Spatial Strategy</p>
Monitoring	<p>The following indicators will be used to monitor policy effectiveness:</p> <p>tbc</p>
Detailed Policies	<p>Housing allocations</p> <p>Employment allocations</p> <p>Development zones and principal employment areas</p>

STR2: The Location of Development

New development will be directed to the following locations:

- i. Allocated Sites;
- ii. Principal Employment Areas;
- iii. Sustainable settlements based on the first three tiers of the settlement hierarchy, as detailed in the attached table:
 - a. **Main Service Centres** will be the main locations for new housing development which reinforces and contributes to sustainable settlements. Provision will include:
 - i. Allocations
 - ii. Windfall market housing
 - iii. Affordable housing on sites above an area / units threshold
 - b. **Local Service Centres** will be the locations for more modest levels of new housing development. Provision will include:
 - i. Allocations
 - ii. Windfall market housing
 - iii. Affordable housing on sites above an area / units threshold
 - iv. Small Scale Rural Exceptions Schemes for Affordable Housing adjoining settlement boundaries
 - c. **Sustainable Villages** will be the locations for housing development related to the scale, character and role of the settlement. Provision will include:
 - i. Allocations
 - ii. Windfall market housing
 - iii. Affordable housing on sites above an area / units threshold
 - iv. Small Scale Rural Exceptions Schemes for Affordable Housing

In Defined Villages housing development will only be permitted adjoining settlement boundaries related to the scale, character and role of the settlement and which delivers local needs affordable housing. Provision will include:

- i. Windfall market housing (only when essential to delivering affordable housing)
- ii. Local needs affordable housing
- iii. Small Scale Rural Exceptions Schemes for Affordable Housing

In Undefined villages housing development will be limited to small scale and sensitive infill development or rounding off where local needs affordable housing is provided.

Settlement Tier	Main Service Centres	Local Service Centres	Sustainable Settlements	Defined Villages	Undefined Villages
Description	Settlements with a strategic role in delivery of services and facilities	Settlements with a local role in the delivery of services and facilities	Settlements which benefit from some services and facilities and are sustainably located	Settlements which benefit from some facilities and facilities with which to sustain local needs	Settlements which have few or no services and facilities and which are not of a size or character to warrant a settlement boundary
Settlements	Aston & Shotton Buckley Connah's Quay Flint Holywell Mold Queensferry Saltney	Broughton Ewloe Garden City Greenfield Hawarden HCAC Mynydd Isa	Alltami Bagillt Bretton Brynford (Calcoed & Dolphin) Caerwys Carmel Coed Talon / Pontybodkin Drury & Burntwood Ffynnongroyw Gronant Higher Kinnerton Leeswood Mancot Mostyn (Maes Pennant) New Brighton Northop Northop Hall Pentre Penyffordd / Penymynydd Sandycroft Sychdyn Treuddyn	Cilcain Flint Mountain Gwernaffield Gwernymynydd Lixwm Nannerch Nercwys Pantymwyn Pentre Halkyn Pen-y-Ffordd Rhosesmor Rhydymwyn Talacre Trelawnyd Trelogan & Berthengam Whitford Ysceifiog	Afonwen Cadole Cymau Dobs Hill Ffrith Gorsedd Gwaenysgor Gwespyr Halkyn Llanasa Llanfynydd Pontblyddyn Rhes-y-Cae Rhewl Mostyn

Explanation

- 5.10 The Plan seeks to distribute development spatially across the County having regard to the Spatial Strategy outlined earlier. PPW emphasises the need for a settlement strategy to provide the basis for a spatial pattern of housing development, balancing social, economic and environmental needs. Most development will be directed to the top three tiers of the settlement hierarchy. In the remaining two tiers of the settlement hierarchy a more refined approach is taken towards providing for local needs based housing in rural areas. The spatial location of development will enable the Plan's strategy in terms of the amount of growth, to be realised in a sustainable manner.
- 5.11 A key element in providing for new development is the identification of allocations, and this includes housing, employment, retail, waste and minerals. In the case of housing, only those sites which are capable of accommodating 10 or more units will be allocated, as this ensures consistency with the Joint Housing Land Availability Study definition of large and small sites. In addition, the Plan identifies Principal Employment Areas which are based on existing employment development and where opportunities exist for further windfall development. With the exception of the strategic mixed use allocations at Warren Hall and Northern

Gateway, the remainder of the Plan's allocations will be identified in the Deposit Draft Plan.

- 5.12 The preferred spatial strategy for the Plan seeks to direct new development to the top three tiers of the settlement hierarchy through a sustainable distribution of development. It is these settlements which are evidenced as being the most sustainable settlements in terms of the settlement audits i.e. size, form, character, role and level of services and facilities.
- 5.13 The Plan does not seek to apportion development spatially by the use of numerical or mechanistic methods relating to growth bands, rates, targets or quotas. Rather, the Plan seeks to distribute development in a sustainable manner having regard to the settlement hierarchy and by identifying the most sustainable settlements and sites. The Plan intentionally avoids creating a perception that every settlement in every tier must contribute towards growth through having a housing allocation. Instead, the Plan looks at each settlement on its merits to determine whether it is able to sustainably accommodate an allocation. The Main Service Centres will be the main locations for growth whereas Local Service Centres will be the location for more modest levels of growth. Sustainable Villages will be the location for housing development related to the scale, character and role of the settlement. The degree to which these three tiers interrelate is also important.
- 5.14 The policy provides broad guidance on the scale and type of development in each tier. All of the upper three tiers will provide for allocations, windfall market housing and affordable housing on sites above thresholds of units / area that will be set by policies in the Deposit Plan. In addition, Local Service Centres and Sustainable Settlements will also be potential locations for small scale rural exceptions schemes for affordable housing on the edge of defined settlement boundaries.
- 5.15 A more refined approach is taken towards the bottom two tiers of the settlement hierarchy, which are predominantly rural villages. In Defined Settlements new development will be related to meeting proven local needs for housing, whether on windfall sites within a settlement boundary or small scale rural exceptions schemes on the edge of defined settlement boundaries. However, in the case of windfall sites, scope exists for limited market housing where it is necessary to deliver local needs affordable housing. The additional flexibility arising from allowing market housing should help improve the viability of local needs affordable housing.
- 5.16 In Undefined Settlements new development will be limited to small scale infill development or rounding off where local needs affordable housing is provided. As these settlements do not have a defined settlement boundary the policy allows for both infill development and rounding off in the form of small scale development. In these lower tier settlements, development needs to be sensitively conceived and designed so as to meet local needs for affordable housing and to respect the character and appearance of the site and its surroundings.

5.17 The strategic policy will need to be read alongside STR1 Strategic Growth, STR3 Strategic Sites, STR7 Economic Development, Enterprise and Employment, STR8 Employment Land Provision, and STR11 Provision of Sustainable Housing Sites. It will also need to be supported by subsequent detailed policies addressing a range of policy issues and in particular housing development outside settlement boundaries in open countryside.

Policy Context

LDP Objectives	<p>8. Facilitate growth and diversification of the local economy and an increase in skilled high value employment in key sectors</p> <p>9. Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region</p> <p>11. Ensuring that Flintshire has the right amount, size, and type of housing to support economic development and to meet a range of housing needs</p> <p>12. Ensure that housing development takes place in sustainable locations where sites are viable and deliverable and are supported by the necessary social, environmental and physical infrastructure</p> <p>13. Promote and enhance a diverse and sustainable rural economy</p>
PPW	<p>Para 4.3/4.4 Sustainable development ‘principles’ and ‘objectives’</p> <p>Para 4.6 Priorities for urban and rural areas</p> <p>Para 4.7 Sustainable settlement strategy: locating new development</p> <p>Para 9.2 Development plans and new housing provision</p> <p>Ch 7 Economic Development</p> <p>Ch 10 Planning for Retail and Commercial Development</p>
Well Being Goals	<p>A prosperous Wales</p> <p>A resilient Wales</p>
Key Evidence	<p>PPW</p> <p>Topic Paper 7 – Spatial Strategy</p>
Monitoring	<p>The following indicators will be used to monitor policy effectiveness:</p> <p>tbc</p>
Detailed policies	<p>Settlement boundaries - Development inside and outside settlement boundaries</p> <p>Housing allocations and supporting policies</p> <p>Affordable Housing: Site area / units threshold and level of provision</p> <p>Infill development in small groups of houses in open countryside</p>

	Employment allocations and supporting policies Principal employment areas Retail Allocations
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STR3: Strategic Sites

The majority of new development in Flintshire during the Plan period will be provided by a combination of commitments and new sites located in accordance with to the sustainable settlement hierarchy. Two key strategic sites will make an important contribution to the overall provision for growth in Flintshire over the Plan period:

STR3A Northern Gateway Mixed Use Development Site: Employment, housing, commercial, community facilities:

- i. Approximately 1,300 new homes, including affordable
- ii. Approximately 100 hectares of B2/B8 employment land
- iii. Commercial development hub adjacent to A550
- iv. District Centre(s) to serve local convenience needs
- v. Strengthened and raised River Dee flood defences
- vi. Provision of internal road infrastructure
- vii. Provision of land and a contribution to extending Sealand CP School
- viii. Sustainable drainage/flood management solution
- ix. Sensitive re-use of John Summers Listed buildings and grounds

STR3B Warren Hall Mixed Use Development Site: Employment and housing:

- i. Approximately 300 new homes, including affordable
- ii. Approximately 35ha of B1 and high quality B2 employment land
- iii. Hotel and leisure 0.5ha
- iv. Local centre 0.5ha
- v. Strategic landscaping
- vi. Sustainable transport links with nearby settlements

Explanation

- 5.18 The settlement audit work which underpinned the settlement hierarchy reflects the geography of the County in that there are a large number of settlements ranging from smaller towns to small rural hamlets. The County is unlike many others in Wales as there is no single settlement which is dominant in terms of size and function. Instead there are towns and the urban areas of Deeside where a number of settlements are in close proximity to one another. The Candidate Sites have also, as a general rule, not brought forward suitable or acceptable strategic sites. The combination of geographical make up and Candidate Sites results in only two strategic sites being identified within the Preferred Strategy.

- 5.19 The relative lack of strategic sites, compared to other LDP's in Wales, should not necessarily be seen as a weakness. The experience of other large sites in Wales suggests they can be difficult to get off the ground and are not delivering development as anticipated. This can have a negative effect on securing and maintaining a 5 year housing land supply from adoption onwards. The adjoining LPA's of Wrexham and CWAC both have planned strategic urban extensions delivering the bulk of new housing in Wrexham and as part of the green belt release on the south western edge of Chester. Further afield, Denbighshire also has a large urban extension at Bodelwyddan. The bulk of the 'new allocations' or residual requirement element of the Plan's overall housing provision will therefore be delivered by a range of housing allocations from tens of units to several hundred units. This should enable sites to be delivered and ensure a 5 year housing land supply at adoption and through the Plan period.
- 5.20 The two strategic allocations in the Preferred Strategy are both sites where the principle of development has been secured through outline planning consents but where it is vital to revisit both sites in different ways to ensure that they come forward and contribute to the economic growth of the County and meet its housing needs. The Northern Gateway site is a mixed use strategic site at the heart of the Enterprise Zone and the Wales Spatial Plan Growth Triangle. The mix and quantum of development has changed since the allocation in the UDP because the two halves of the site are in separate ownership and are being promoted separately. It is considered that a fresh allocation as part of the Preferred Strategy for the LDP is required to promote the sites which will result in increased market confidence in the scheme, on the back of considerable public sector infrastructure investment.
- 5.21 The Warren Hall site has had planning permission for a business park for a number of years and has seen considerable public sector investment comprising junction improvements at the interchange of the A5104 and A55(T). The delivery of the site has been held up by the effects of the global recession and also the availability of sites elsewhere. However, the site is in a strategic location and is crucial in promoting economic growth over the Plan period. In order to improve the viability and deliverability of the development, the site is being re-presented as an allocation for mixed use development comprising employment and housing and it is considered that this will enable the delivery of the site.
- 5.22 The Northern Gateway site represents a large area of brownfield and under-utilised land adjacent to Deeside Industrial Park and Garden City. The site is located adjacent to the A494 Trunk Road and in close proximity to the Wrexham Bidston and North Wales Coast railways lines. It therefore sits at the heart of a sub-regional economic hub and at the Gateway to Flintshire and Wales. The site forms a key part of the Deeside area, being designated as an Enterprise Zone. The promotion of the site as a mixed use development enhances the sustainability credentials arising from its location.
- 5.23 The mixed use site provides for approximately 1,300 new homes and will include affordable housing. The site benefits from two outline permissions and is a

‘commitment’ but the 1,300 dwellings will be included as a strategic allocation within the housing balance, rather than as a commitment, in order to avoid double counting. In terms of employment land the site will deliver some 100ha of B2 and B8 employment land, which reflects the general nature of employment development in the locality and the fact that high quality employment land is available elsewhere in the County. In order to support the employment and housing development the scheme will provide a commercial hub and district centre adjacent to the A550. Land will also be provided along with a financial contribution to enable the provision of an extension to the existing primary school. Infrastructure investment has taken place by strengthening and raising the River Dee flood defences and internal access roads are also being delivered by Welsh Government. A sustainable drainage and flood management scheme will also be secured as part of the detailed design of the scheme.

5.24 The Warren Hall site is located on the south side of the A55(T) and Broughton and is located on the south side of the A5104 which runs between Chester and Penyffordd / Penymynydd. The site presently has outline planning consent for a 76,395 sqm business park comprising of B1 units as well as a hotel and leisure facilities. As part of this allocation the mix of land uses has been amended to also include housing development. The mixed use element will improve the viability and deliverability of the site. The employment element will still comprise B1 development and will need to be of high quality in terms of siting, form, design and materials which respects the setting of the site. Delivery of the scheme will need to be phased so that employment development is delivered in conjunction with the release of housing.

Policy Context

LDP Objectives	<p>8. Facilitate growth and diversification of the local economy and an increase in skilled high value employment in key sectors</p> <p>9. Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region</p> <p>10. Ensure that housing development takes place in sustainable locations where sites are viable and deliverable and are supported by the necessary social, environmental and physical infrastructure</p>
PPW	<p>Para 2.16.3 mixed use development</p> <p>Para 4.6.2 mixed use development</p> <p>Para 4.1.7 mixed use development</p> <p>Para 7.2.4 mixed use development</p> <p>Para 7.5.1 Development plans and the economy</p> <p>Para 8.6.2 mixed use development</p> <p>Para 9.1.2 mixed use development</p>
Well Being Goals	<p>A prosperous Wales</p> <p>A resilient Wales</p>

Key Evidence	<p>Flintshire and Wrexham Employment Land Review Study Flintshire Further Employment Growth Scenario Assessment PPW TAN23 Deeside Plan Topic Paper 7 – Spatial Strategy Topic Paper 8 – Economy and Employment Topic Paper 10 – Population, Household Growth and Housing Planning Permissions</p>
Monitoring of	<p>The following indicators will be used to monitor policy effectiveness: tbc</p>
Detailed Policies	<p>This strategic policy will need to be read alongside a broad range of detailed policies on relevant and specific issues.</p>

STR4: Principles of Sustainable Development and Design

To promote and create new sustainable places, all development will be designed to a high standard in line with the sustainable design principles and should achieve local distinctiveness, be inclusive and accessible, and mitigate and adapt to climate change.

To achieve this, all development should:

- i. Be designed to be adaptable, safe and accessible, to respond to climate change, and for housing, adapt to changing needs over time;
- ii. Respond to local context and character, respect and enhance the natural, built and historic environment, and be appropriate in scale, density, mix, and layout;
- iii. Be accessible and connected, allowing ease of movement;
- iv. Make the best use of land, materials and resources;
- v. Contribute to the well-being of communities, including safeguarding amenity, the public realm, provision of open space and recreation, landscaping and parking provision in residential contexts;
- vi. Incorporate new, and connect to existing green infrastructure, promoting biodiversity;
- vii. Incorporate where possible on-site energy efficiency and renewable energy generation;
- viii. Ensure there is capacity and availability of infrastructure to serve new development
- ix. Manage water and waste sustainably.

Explanation

Sustainable development is development that meets the needs of the present, without compromising the ability of future generations to meet their own needs. Sustainable development can be interpreted in many different ways, but the key principle is that development should seek to balance different, and often competing needs, against an awareness of environmental, social and economic limitations. The implications of not living within environmental limits can be seen with the increasing impacts of climate change and planning has a role to play in minimising and mitigating these impacts. Whilst the environment is a key factor, sustainable development is also about ensuring a strong, prosperous, healthy and fair society which meets the needs of all.

The LDP is subject to a statutory Sustainability Appraisal (SA). The purpose of the SA is to appraise the environmental, social and economic impacts of the LDP and to find ways to mitigate these to improve the Plan's overall sustainability. It is an on-going process carried out at various stages and looks at the overall plan strategy and

individual policies and proposals to ensure that these fit in with the principles of sustainable development. The SA also incorporates a Strategic Environment Assessment (SEA) which enables the LDP to be formally assessed in order to manage the impact on the environment.

It is therefore a fundamental principle that sustainable development should form the basis of planning policy. In a planning context Planning Policy Wales defines sustainable development as the process of improving the economic, social and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals. The Well Being of Future Generations (Wales) Act 2015 contains seven goals that public bodies must work towards and are integral to planning policies and decisions as it brings an enhanced duty for Local Planning Authorities. These goals are set out in para 4.5 and each LDP policy sets out which goals are relevant.

Taking into account sustainable development and the purposes of the Well-Being Goals, the LDP policies must ensure that development takes place in locations that are appropriate for its scale and nature, and that development is built to ensure positive economic, social, environmental and cultural outcomes. Development should be delivered in such a way that it provides a safe, attractive, cohesive and inclusive environment which is sustainable and minimises that impact on the environment, as well as mitigating the impacts of climate change.

This policy, and the more detailed policies that will follow in the Deposit Plan, are intended to ensure that development proposals can achieve positive economic, social, environmental and cultural outcomes, and can minimise adverse ones. They will form the basis of all planning decisions, and indicators will be developed as part of the Plan's monitoring framework to show the effectiveness of the policies.

It is important that people live in places which are attractive and distinctive, and incorporate the changing requirements of those living there. This means that high quality, well thought out and sustainable design which improves the environment and people's health and well-being is essential. This can be achieved by ensuring that new developments incorporate the principles of good design and sustainable development, and that the character of existing built development is conserved or enhanced. Development should and achieve high standards of design and layout, incorporating basic principles such as parking requirements, whilst supporting local distinctiveness, character and sense of place.

Flintshire contains many historic settlements and a rural landscape with a high quality built environment which it is important to protect. The LDP will contain detailed policies relating to the protection of heritage assets from loss and damage. These historic assets include listed buildings, conservation areas, archaeological sites, historic parks, gardens and landscapes, as well as unprotected assets which add character and significance to the County. The design of new development should reflect this and be of a good design which has regard to local distinctiveness and site context.

There are national targets for the production of energy from renewable sources which need to be met. In terms of resources and energy, development should seek to minimise the use of these, both in construction and afterwards, and should take into

consideration the embodied energy of materials. Site locations and layout should take into account such matters as solar gain and microclimate in order to reduce the energy needed for light and heating. In some instances it might be appropriate to install renewable energy technologies on a site which serve the development as a whole. In other cases, the incorporation of renewable energy technologies should be considered, and in all instances, development should seek to attain the highest level of energy efficiency possible.

Similarly, measures to reduce water use and to conserve water should be incorporated into new developments. It should also be ensured that developments do not increase run off and flooding, decrease water quality or affect water courses detrimentally. Development also requires infrastructure in the form of roads, community facilities, open space etc. and there can be infrastructure constraints which inhibit the scale and location of development. In order to meet the well-being and sustainable development goals it is important that new development is well served by infrastructure and the Deposit LDP will therefore contain policies which require the provision of new infrastructure.

Policy Context

LDP Objectives	<p>15. Minimise the causes and impacts of climate change and pollution</p> <p>16. Conserve and enhance Flintshire’s high quality environmental assets including landscape, cultural heritage and natural and built environment</p> <p>17. Maintain and enhance green infrastructure networks</p> <p>18. Promote good design that is locally distinct, innovative and sensitive to location</p> <p>19. Support the safeguarding and sustainable use of natural resources such as water and promote the development of brownfield land</p>
PPW	<p>Chapter 4 – Planning for Sustainability</p> <p>5.4.1 – Development Plans and the Conservation and Improvement of the Natural Heritage</p> <p>5.4.3 – Landscape features of major importance for wild flora and fauna</p> <p>5.4.4 & 5.4.5 – Conservation and enhancement of locally designated nature and landscape areas</p> <p>5.4.5 – Conservation and enhancement of all statutorily designated nature and landscape areas and sites</p> <p>5.4.5 – Areas of open space of conservation value</p> <p>Chapter 6 – The Historic Environment</p> <p>7.1.3 – Economic and employment growth</p> <p>8.1.1 – Transport and sustainable development</p>

	8.1.5 – WG objectives for transport planning 9.1.1 – housing
Well Being Goals	A globally responsible Wales A healthier Wales A Wales of cohesive communities A more equal Wales
Key Evidence	TAN12 Design
Monitoring	The following indicators will be used to monitor policy effectiveness: tbc
Detailed policies	General development requirements / considerations Design Landscaping Public art Advertisements Protection and provision of open space and outdoor recreation areas Housing density and mix Resource efficiency and renewable energy proposals Infrastructure and development proposals including community facilities Protection and enhancement of the historic environment and character including archaeology Protection and enhancement of nature conservation / landscape / biodiversity / green wedges

STR5: Transport and Accessibility

Sustainable economic growth and development can only be delivered by the maintenance and enhancement of an integrated, accessible, usable, safe and reliable transport network. The development of Flintshire's transport infrastructure therefore underpins the Council's economic ambition and in turn, informs the provision of a sustainable pattern of development. Where appropriate new development and associated transport infrastructure should therefore:

- i. Facilitate accessibility to employment, homes, services, and facilities by locating development in places with access to integrated transport infrastructure, thereby reducing the need to travel;
- ii. Promote the implementation of an integrated transport solution in Flintshire, involving road, rail, bus, park and ride / share and active travel improvements;
- iii. Promote road and rail improvements to support Flintshire's sub-regional role as a strategic gateway and hub;
- iv. Ensure that the local highway network either has, or can be upgraded, to provide capacity to accommodate sustainable levels of development;
- v. Facilitate improvements to the quality, attractiveness and availability of public transport options;
- vi. Provide walking and cycling routes, linking in with active travel networks;
- vii. Adopt a sustainable approach to the design, function and layout of new development, including providing appropriate levels of parking.
- viii. Support the movement of freight by rail or water

Explanation

Land use planning and development is closely linked with transport. The location of development can have a significant influence on transport choice in terms of the way in people go about their everyday lives. However, the historic pattern of development and the accompanying transport network and infrastructure is a given in that it cannot change so the Plan cannot start afresh, therefore it must work with what exists now, or is planned to happen during the Plan period. The role of the Plan is therefore to identify sustainable locations for new development and to control the siting, layout and design of development in order to work towards achieving an integrated and efficient transport system and pattern of land use.

The Plan is being prepared at a time of change with the focus on achieving growth and economic prosperity both at County level and at sub-regional and regional levels. Deeside has been designated as an Enterprise Zone and the County is involved in a number of economic growth initiatives including Northern Powerhouse, the Mersey Dee Alliance and Growth Track 360. A key part of the Enterprise Zone is the Northern Gateway Strategic Site and this is receiving transport infrastructure investment by Welsh Government along with a range of other transport improvements in the Deeside area to improve accessibility to employment. The sub-regional and regional initiatives recognise the need for investment in transport to help deliver continued economic growth. In the longer term Welsh Government has announced plans for a Metro system for North East Wales involving a network approach across a range of transport modes and projects.

The Preferred Strategy is being prepared against a backdrop of uncertainty over the outcome of the Welsh Government consultation on options for improving the A494(T) / A55(T) / A548 Deeside Corridor. In March 2017 Welsh Government consulted on options for a blue and red route. The blue route involves widening the A494 and A55 with junction improvements at Ewloe, and a range of associated improvements. The red route involves increased capacity along the existing A548 and a new road between the A55 and A548 and modifications / improvements to junctions. In responding to the WG consultation, the Council's clear preference is for the red route but with key improvements required along the blue route to the existing network.

The Deeside Plan, recently published by the Council, is useful in setting out a range of transport measures in the short, medium and long term. The Transport objectives for the Deeside area are to:

- Maximise benefits of regional transport infrastructure investment
- Use transport infrastructure investments to unlock economic growth opportunities
- Support modal shift from the private car to more sustainable means of movement
- Devise solutions to reduce congestion and ensure transport, economic growth and housing are considered in parallel
- Encourage active travel through green infrastructure corridors and investment in cycling and pedestrian infrastructure

Some of the key transport proposals in the Deeside Plan include:

- Deeside Parkway – development of a lorry park, new railway station and bus station to serve the northern part of DIP.
- Garden City – new bus interchange to serve Northern Gateway and southern part of DIP
- Shotton / Hawarden Bridge – improvements to railway stations
- DIP / Northern Gateway – shuttle bus services
- Wrexham – Bidston line – service improvements and light rail / tram service
- Active travel – pedestrian and cycling infrastructure improvements

The Deeside Plan provides further detail on each aspect of the key transport proposals and references the need for a forward looking transport solution which captures available funding opportunities and ensures that all transport interventions lead towards the central goal of an integrated transport system.

Most of these initiatives will and are being undertaken as transport schemes in the context that they can be delivered through other mechanisms and legislation and for instance are within adopted highways land. The role of the LDP is to identify those instances where there are schemes which require land to be safeguarded and protected to enable them to be delivered during the Plan period. At present there are no projects, or where projects have not progressed in terms of sufficient detail, to be certain at this stage whether they would require safeguarding as part of this strategic policy. As projects are developed further, those which do require provision to be made for them through a safeguarding policy will be added as part of the Plan's detailed policies. An important consideration is Broughton where further assessment is needed to examine how junction 36a can be upgraded, or other options investigated, to improve access to the settlement, the shopping park and Airbus

The focus on Deeside in the commentary above is not to divert attention away from the rest of the County. Rather, it reflects the fact that it is Deeside which has the most challenging transport issues whereby the performance of strategic through routes is being affected by congestion which is hampering journey to work times. It also reflects the fact that schemes and projects are being drawn up in the Deeside area as part of existing and emerging economic initiatives. Transport interventions and schemes throughout the County are set out in the North Wales Joint Local Transport Plan 2015.

In the rural part of the County a key concern is that of social exclusion in terms of accessing services and facilities and employment, which can be difficult in the absence of a private car. This is particularly so in the context of continuing budget pressures for the Council and the impact on bus services. Although other transport initiatives are being pursued such as community based transport schemes, this emphasises the need for new development to be located in those rural settlements which are genuinely accessible by means other than the private car and which have the necessary services and facilities to sustain everyday needs.

The Council is also developing its Active Travel initiative. A network of walking and cycling routes has been identified proposals formulated to add missing links to or extend this network. These routes seek to improve linkages between homes and employment and facilities and services. New development will have a role to play in delivering some of these proposals.

The policy therefore sets out general transport principles to be considered both in preparing the Plan and subsequently in determining planning applications. The underlying principle is ensuring that both the Plan as a whole and individual planning allocations and decisions have regard to the goal of an integrated transport system and supported by improvements to the highways and transport infrastructure. The strategic policy will be supplemented by detailed policies in the Deposit Plan.

Policy Context

LDP Objectives	<ol style="list-style-type: none"> 1. Ensure communities have access to a mix of services and facilities, such as education and health, to allow community life to flourish, and meet the needs of particular groups such as the elderly. 3. Promote a sustainable and safe transport system that reduces reliance on the car 4. Facilitate the provision of necessary transport, utility and social / community infrastructure 7. Create places that are safe, accessible and encourage and support good wealth, well-being and equality 8. Facilitate growth and diversification of the local economy and an increase in skilled high value employment in key sectors 9. Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region. 15. Minimise the causes and impacts of climate change and pollution
PPW	<p>Para 4.4 Objectives of sustainable development Para 4.7 sustainable development strategy: locating new development Para 8.2 Promoting active travel Para 8.3 supporting public transport Para 8.4 managing traffic and parking Para 8.5 Planning for roads, railways, airports, ports and inland waterways Para 8.6 Development plans and transport</p>
Well Being Goals	<p>A healthier Wales A Wales of cohesive communities A more equal Wales</p>
Key Evidence	<p>Welsh Government Transport Plan and Strategy Welsh Government Transport Strategy North Wales Joint Local Transport Plan 2015 Deeside Plan Topic Paper 16 – Transport Topic Paper 7 – Spatial Strategy FCC Active Travel</p>

Monitoring	The following indicators will be used to monitor policy effectiveness: tbc
Detailed policies	<ul style="list-style-type: none"> Accessibility Public Transport Parking provision and new development Airport safeguarding zone Rail freight Protection of disused railway lines Safeguarded transport schemes (road, rail, bus, walking / cycling) Mostyn Docks Telecommunications

STR6: Services, Facilities and Infrastructure

An essential element in planning for sustainable places is to ensure that the physical and social infrastructure exists, or can be provided, to ensure that when and where development occurs, it can be sustainably accommodated within communities.

Delivered through a combination of recognised infrastructure providers, public organisations, and private investment, new development will contribute to the provision of a range of key infrastructure, where necessary to mitigate the impacts of new development, comprising:

- i. Affordable housing;
- ii Open space and green infrastructure;
- iii Education facilities;
- iv) Highways, walking and cycling and public transport improvements;
- v) Ecological mitigation;
- vi) Water management (supply, drainage, treatment)
- vii) Telecommunications and Broadband
- viii) Community and town centre facilities.
- ix) Welsh Language
- x) Public realm and public art

Explanation

It is important that the Preferred Strategy directs new development to locations that benefit from good access to appropriate services and facilities. This is key to the successful implementation of the Plan's ambition, strategy and policies.

PPW advises in para 12.1.1 that 'Adequate and efficient infrastructure, including services such as education and health facilities along with water supply, sewers, waste management, electricity and gas (the utilities) and telecommunications, is crucial for the economic, social and environmental sustainability of all parts of Wales'. Development proposals should enable opportunities for residents to have good access to a range of services and facilities within their local area. However, it must be recognised that there are some facilities such as certain health services, which have to be in locations that have a wider catchment and cannot be provided locally. The physical and social infrastructure and services that are needed to make places function efficiently and sustainably must be fully understood. Consultation with other infrastructure providers will form part of the preparation of the Deposit plan which will identify those capacity issues. The provision of necessary infrastructure improvements will require the Council to work in partnership with public and private investment and strategically with the

Welsh Government. Any requirements must be reasonable and developers will only need to address the needs arising from their specific development.

A key principle in planning for sustainable development is the well-being of communities. Development will only be permitted where there is adequate existing physical and social infrastructure, or where there are suitable proposals to increase provision to accommodate any additional demand deriving from proposed development and, where reasonable, to address deficiencies.

Planning Policy Wales States in paragraph 3.5.5 'Planning obligations are useful arrangements to overcome obstacles which may otherwise prevent planning permission from being granted. Contributions from developers may be used to offset negative consequences of development, to help meet local needs or to secure benefits which will make development more sustainable. It is essential that arrangements are fair to both the developer and the community, that the process is as transparent as possible and that development plans provide guidance on the types of obligations which authorities may seek from developers. When granting planning permission local planning authorities may seek to enter into a planning obligation with a developer to:

- restrict development or use of the land;
- require operations or activities to be carried out in, on, under or over the land;
- require the land to be used in a specified way; or
- to require payments to be made to the authority either in a single sum or periodically.'

The Community Infrastructure Levy (CIL) Regulations came into force on 6th April 2010 and is a system of development tax to be paid by all developers on a £ per square meter basis on developments with Gross Internal Areas of more than 100sq m. The contributions are pooled and are used for all types of infrastructure needs in the county. The local Authority will look to develop, once the LDP is finalised, a workable CIL Schedule setting out the infrastructure priorities for the county to guide how those contributions will be spent. The level of a CIL charge will depend on the viability of the development market and will vary across the County, the CIL schedule will need to take that into account.

The options for the delivery of infrastructure through Planning Obligations (Section 106 agreements) and / or Community Infrastructure Levy (CIL) and the pros and cons of each will be considered as part of this process, following LDP adoption. The Council will explore the suitability of establishing a CIL to clarify the required financial contributions from developers to help fund infrastructure provision. The mechanism for determining and prioritising infrastructure needs, whether strategic or local, will be a key part of assessing the options for CIL. Further details of the approach to CIL will accompany the Deposit Plan.

Policy Context

LDP Objectives	<p>1. Ensure communities have access to a mix of services and facilities, such as education and health, to allow community life to flourish, and meet the needs of particular groups such as the elderly</p> <p>6. Protecting and supporting the Welsh Language</p> <p>17. Maintain and enhance green infrastructure networks</p>
PPW	<p>Para 2.1.10 Local Development Plans</p> <p>Para 5.4.1 to 5.4.6 Conserving and Improving Natural Heritage and the Coast</p> <p>Para 8.6.1 to 8.6.2 Transport</p> <p>Para 9.2.14 to 9.2.19 Affordable Housing</p> <p>Para 10.3.1 Retail and Commercial Development</p> <p>Para 12.1.1. and 12.3.1 Infrastructure and Services</p>
Well Being Goals	<p>A healthier Wales</p> <p>A Wales of cohesive communities</p> <p>A more equal Wales</p> <p>A Wales of vibrant culture and thriving Welsh Language</p>
Key Evidence	<p>PPW</p> <p>TAN 2 Planning and Affordable Housing</p> <p>TAN 4 Retail and Commercial Development</p> <p>TAN 5 Nature Conservation and Planning</p> <p>TAN 16 Sport Recreation and Open Space</p> <p>TAN 18 Transport</p> <p>TAN 20 Planning and Welsh Language</p> <p>Topic Paper 4 - Open Space</p> <p>Topic Paper 7 - Spatial Strategy</p> <p>Topic Paper 9 - Health, Well-being and Cohesion</p> <p>Topic Paper 11 - Retailing and Town Centres</p> <p>Topic Paper 12 – Infrastructure</p> <p>Topic Paper 16 – Transport</p> <p>Topic Paper 17 – Welsh Language</p>
Monitoring	<p>The following indicators will be used to monitor policy effectiveness:</p> <p>tbc</p>
Detailed Policies	<p>Water Resources</p> <p>New Community Facilities</p> <p>Retention of Local Facilities</p> <p>Sports, Recreation or Cultural Facilities and Activities</p> <p>Welsh Language and Culture</p>

6. Supporting a Prosperous Economy

Introduction

Economic growth and resilience are key priorities for Flintshire driven by the need to shake off the effects of a global economic recession and the need to plan for recovery and an economic upturn. These effects are not limited to Flintshire and, with its neighbours both in North Wales and the North West of England, Flintshire is part of a common ambition to attract investment, create jobs, improve strategic infrastructure, and increase prosperity.

Flintshire's role in this wider ambition is significant – both in terms of its strategic location as an economic hub and gateway, and in the strength of its economic base and sectoral mix, making it a significant generator of GVA locally, regionally, and nationally. Much of this ambition is based on the availability of strategic sites on Deeside and within and adjacent to the Enterprise Zone. The key point is that their potential for growth is real and immediate, and the role of the LDP will be to create the land use conditions to facilitate this.

The Joint Employment Land Review (Oct 2015) carried out with Wrexham CBC, presented sectoral growth forecasts for Flintshire to 2030, based on Cambridge Econometrics and Institute of Employment Research data. Given that the trend period that informed these forecasts coincided with the recessionary period, and that there was negative growth nationally within key sectors such as manufacturing, neither of these factors give a positive basis to look ahead and plan for economic recovery and upturn. Further work was commissioned to examine the job creation potential of Flintshire's strategic sites located at Northern Gateway on Deeside and Warren Hall, Broughton. This demonstrated a cumulative potential for the two sites to yield between 8,000 – 10,000 jobs over the plan period. Both sites are already commitments in that they both benefit from outline planning permissions, but it will be a central role of the LDP to ensure that these sites can be fully implemented and this will be assisted by presenting them as strategic allocations.

The ELR examined Flintshire's extensive portfolio of existing employment sites and did not conclude that there was either a need or indeed significant opportunity to consider other uses for undeveloped employment land. Where this can be done it has, but in the main it is appropriate, given Flintshire's economic context, to maintain a significant range and choice of locations for employment development.

The LDP also recognises the contribution that service sector employment makes, particularly in relation to retail and commercial jobs within Flintshire's town, district, and local centres. That said there is pressure on these traditional service centres from recession and from alternative ways of shopping, and the Plan needs to provide a sufficiently flexible but positive framework for the development of town centre uses.

Equally, sustainable tourism development is and has the potential to be a significant contributor to Flintshire's economy. Tourism development also has the potential to contribute positively to the range of social, economic, and environmental objectives of the Plan, as well as many of the Well Being Goals. There are opportunities that

can arise from the AONB and Flintshire's attractive rural landscape, its significant heritage assets, attractive villages and market towns, and a growing demand for outdoor activities and recreational development.

In this section of the Preferred Strategy this will be achieved via the following policies:

STR7 Economic Development, Enterprise, and Employment

STR8 Employment Land Availability

STR9 Retail Centres and Development

STR10 Tourism, Culture, and Leisure

STR7 Economic Development, Enterprise, and Employment

In order to sustain Flintshire's role as a sub-regional economic hub, the Plan will support this by:

- i. Facilitating the delivery of jobs from key strategic sites at Northern Gateway, Deeside, and Warren Hall, Broughton;
- ii. Providing a range of general employment sites to enable a range of businesses to start-up, invest, expand and grow, benefitting from Flintshire's strategic location and positive quality of life;
- iii. Emphasising Deeside and its area of influence as the economic focus for Flintshire's long term economic ambition;
- iv. Providing the opportunity to realise the creation of 8-10,000 jobs in key sectors, over the plan period;
- v. Supporting the role of Flintshire's main towns as Main Service Centres, providing a range of employment, retail, leisure development and services and facilities that are accessible to the wider communities they serve;
- vi. Supporting development related to the provision of higher/further education facilities which offer vocational skills training and direct links to key employers;
- vii. In rural areas, recognise the continued contribution agriculture makes to the rural economy, whilst also supporting wider rural enterprise, tourism and diversification;
- viii. Supporting the widespread provision of high speed broadband infrastructure across Flintshire, as well as consistent telecommunications connectivity.

Explanation

The Flintshire economy is a key contributor of GVA to the Welsh Economy and the planning system needs to continue supporting economic development in the County so that it can aim to achieve prosperity at the regional and national level. Economic prosperity is fundamental to creating well-being in Flintshire and in order for Flintshire to continue to be a prosperous County, a strong local economy is required with a sound knowledge and skills base which will provide the foundation for building success. It is therefore right to plan ahead for economic recovery and growth and build upon the County's economic strengths.

Flintshire acts as a key focal point for the wider regional economy of North Wales and the North West, providing, for example, 'high-value' manufacturing employment at

Deeside Industrial Park and Airbus at Broughton. Flintshire's economy has a positive outlook relative to the backdrop of global recession with some of the key economic indicators suggesting that Flintshire's economy is currently strong and performing well: unemployment is relatively low, GDP and economic activity are relatively high. (UDP) This positivity is also demonstrated by the designation of Enterprise Zone status for the area from Deeside Industrial Park, south eastwards to Hawarden Industrial Estate. This area has the highest concentration of manufacturing jobs in the UK and a level of innovation that requires attracts highly skilled, advance manufacturing jobs. The extension of the time period for the Enterprise Zones is further evidence of the success this has already brought in terms of economic activity and job creation and the opportunity for the LDP to assist this further. Enterprise Zone status brings with it financial incentives and scope for a simplified planning regime. In the early part of the Plan period it should provide a major stimulus of the economy of the County.

In this context the LDP strategy is about looking forward with a growth ambition that is realistic, achievable and deliverable in order to make a sustained and long term positive contribution to Flintshire's economy. In achieving this, the Northern Gateway and Warren Hall development sites are important to the economic growth ambitions of the region and have the potential to deliver up to 10,000 new jobs and up to 1,500 new homes. The Council in partnership with the owners, developers and the public sector have a shared interest in maximising the economic impact of these sites, the quality and range of jobs created and the quality and value of development secured.

The Plan needs to consolidate and build upon that economic role by providing for a level of economic growth that is aspirational but credible. This needs to be supported by an appropriate amount of housing development which is appropriate in terms of location and type in order to support economic growth whilst at the same time providing for the housing needs of the County. A strategic focus for the Plan is therefore the growth zone between Deeside, Wrexham and Chester, but this should not be at the expense of the remainder of the Plan area. The Plan also needs to ensure that the benefits of economic growth are distributed to sustainable settlements and locations throughout the County, by maintaining a wide portfolio of employment sites.

In economic terms, town centres are critical to the perception and image of Flintshire as well as the focus of social and economic activity and as vital providers of services and employment. The LDP will seek to ensure that Flintshire town centres are vibrant and attractive with successful businesses serving the needs of the local community. Given that much of the County is rural the Plan must ensure that the economic and housing needs of rural areas are provided for in a sustainable and innovative manner. Agriculture will inevitably remain the major user of land however the need to sustain rural communities has focused attention on ways of improving and diversifying the rural economy. In rural areas it is difficult to match demand with supply, e.g. through advance provision of business premises, as many rural businesses are embryonic in nature. Therefore a positive policy approach to rural diversification initiatives will be taken where this is sustainable and contributes to general wellbeing.

Policy Context

LDP Objectives	<ol style="list-style-type: none"> 1. Ensure communities have access to a mix of services and facilities, such as education and health, to allow community life to flourish, and meet the needs of particular groups such as the elderly 2. Encourage the development of town and district centres as the focus of regeneration 8. Facilitate growth and diversification of the local economy and an increase in skilled high value employment in key sectors 9. Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region 10. Redefine the role and function of Flintshire’s town centres as vibrant destinations for shopping, leisure, culture, learning, business and transport 13. Promote and enhance a diverse and sustainable rural economy 14. Support the provision of sustainable tourism development
PPW	<p>7.1.2 consideration, provision and needs of the economy 7.3.1, 7.3.2, 7.5.1 employment sites in rural areas 7.3.3 farm diversification</p>
Well Being Goals	<p>A prosperous Wales A resilient Wales</p>
Key Evidence	<p>Technical Advice Note 6, Planning for Sustainable Rural Communities (2010) Technical Advice Note 23, Economic Development (2014) Flintshire Regeneration Strategy 2009 – 2020 Deeside Plan (2017) Wrexham and Flintshire Employment Land Review Study Flintshire Further Employment Growth Scenarios Assessment LDP Topic Paper No. 8 Economy and Employment LDP Topic Paper No. 11 Retailing and Town Centres LDP Topic Paper No. 14 Rural Affairs LDP Topic Paper No. 18 Tourism</p>
Delivery and Monitoring of Policy	<p>The policy will be delivered by: To be confirmed</p>
	<p>The following indicators will be used to monitor policy effectiveness: To be confirmed</p>

Detailed policies	<ul style="list-style-type: none">• Policies referred to in STR8: Employment Land Provision• Agricultural and forestry development• Rural enterprise development• Small Scale Farm Diversification
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STR8: Employment Land Provision

A strategic and local supply of employment land will be identified to satisfy the County's employment needs. Economic development will be guided to the most appropriate locations by providing a range and choice of sites in terms of location, quality, type and size which will comprise:

- i. Land currently committed for employment uses;
- ii. Undeveloped land and existing premises within Principle Employment Areas;
- iii. Employment land allocations including two key strategic sites of sub-regional significance referred to in Policies STR3, and STR7;
- iv. The safeguarding of existing employment sites and premises, where they play an important role in meeting future economic needs;

Land and sites outside settlement boundaries, allocated sites, Principal Employment Areas which can deliver sustainable employment development through the re-use of suitable buildings and land.

Explanation

It is important that the LDP supports and underpins the local and wider regional economic ambition by promoting a strategy that promotes growth beyond Employment Land Review estimates. The LDP also has a role in supporting higher value employment sectors which can result in a higher returns for businesses, higher wages for workers, job growth in the County and increased GVA for the local economy. It is essential therefore that Flintshire has an adequate employment land provision to accommodate future market demand while allowing choice and flexibility to meet the varying nature of future employment needs and demands.

A robust review of existing sites alongside an assessment of the amount and the type of sites likely to be required over the Plan period was undertaken in order to determine whether existing sites are still capable of meeting the needs of modern employers. A Joint Employment Land Review with Wrexham CBC was commissioned to inform the Councils respective LDPs. The review assessed the supply, need and demand for employment land and premises (Use Class B) and found that the employment land supply in Flintshire was 223.94 ha. Historically the average long term take up levels in Flintshire have been 12 ha a year but since 2000 the average take-up rate has reduced to just over 9 ha. Over the recession, less than 1 ha a year was taken up. Using the projected growth of employment in industry sectors as the main measure of future land needs for the period up to 2030 it was indicated that there was a minimum need for 1.9 ha/year or 28.50 ha overall. This shows that there is a substantial surplus of employment land in the County and thus there is no immediate need to identify new

land allocations for B1, B2 and B8 uses in addition those previously allocated in the UDP.

As TAN23 notes, employment sites should only be retained if they are viable and deliverable. However after reviewing the suitability and viability of the sites in Flintshire's land supply the Review recommended that the Council should, be looking to protect (and in some locally specific circumstances increase) their land supply rather than release land for alternative uses to cater for future demand. The LDP will therefore seek to safeguard existing sites and premises where appropriate and necessary to ensure retention of the employment land portfolio and ensure that economic growth is not constrained by a lack of land.

The concept of Development Zone designations was rolled forward from the Alyn and Deeside Local Plan into the UDP but designations were rationalised to strategic areas in terms of their economic importance. They comprised the Deeside Development Zone; Airport Development Zone and Port Development Zone. However the policy approach to Development Zones was the same as that for Principal Employment Areas, with the latter being a policy and designation introduced in the UDP. Therefore in the LDP all areas of employment development, local or strategic, will be identified under the one term of Principal Employment Area.

Where demand for employment development falls outside settlement boundaries, employment allocations, or Principal Employment Areas the LDP will take a positive approach to proposals, provided it represents sustainable development. In assessing employment proposals the LPA will apply the sequential test where preference is given to locations within settlement boundaries, then edge of settlement sites, and finally land in the open countryside. Market forces do not always conform to land use designations or boundaries and accordingly the LDP needs to have a criteria based policy which caters for this. In rural areas the Plan will recognise that economic uses can bring benefits provided that they are sustainably located and where benefits outweigh any adverse impacts of the development.

Employment development in rural areas can make rural communities more sustainable by providing jobs closer to where people live, reducing the distance people travel for their work, and stemming the loss of economically active from rural areas. The locational requirements of businesses may also be very specific but opportunities should exist through the LDP for other forms of employment and economic activity such as tourism, leisure, services and facilities, and agriculture related. It is not always possible to identify those rural areas where the need for employment diversification will arise in the future. Therefore, rather than allocating specific employment sites where demand may never materialise, the LDP will set out criteria to assess small-scale enterprises and rural employment development proposals as and when they arise. The important role the re-use and adaptation of existing rural buildings has in meeting the economic needs of rural areas will be recognised with a positive approach to the conversion of rural buildings for employment re-use.

The Council also recognises that to support the level of growth proposed in the LDP, access and infrastructure improvements will be necessary during the Plan period to support and facilitate economic growth, including employment and housing provision.

Policy Context

LDP Objectives	<p>8. Facilitate growth and diversification of the local economy and an increase in skilled high value employment in key sectors</p> <p>9. Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region</p>
PPW	<p>7.1.2 consideration, provision and needs of the economy</p> <p>7.1.3 economic development proposals utilising underused, vacant and previously developed land</p> <p>7.1.4, 7.1.5 employment sites</p> <p>7.3.2, 7.6.5 re-use of buildings in rural areas</p>
Well Being Goals	<p>A prosperous Wales</p> <p>A resilient Wales</p>
Key Evidence	<p>Technical Advice Note 23, Economic Development (2014)</p> <p>Flintshire Regeneration Strategy 2009 - 2020</p> <p>Deeside Plan (2017)</p> <p>Wrexham and Flintshire Employment Land Review Study</p> <p>Flintshire Further Employment Growth Scenarios Assessment</p> <p>LDP Topic Paper No. 8 Economy and Employment</p>
Monitoring	<p>The following indicators will be used to monitor policy effectiveness:</p> <p>tbc.</p>
Detailed policies	<p>General Employment Land Allocations</p> <p>Principal Employment Areas and Development Zones</p> <p>Safeguarding Employment Land and Premises</p> <p>Expansion of Existing Employment Concerns</p> <p>Location of Other Employment Development</p>

STR9: Retail Centres and Development

Town Centre developments will be guided by the County Retail Hierarchy and the need for a robust sequential approach. This approach will seek to maintain and enhance the vibrancy, viability and attractiveness of Flintshire's town, district, and local centres, supporting the delivery of appropriate comparison and convenience retail, office, leisure, entertainment and cultural facilities.

Town and district centres will be the preferred location for new retail, leisure, office, social and other town centre uses. Major development will need to comply with the 'town centres first' principles within PPW.

Given the changing role of town centres, both town centre and core retail boundaries will be reviewed and drawn in recognition of the need for a degree of flexibility in maintaining occupancy and footfall, and to enable a tailored approach to be taken for each centre having regard to health checks, masterplans and action plans.

Explanation

The Preferred Strategy of the LDP includes a range of social, economic and environmental objectives relating to Flintshire's communities who use town and other service centres for a variety of purposes. Planning Policy Wales (PPW) recognises that the most appropriate location for retail and complimentary uses are within town and other local service centres. In essence they may be multifunctional in respect of retail, commercial, leisure and residential uses. The UDP sought to steer new development to town centres and thereby protect and enhance the viability and vitality of such locations and the businesses within them and this approach is carried over into the LDP.

Unlike some of our neighbours Flintshire does not have one principal town centre which functions as a major shopping destination, although the retail and commercial provision at Broughton Retail Park does perform a sub-regional role. Instead there are a number of towns (Main Service Centres) within the Plan area which have relatively small and sometimes overlapping shopping catchment populations such as Buckley and Mold. All of Flintshire's town centres compete both for food and comparison goods retail with the large shopping park at Broughton and retail draw from surrounding centres at Chester, Ellesmere Port and Wrexham.

Town centres are sometimes evolving centres of economic activity and are located in the heart of the County's largest towns serving community needs in the town and the wider catchment areas. Flintshire's town centres are important centres of employment

that also provide access to shopping, food and drink and health facilities. There is variety in terms of their individual history and character and differences in role and function which suggests that it may be necessary to tailor the retail strategy to recognise their different functions. That said it is accepted that the town centres can be vulnerable to out of centre/out of town retail competition as well as to modern ways of shopping via the internet.

Amongst other things PPW requires Local Planning Authorities to identify a retail hierarchy for the Plan area. Consequently the “town centres first” principle in tandem with a sequential approach to the selection of sites will be used to promote town centres as the principal locations for new retail, office, leisure and health facilities. In doing so the aim will be to create more reasons why people should visit such centres with a resultant increase in social and economic activity thereby retaining its viability. The Retail Hierarchy is set out in the table below and comprises three tiers. The upper tier comprises the traditional Town Centres where there is a recognisable town centre and a wide range of uses such as retail, leisure, office, cultural and transport facilities. The middle tier comprises District Centres where there are distinct groupings of retail and other uses but on a smaller scale and with less variety and offer. The lowest tier is that of Local Centres which range from small shopping parades in residential areas to loose clusters of retail and other uses in village centres.

In many respects the biggest retail and leisure offering within the County is that of Broughton Shopping Park. This out of town shopping park has been omitted from the retail hierarchy in previous development plans, in order to reinforce its ‘out of town’ location and to prevent it attracting smaller scale retail and other uses which might compete with nearby defined centres, by controlling the scale and nature of retail and other proposals which arise. Nevertheless, the scale and composition of the shopping park has changed since its inception with the sub-division of retail units and a broader shopping ‘offer’. It has also seen recent major investment in leisure development in the form of a cinema and accompanying restaurants and planning permission exists for a hotel and further restaurant uses.

TAN4 Retail and Commercial Development advises in para 4.6 *‘Out of centre retail parks whose development has been based solely on retailing should not normally be included in the local hierarchy’*. The guidance then goes on to state *‘However, this should not preclude these destinations being assessed against locally-set criteria on the range and choice of services and the scale and nature of the retail floorspace, to ascertain if, through time, these centres have matured into retail and commercial centres in their own right, offering the same level of service provision and being as accessible as traditional centres’*. The guidance advises that this should be done as part of the development plan rather than in relation to specific development proposals.

In the context of this guidance it is evident from the above analysis of Broughton Shopping Park that its character, role and composition has changed over time. It is also the case that the defined retail centres in the Retail Hierarchy have also changed, with a greater emphasis on a range of uses rather than solely functioning as retail destinations. A number of town centres have seen, for instance the loss of banks as smaller branches close. In this context there could be further scope for Broughton

Shopping Park to incorporate other uses which enable it function more akin to a town centre. The Shopping Park not only serves the needs of Broughton residents but also those of surrounding settlements and communities, as well as a large workforce at Airbus and nearby employers. Furthermore, the strategic mixed use allocation at Warren Hall offers the opportunity to further raise the profile of the settlement which lies adjacent to the Enterprise Zone and within the Growth Hub identified in the Wales Spatial Plan. Given its accessibility to a significant local population, there is scope for the role of the park to be reconsidered from being an 'add-on' to the community, to performing more like a traditional town centre at the 'heart' of a growing and vibrant community.

Core Retail Areas (CRA) have been used in the UDP to delineate the primary shopping areas where retail development is encouraged and non- A1 development is controlled to ensure the availability of premises for retailing. In recognising the dynamic changing trends in retailing such as increases in home delivery services and internet retailing can impact upon the role of town and other centres, the CRA policy and their associated boundaries will be reviewed to assess whether it is still an effective means of ensuring that a focus of retail uses is retained in key parts of Flintshire's town centres. The LDP will also identify whether there is a need for further retail development over the Plan period and how and where this can be provided for within the service centres through allocations. To facilitate this the Council will utilise its evidence base for example, health checks, retail capacity assessments and in particular existing town centre masterplans which have already been the subject of public consultation and which make proposals for town centres.

There are also a number of district shopping centres within the County as well as smaller local centres and in some instances village shops. All of these perform an important role for top up shopping particularly for those people without access to a car. Pubs can also provide an economic and social role as a hub of community activity.

The strategic policy will need to be read alongside STR5 Transport and Accessibility and STR7 Economic Development, Enterprise and Employment. It will also need to be supported by key detailed policies in the Deposit LDP relating to a hierarchy of town and other service centres, site specific retail proposals/allocations, safeguarding retail uses in town centres perhaps through the continued use of "core retail areas" and acknowledging the role of local facilities in suburban areas and the rural settlements.

Retail Hierarchy in Flintshire		
Town Centres	District Centres	Local Centres
Buckley Flint Holywell Mold Shotton Broughton	Connah's Quay Queensferry Saltney	Bagillt – High Street Broughton – Broughton Hall Road Buckley – Lane End Caergwrle – village centre Caerwys – village centre Connah's Quay – Thornfield Avenue Connah's Quay – Englefield Ave Connah's Quay – Ffordd Llanarth Ewloe – The Highway Ewloe – Holywell Road Flint – Northop Road Garden City – Welsh Road Greenfield – Parade Hawarden – village centre Holywell - Holway Hope – village centre Mostyn – Maes Pennant Mynydd Isa – The Square Penyffordd / Penymynydd – village centre Shotton – Aston Park Road Shotton – Central Drive

Policy Context

LDP Objectives	<p>2. Encourage the development of town and district centres as the focus of regeneration</p> <p>3. Promote a sustainable and safe transport system that reduces reliance on the car</p> <p>10. Redefine the role and function of Flintshire's town centres as vibrant destinations for shopping, leisure, culture, learning, business and transport</p>
PPW	<p>10.2.1 Strategies and support for existing centres</p> <p>10.3.1 Establish a local retail hierarchy</p> <p>10.3.3 & 10.3.5 Encourage diversity of use requiring a flexible planning approach in centres</p>
Well Being Goals	<p>A prosperous Wales</p> <p>A resilient Wales</p>
Key Evidence	<p>Technical Advice Note 4 Retailing and Town Centres (1996)</p> <p>Technical Advice Note 23 Economic Development (2014)</p> <p>Flintshire Town Centre Surveys and Health Checks (2003 and 2008)</p>

	<p>Flintshire Retail Capacity Assessment (2010) Buckley Masterplan (2011) Connah's Quay & Shotton Masterplan (2010) Deeside Plan (2017) Flint Strategy and Masterplan (2012) Holywell Town Centre Assessment (2010) Queensferry Streetscape Environmental Improvements and Design Guidelines (2010) Mold Sense of Place Study (2010) Mold Town Plan (2017) Mold Strategic Sites Assessment (2014) Annual Town Centre Benchmarking Reports (2011 – Present) LDP Topic Paper No 11 – Retailing and Town Centres</p>
Monitoring	<p>The following indicators will be used to monitor policy effectiveness: tbc</p>
Detailed policies	<p>Retail hierarchy of defined town, district and local centres Retail / Commercial allocations and designations New major retail development Small scale local retail development (within and outside settlement boundaries) Core retail areas Conversion of Upper floors Retention of Local Facilities Hot food takeaways Retail allocations Retention and provision of local facilities (single policy incorporating existing similar community facilities policy)</p>

STR10: Tourism, Culture, and Leisure

The intrinsic attractiveness of Flintshire's natural and built environment makes the County an attractive destination for sustainable tourism development. Development that capitalizes on these assets and creates a year round broad appeal will be supported.

Particular emphasis will be placed on:

- i. Supporting new and extended tourism development which is appropriate to its location and enhances the existing offer within Flintshire;
- ii. Support development that promotes accessibility to Flintshire's landscape, cultural and historic assets, including the Clwydian Range AONB, coastline, rights of way, cycling and active travel networks;
- iii. Promote and enhance the maintenance and diversification of a sustainable rural economy;
- iv. Conserving and enhancing Flintshire's natural, built and cultural heritage;
- v. Enabling a range and choice of tourism accommodation to meet a variety of needs from short visit to long stay;

Explanation

Tourism has a key role to play in the economy of Flintshire and in particular it is important in supporting and diversifying rural communities and the rural economy. The aim of the Welsh Government is for 'tourism to grow in a sustainable way and to make an increased contribution to the economic, social and environmental well-being of Wales' (Para 11.1.2 PPW 2016). Tourism in Flintshire covers a range of attractions, such as; historic market towns like Mold and Holywell/ Greenfield Valley, coastal caravan holidays at Talacre, walking and cycling along the coastal path or more active pursuits throughout the AONB.

Tourism has the potential to increase economic activity, assist regeneration and conservation, and raise general health and well-being. There can also be some negative impacts of tourism, in terms of traffic congestion, harm to sensitive natural environments (for example in undeveloped coastal areas), and to local communities. Policies in the deposit LDP will aim to direct tourism development to locations to avoid such impacts or seek to control development to reduce negative impacts.

The LDP will provide the framework for the provision and protection of well-located, good quality, tourism, sport, recreation and leisure facilities and to diversify tourism in the County. The LDP will seek to ensure that proposals for new tourism related development are located in sustainable and accessible locations and that local communities are not adversely affected.

Any proposed development for tourism, sport and recreation uses located on previously used land will be encouraged where appropriate. All proposed development must be appropriate to its location and surrounding environment and not have negative landscape or environmental impact with particular regard to the Clwydian Range Area of Outstanding Natural Beauty (AONB) and European Designated Sites. Development which is likely to generate high levels of traffic and which is more akin to retail development, should be located within town centres where possible. Unlike housing or employment uses, it is more difficult to allocate land for specific tourism /leisure uses as the industry is more trend based and footloose. The plan will adopt a flexible policy based approach where the general principles in this policy are supplemented with more detailed criteria based policies in the deposit Plan.

Policy Context

LDP Objectives	<p>13. Promote and enhance a diverse and sustainable rural economy</p> <p>14. Support the provision of sustainable tourism development</p> <p>18. Promote good design that is locally distinct, innovative and sensitive to location</p>
PPW	<p>Paras 5.4.1 to 5.4.6 Conserving and Improving Natural Heritage and the Coast</p> <p>Para 6.2.1 Historic Environment</p> <p>Para 7.5.1 Economic Development</p> <p>Paras 11.2.1 to 11.2.7 Tourism, Sport and Recreation</p>
Well Being Goals	<p>A Wales of cohesive communities</p> <p>A Wales of vibrant culture and thriving Welsh Language</p>
Key Evidence	<p>Flintshire Tourism Strategy</p> <p>Active Travel Survey,</p> <p>Topic Paper 1 - Biodiversity and Nature Conservation,</p> <p>Topic Paper 3 - Built and Historic Environment,</p> <p>Topic Paper 4 - Open Space,</p> <p>Topic Paper 14 - Rural Affairs,</p> <p>Topic Paper 18 - Tourism,</p> <p>TAN 5 Nature Conservation and Planning.</p> <p>TAN 6 Planning for Sustainable Rural Communities</p> <p>TAN 13 Tourism</p> <p>TAN16 Sport Recreation and Open Space</p>

Monitoring	The following indicators will be used to monitor policy effectiveness: tbc:
Detailed policies	<p>Tourism attractions</p> <p>Serviced and Self- Catering Tourism Accommodation</p> <p>Caravan Tourist Accommodation/ Caravan Development in Talacre / Gronant / Gwespyr.</p> <p>Static caravan and chalet development</p> <p>Touring caravan and camping site</p> <p>Occupancy conditions</p> <p>Greenfield Valley</p> <p>Sports, recreational and cultural development</p> <p>Development and Green Infrastructure</p> <p>Welsh Language and Culture</p>

7. Meeting Housing Needs

Introduction

This section of the Preferred Strategy focusses on meeting housing needs both as a need in itself, generated from changing population characteristics, and also from the perspective that housing is an important part of the support infrastructure necessary to achieve the Council's economic ambitions. The range of policy responses to this need will include sustainable provision for both market and affordable housing, as well as the provision of accommodation for the gypsy and traveller community.

Housing is central to people's lives. Quality, affordable housing contributes directly to community cohesion and sustainability, and to people's health and well-being. The LDP Preferred Strategy aims to strike the right balance between sustainability, community cohesion and growth, by directing the right amount and type of new housing development to the most sustainable sites and settlements. This will be balanced with the significant amount of sustainable commitments that the County already has within the land bank, which need to come forward and deliver the homes they are intended for.

The delivery of new housing is the responsibility of housing developers and it is the role of the LDP to ensure that sufficient provision of sites is made to meet a genuine demand from the industry, in the most sustainable and viable locations. This includes the need to ensure that the infrastructure is in place, or can be provided, to accommodate development and also that the impacts that development can have on communities is properly assessed and mitigated through the provision of developer obligations.

In setting out to achieve this, the LDP Strategy draws from a number of sources or key drivers which include demographic trends at work in Flintshire, an economic ambition to recover from recession and create jobs, the evidence of need for affordable housing set out in the Local Housing Market Assessment, and the Flintshire Local Housing Strategy. The latter focusses on three related themes:

- More housing more choice – increasing the supply and variety of affordable and specialist needs housing in Flintshire, including flexible ways to access these;
- Improving homes and communities – improving housing quality standards and energy efficiency of housing
- Better services to improve people's lives – assist people with specific housing needs to access quality affordable housing.

The Council commissioned a Local Housing Market Assessment jointly with its Wrexham County Borough Council neighbours in 2015. For Flintshire, this identified a need for 246 affordable units per annum (over the life of the assessment), for both social rented and intermediate affordable tenures. This evidence will inform the development of detailed policies for affordable housing in the deposit LDP, that will consider the appropriate level of affordable housing to be sought via the planning system, including viable thresholds and proportions, as well as the contribution from other sources including the Registered Social Landlords and the Council's own initiatives, specifically the Strategy Housing And Regeneration Programme (SHARP)

where the delivery of 500 new council affordable homes on surplus Council land is already underway.

In this section of the Preferred Strategy this will be achieved via the following policies:

- STR11 Provision of Sustainable Housing Sites
- STR12 Provision for Gypsies and Travellers

STR11: Provision of Sustainable Housing Sites

As part of implementing the Sustainable Settlement Hierarchy, and to ensure that communities have access to sufficient, good quality, affordable housing to meet a range of needs and support economic growth, new housing will be directed to sustainably located, economically viable and deliverable housing sites.

The delivery of new housing on these sites will be expected to:

- i. Facilitate the provision of affordable housing relative to local needs and viability;
- ii. Making the most efficient use of land through appropriate density of development;
- iii. Provide balanced developments through a mix of housing units;
- iv. Make provision for specific housing needs, where appropriate, including for example small family and elderly housing, extra care and supported accommodation, live-work units;
- v. Provide or contribute to physical, environmental and social infrastructure necessary to integrate new development into communities;
- vi. Ensure in rural areas, that genuine and proportionate needs for housing are met in a sustainable manner.

The availability of housing land will be monitored and maintained over the plan period as part of the Annual Monitoring Report (AMR) process, to ensure a continuous and adequate supply to enable the delivery of the overall housing requirement. This will involve maximizing the delivery of sustainable and viable commitments already within the landbank, balanced against the allocation of sustainable, viable and deliverable new sites.

Explanation

A home is a vital part of people's lives as it affects their health and well-being, quality of life and the opportunities open to them. The Welsh Government's approach, set out in the National Housing Strategy is to: provide more housing of the right type and offer more choice; improve homes and communities, including the energy efficiency of new and existing homes; and improve housing-related services and support, particularly for vulnerable people and people from minority groups.

A key function of the Plan is to provide an appropriate and sustainable supply of housing land. PPW and TAN1 specifically requires that the Council secures and maintains a 5 year supply of housing land. Para 9.2.3 of PPW states '*This means that sites must be free, or readily freed, from planning, physical and ownership constraints, and economically feasible for development, so as to create and support sustainable communities where people want to live*'.

As set out in STR1 the Plan seeks to meet a requirement of 6,950 dwellings by making provision for 7,645 units, through applying a 10% flexibility allowance. This requirement will be met in practice through a variety of sources of supply. This will include commitments (existing planning permissions) that are genuinely capable of being delivered, new allocations and realistic allowances for windfalls (unidentified small and large sites coming forward during the Plan period). Of the new allocations policy STR3 identifies two key strategic mixed use allocations and the remainder will be small to medium allocations which will be in the Deposit Plan. This mix of delivery, and the lack of over-reliance on strategic sites, backed up by evidence from developers relating to viability and deliverability, will enable a 5 year supply being secured and maintained. The deposit Plan will contain a housing trajectory setting out how and when housing will be delivered through the Plan period.

The policy highlights that new housing will be distributed in accordance with the settlement hierarchy (STR2) to sustainable locations and settlements having regard to accessibility, services, facilities which can support economic growth areas. The aim is to ensure that communities have access to sufficient, good quality, affordable housing to meet a range of needs by ensuring that new housing is economically viable and deliverable.

In identifying allocations in the Deposit Plan a site search sequence will be followed in line with the advice in para 9.2.8 of PPW '*... starting with the re-use of previously developed land and buildings within settlements, then settlement extensions and then new development around settlements with good public transport links*'. Regard also has to be had to the criteria in para 9.2.9 of PPW in terms of deciding which sites to allocate. The delivery of affordable housing will be an integral part of the general provision of housing in the Plan. The Local Housing Market Assessment identified a need of 246 units per annum and consideration will be given in the Deposit Plan as to what affordable housing target the Plan sets, recognising that the LDP will not be the only delivery mechanism for bringing about affordable housing. The Deposit Plan will also contain detailed policies on thresholds at which development will be required to provide affordable housing and the quotas to be applied within different housing market areas, having regard to viability considerations.

As a general principle, in line with PPW, the Plan will seek to ensure that the most efficient use is made of land. The role of the Plan will be to set a housing density which is challenging but which is also sympathetic in terms of not harming the amenity standards of residents nor harming the character and appearance of the locality. More detailed advice on density will be in the Deposit Plan. Alongside achieving the highest

appropriate density on a development will be securing an appropriate mix of housing on developments in terms of house types and sizes. For instance the Local Housing Market Assessment identifies a need for smaller two bedroom properties and three bedroom properties and this needs to be balanced against developer preferences for 4 bedroom dwellings. This will help work towards achieving inclusive, balanced cohesive communities.

In circumstances where a need has been established and on appropriate sites, new development will also be required to provide for more specialist needs housing. In particular to take account of the ageing population and the strong messages about the need for bungalows or other forms of housing suited to meeting the general housing needs of elderly residents or more specialist forms of accommodation such as sheltered housing. However, it would not be appropriate for this to be required on every site and development as this will depend on the location of the site, the type of development and whether a need exists.

As set out in policy STR6 the Plan will seek to ensure that appropriate and necessary infrastructure will be secured alongside new development. Para 9.2.1 of PPW advises that in planning the provision for new housing, local planning authorities must take account of the capacity of the existing or planned infrastructure.

A significant part of the County is rural in character with a large number of small settlements. The revised settlement hierarchy seeks to take a more sensitive approach to categorising settlements based on their relative sustainability. The Plan's spatial strategy seeks to accommodate the majority of built development in the upper three tiers of the settlement hierarchy but recognises the need for smaller scale development to take place in rural settlements. The focus will still be on meeting local needs housing i.e. for specific rural enterprise based needs or for affordable housing, but additional flexibility will be built into detailed policies to allow for potential 'cross subsidy' on windfall sites by small amounts of market housing.

Policy Context

LDP Objectives	<p>11. Ensuring that Flintshire has the right amount, size, and type of housing to support economic development and to meet a range of housing needs</p> <p>12. Ensure that housing development takes place in sustainable locations where sites are viable and deliverable and are supported by the necessary social, environmental and physical infrastructure</p>
PPW	<p>Para 4.7 Sustainable Settlement Strategy: locating new development</p> <p>Para 9.2 Development Plans and new housing provision</p>
Well Being	A more equal Wales

Goals	A globally responsible Wales
Key Evidence	Local Housing Market Assessment New Housing Occupancy Survey
Monitoring	The following indicators will be used to monitor policy effectiveness: tbc
Detailed policies	Housing allocations Density and mix New housing on unannotated land (replacement HSG3?) Affordable housing Rural enterprise dwellings in open countryside Other dwellings in open countryside (replacement, conversions, infill) House Extensions and Annexes

STR12: Provision for Gypsies and Travellers

The accommodation needs of Gypsies, Travellers and Travelling Showpeople will be assessed and addressed appropriately, as part of Flintshire's overall needs for housing.

Under the duty identified in the Housing Act (Wales) 2014, Flintshire has assessed the future accommodation needs which will form the basis for the provision of suitable policies in the Deposit Plan. These will include as appropriate, site specific provision of socially rented and private pitches, extension of existing private sites, provision for transit and stopping places, and a criteria based policy to judge the appropriateness of planning applications for new sites.

The Council will seek to work with neighbouring Authorities on key travelling routes, to ensure that the wider regional needs of Gypsies and Travellers are being consistently and responsibly met.

Explanation

The accommodation of Gypsies and Travellers is often a contentious issue, not just in Wales but UK wide. Nevertheless an important role of planning is to ensure accessibility for all members of the community to key facilities such as housing, health, education and leisure. When making provision for housing the LDP will need to recognise, where they exist, the specific accommodation needs of Gypsies and Travellers. These groups follow a particular way of lifestyle often associated with travelling. A common perception is that there are insufficient sites for people who wish to pursue a nomadic lifestyle. North Wales is a popular location for "stop overs" for Gypsies and Travellers as a principal travelling route passes through all the local authority areas in North Wales.

Part 3 of the Housing (Wales) Act 2014 places a duty on all local authorities to assess the accommodation needs of gypsy families by undertaking a Gypsy and Traveller Accommodation Assessment (GTAA). In recognition of this National Planning Guidance requires LDP's to make adequate provision for the unmet accommodation needs of gypsy and traveller families. To meet this duty the Council commissioned a GTAA study and to assist in identifying the housing needs from across Flintshire.

The GTAA data will be used to identify the number of Gypsy and Traveller households which require additional pitches, within five years and over the Development Plan period. Across Flintshire, there is one Local Authority site, six private authorised sites, one private temporary authorised site and three unauthorised sites. Two of the authorised sites are currently being redeveloped.

From the outputs of the GTAA, there is anticipated to be an additional pitch need of between 5 and 9 pitches over the five years period (taken as 2016-2020) and over the 15 year plan period an additional pitch need of between 15 and 33 pitches. These figures however do not include the potential capacity at the authorised Corbitts/Lyons Yard at Sandycroft which has a permitted capacity of 20 pitches, but is currently mostly unoccupied as it is due to be modernised. Once this site is fully occupied it would eliminate the short term (5 year) need for pitches and significantly reduce the long term (plan period) need to 18 pitches. The Study also identified the need for a small site for transit provision.

In relation to this evidence of need, there are a number of ways in which the Council can make provision to meet that need. This can either be achieved through extending existing sites or the LDP can allocate a new site(s). In addition the Plan can include specific policies to facilitate the provision of sites. In any event criteria based policies will be required in the LDP whether or not there is any current need identified in Flintshire, in order to meet any future or unexpected demand.

Site and service provision to Gypsies and Travellers in Flintshire is the responsibility of a number of Council directorates (education, housing and environment) together with external partners and stakeholders. The Council will work with its partners and neighbouring authorities over the Plan period to ensure appropriate accommodation for Gypsies and Travellers is provided within the County.

Policy Context

LDP Objectives	<p>1. Ensure communities have access to a mix of services and facilities, such as education and health, to allow community life to flourish, and meet the needs of particular groups such as the elderly</p> <p>7. Create places that are safe, accessible and encourage and support good health, well-being and equality</p> <p>11. Ensuring that Flintshire has the right amount, size, and type of housing to support economic development and to meet a range of housing needs</p> <p>12. Ensure that housing development takes place in sustainable locations where sites are viable and deliverable and are supported by the necessary social, environmental and physical infrastructure</p>
PPW	9.2.21 Accommodation needs of Gypsy families
Well Being Goals	A more equal Wales
Key Evidence	Housing (Wales) Act 2014 Welsh Assembly Government Circular 30/2007 – Planning for Gypsy and Traveller Caravan Sites

	Flintshire Gypsy and Traveller Accommodation Assessment 2016 LDP Topic Paper No 10 – Population, Household Growth and Housing
Monitoring	The following indicators will be used to monitor policy effectiveness:
Detailed policies	Allocated site(s) for Gypsy and Traveller Accommodation Criteria based policy for new sites

8. Valuing the Environment

Introduction

Flintshire has a high quality natural and built environment which is one of its primary assets, assisting in the process of protecting important biodiversity and habitats, attracting investment and promoting Flintshire's image as a tourist location and sustainable place to live and work. Clearly it also plays a key role in the health and well-being of its communities. Protecting and enhancing the material, natural and historic resources which make Flintshire special is key to the role the Local Development Plan will play, and is particularly important in the context of climate change.

The County contains significant areas of international and national statutory environmental designations, as well as many sites of local wildlife importance, which the plan will identify to ensure their protection and where possible, enhancement. In places, important towns, urban areas and employment uses sit side by side with these sensitive assets, and where development needs to happen in proximity to this context, the Plan will ensure that all reasonable steps are taken to balance the need for protection, whilst providing for sustainable economic growth and development.

The Plan must also seek to reduce the causes and adapt to the consequences of climate change and will take careful note of issues such as flood risk, the need for greater energy efficiency in development, sustainable water management, and reducing the need to travel by car in planning for the location of development safely and sustainably.

The Plan also has an important role to facilitate the provision of sustainable waste management facilities that allow the waste we generate to be managed as high up the waste hierarchy as possible.

Flintshire is also a key location for important mineral resources that are important not only in a local or regional economic sense, but nationally, as these resources can only be worked where they occur. As part of the wider regional assessment of supply, on top of reserves Flintshire currently has, a relatively modest additional provision will need to be identified in the LDP to maintain the contribution the County makes.

STR13: Natural and Built Environment, Green Networks and Infrastructure

Environmental networks can, and do, have a variety of roles in protecting and enhancing biodiversity, defining the landscape setting of places, defining the transition from urban to countryside, and facilitating well-being through amenity, recreation and active leisure. The key is to balance these sometimes conflicting roles, achieving a sustainable balance.

Development will identify, respect, protect, enhance and connect Flintshire's environmental assets, to create a multifunctional network of natural and historic resources.

To achieve this all development will:

- i. Protect open countryside and the undeveloped coastline
- ii. Protect the open character and appearance of green wedges
- iii. Protect and enhance the quality and diversity of Flintshire's natural, built, and historic environmental networks;
- iv. Maintain, enhance, and contribute to green infrastructure;
- v. Create and protect green spaces and open space / play environments that encourage and support good health, well-being, and equality;
- vi. Contribute to local distinctiveness having regard to the quality of Flintshire's landscape, biodiversity, and heritage assets including the Dee Estuary and Clwydian Range AONB;
- vii. Not adversely affect the conservation status of Flintshire's natural, built and historic environments;
- viii. Make financial contributions where appropriate, to facilitate and maintain the favourable conservation status of key environmental assets;
- ix. Support measures to minimise the consequences of climate change
- x. Protecting playing fields and open space from development: and
- xi. Ensuring adequate new open space and playing fields are provided as part of new housing development.

Explanation

This policy covers a wide range of differing, but often inter-connected, elements of the natural and built environment in Flintshire. Achieving an environment that is both attractive and ensures the protection and enhancement of the historic and natural environment requires an understanding of the issues involved and needs to take a long term holistic view.

This policy recognises the intrinsic character and beauty of the countryside and coastline of Flintshire, and aims to conserve and enhance the natural environment and local landscape. It also aims to protect natural features and green spaces within urban environments. One way of doing this is to protect and enhance green infrastructure. This is a network of green spaces in both urban and rural areas, which are capable of delivering a wide range of environmental benefits. It can include parks, open spaces, playing fields, woodlands, allotments and gardens, as well as land along water courses and hedgerows. Many of the elements which make up green infrastructure also help improve the quality of life and well-being of communities and it is important that these individual elements are also protected and new facilities such as allotments and playing fields are provided.

Linked into the protection of the green infrastructure is the protection and enhancement of biodiversity, which includes wildlife and habitats. This is a core theme which supports the sustainable development principle and the protection of some species is enshrined in law. Development should be undertaken in a way that respects designated nature conservation sites and ensures the protection and enhancement of the diversity and abundance of wildlife habitats and protected species. It should also conserve and enhance natural resources such as geodiversity, and water, soil and air quality.

All of the above have a role to play in minimising the causes of climate change and to mitigate the effects of it. For example, the planting of trees in river basins can reduce run off and therefore reduce flooding further downstream.

In terms of the historic environment, the conservation of historic assets is essential, and these assets can range from historic landscapes and castles through to smaller features such as water pumps which provide a sense of history and character to places. The archaeology of the area is also important and Flintshire's long and interesting history means that there are many important archaeological sites and features which are known about, and many which have not yet been discovered. Historic assets are irreplaceable resources and their conservation provides social, cultural, economic and environmental benefits. Historic assets include listed buildings, conservation areas, historic parks, gardens and landscapes, and also many undesignated assets which provide character to the area. They are not only affected by change and neglect, but also by changes to their setting and this is an important consideration in making decisions on proposals which affect this. The historic environment can also be susceptible to the impacts of climate change and taking action to minimise the potential damaging effects of this is essential. Development which affects the historic environment should enhance and protect both historic assets and their settings. Taken together, the various elements which make up the natural and built environment can

ensure that local distinctiveness, character and sense of place are retained, or created in new developments.

The Plan will seek to ensure that existing playing fields and open space are protected from development. Furthermore, as part of new residential development, open space and play facilities will be required to be provided of a scale and type related to the location, scale and type of development. This links in with ensuring distinctive and high quality residential environments which provide the basis for play and healthy lifestyles.

Policy Context

LDP Objectives	<p>17. Maintain and enhance green infrastructure networks</p> <p>18. Promote good design that is locally distinct, innovative and sensitive to location</p> <p>19. Support the safeguarding and sustainable use of natural resources such as water and promote the development of brownfield land</p>
PPW	<p>4.8 – Green Wedges</p> <p>Chapter 5 – Conserving and Improving Natural Heritage and the Coast</p> <p>Chapter 6 – The Historic Environment</p> <p>11.1.3 – Sport and Recreation</p> <p>11.1.11 & 11.2.3 Protection of Open Space</p>
Well Being Goals	<p>A healthier Wales</p> <p>A Wales of vibrant culture and thriving Welsh Language</p> <p>A globally responsible Wales</p>
Key Evidence	
Monitoring	<p>The following indicators will be used to monitor policy effectiveness:</p> <p>tbc</p>
Detailed Policies	<p>Protection of open countryside</p> <p>Green wedges</p> <p>Undeveloped coast</p> <p>Landscape and built form character</p> <p>Green spaces</p> <p>Open / Play space / outdoor recreation – provision and protection</p> <p>Allotments</p> <p>Dee Estuary Corridor</p> <p>AONB</p> <p>Biodiversity</p> <p>Trees woodlands and hedgerows</p> <p>Listed buildings</p> <p>Conservation areas</p> <p>Buildings of local interest / traditional buildings</p>

	Archaeology Registered Landscapes, Parks and Gardens of Special Historic Interest
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STR14: Climate Change and Environmental Protection

The Council will seek to mitigate the effects of climate change and ensure appropriate environmental protection in the County through:

- i. Ensuring new development is sustainably located and designed so as to reduce the need for travel by private car;
- ii. Supporting the use and development of appropriate or suitable brownfield land;
- iii. Adopting a sustainable approach to water resource management including supply, surface water run-off and waste water treatment;
- iv. Directing development away from flood risk areas, assessing the implications of development in areas at risk of flooding and ensuring that new development does not increase the risk of flooding elsewhere;
- v. Encouraging energy efficient development, environmentally acceptable renewable and zero / low carbon energy generation and combined heat and power and communal / district heating networks;
- vi. Ensuring that new development has regard to the protection of the environment in terms of air, noise and light pollution, unstable and contaminated land and former landfill sites;
- vii. Design of development to be adaptable and resilient to future effects of climate change.

Explanation

One of the themes embodied in the Wellbeing of Future Generations Act is the need for 'a resilient Wales' whereby there is capacity to adapt to change such as climate change. A key principle of sustainable development, as recognised in PPW is 'tackling climate change by reducing the greenhouse gas emissions that cause climate change and ensuring that places are resilient to the consequences of climate change'. Welsh Government advises that 'climate change will have potentially profound environmental, economic and social justice implications and failure to address it will make planning for sustainability impossible'.

Climate change is being experienced in many forms. Typical 'events' include increasingly intense rainfall, more severe storms, rising sea levels and increasing average temperatures. These have a number of effects including flash flooding and storm damage, changes to landscape and wildlife habitats and the health impacts of increasing average temperatures. Parts of Flintshire are particularly vulnerable to the effects of climate change particularly along the Dee Estuary and R. Dee where there is the risk of flooding but there are also more localised risks to property and life as a result of fluvial and surface water flooding.

The planning system has a role to play in planning to minimise the underlying causes of climate change and planning for the consequences of climate changes. A key role of the LDP is to put in place 'resource efficient and climate change resilient settlement patterns that minimise land take and urban sprawl' (PPW 4.4.3). Put simply this means locating development in settlements which are accessible to a range of services and facilities whereby people can reduce private car usage and thereby reduce the harmful effects of carbon emissions. The development of brownfield land, where suitable, can also have reduce the need for greenfield sites to be developed.

As set out above a key effect of climate change is the risk of flooding and this brings with it issues relating to the likelihood of flooding as well as the intensity of flooding. The Development Advice Maps accompanying TAN15 identify the flood risk zones as set out in the TAN and this is being supplemented by a Strategic Flood Consequences Assessment. This information will have an important influence on where development allocations will be located, along with the type of development, and will also inform policies on flood risk whereby subsequent development proposals, in the form of planning applications can be assessed. The approach of the Plan will be to steer highly vulnerable development away from flood risk areas, to assess the implications of development in areas at risk of flooding and to ensure that new development does not increase the risk of flooding elsewhere.

It is also necessary for the Plan to have regard to the whole water environment as an important resource. Ensuring a reliable water supply is an important component of everyday life but needs to be balanced with effects on ground water and surface water in terms of levels and quality and any associated ecological effects. In locating and designing new development it is also necessary to ensure that the waste water network and treatment capacity is adequate to serve development and to ensure that surface water run-off from new development is adequately managed.

The principles of energy efficiency measures and renewable energy are now incorporated into Building Regulations. However, the LDP needs to ensure that new development has regard to broader principles of sustainable design in order to reduce energy usage and carbon emissions. The Plan will also encourage, where appropriate renewable energy generation technology, subject to a range of material planning considerations. An assessment of the potential for renewable energy Assessment will inform the detailed policy framework in terms of specific areas of search or the potential for particular types of renewable and low / zero carbon energy. Such policy approaches can also help ensure that new development is designed to be resilient to future climate change effects.

The County has an industrial heritage which has resulted in large areas of brownfield land and associated environmental risks such as contamination and pollution. Parts of the County also experienced coal mining and this has left a legacy of potential risks associated with unstable land. Landfill operations have taken (and continue to take) place, resulting in problems associated with leachates and gas emissions. The Plan therefore recognises the need to have regard to environmental protection and this will be set out more fully in subsequent detailed policies. These policies will also address general environmental protections associated with noise, air, water and light pollution.

Policy Context

LDP Objectives	<p>12. Ensure that housing development takes place in sustainable locations where sites are viable and deliverable and are supported by the necessary social, environmental and physical infrastructure</p> <p>15. Minimise the causes and impacts of climate change and pollution</p> <p>19. Support the safeguarding and sustainable use of natural resources such as water and promote the development of brownfield land</p>
PPW	<p>Para 4.5 Planning for Climate Change</p> <p>Para 4.7 sustainable settlement strategy: locating new development</p> <p>Para 4.9 Preference for the re-use of land</p> <p>Para 12.3 Development plans and water</p> <p>Para 12.9 Development plans and renewable and low carbon energy</p> <p>Para 13.2 Flood risk and climate change</p> <p>Para 13.3 Development plans and flood risk</p> <p>Para 13.6 Development Plans and Contaminated land</p> <p>Para 13.8 Development Plans and Unstable land</p> <p>Para 13.11 Development Plans and improving the quality of air and water</p> <p>Para 13.14 Development Plans and noise and lighting</p>
Well Being Goals	<p>A globally responsible Wales</p> <p>A healthier Wales</p> <p>A resilient Wales</p>
Key Evidence	<p>TAN 15 Development and Flood Risk (2004)</p> <p>Development Advice maps (TAN15)</p> <p>Flintshire Local Flood Risk management Plan (2015)</p> <p>Dee Catchment Flood management Plan (2010)</p> <p>NW England and N Wales Shoreline Management Strategy</p> <p>Welsh Water Surface Water Management Strategy</p> <p>Strategic Flood Consequences Assessment (emerging)</p> <p>Topic Paper 2 - Flooding and environmental protection</p> <p>Topic Paper 15 - Energy</p>

Monitoring	The following indicators will be used to monitor policy effectiveness: tbc
Detailed policies	Renewable Energy (solar, wind etc) Management of Water resources Flood risk Unstable and contaminated land and landfill sites Environmental Pollution

STR15: Waste Management

The LDP will facilitate the sustainable management of waste by:

- i. Securing opportunities to minimise the production of waste in all development and ensuring the sustainable management of waste once it has been produced;
- ii. Supporting proposals for waste management which move the management of waste up the waste hierarchy;
- iii. Supporting proposals which reduce the impacts of existing waste management on communities and the environment;
- iv. Directing new waste management facilities towards existing and allocated industrial sites which are suitable for waste management facilities;
- v. Recognising that some types of waste facility may need to be located outside development boundaries;
- vi. Protecting strategically important sites through the use of buffer zones where necessary; and
- vii. Encouraging the co-location of heat producers and the development of heat networks through the identification of appropriate sites.

Explanation

Waste reduction is a cross cutting issue and opportunities to prevent or reduce the generation of waste should be made in all development, in line with guidance in PPW paragraph 12.6.3. Despite efforts to encourage waste reduction at the national level, there are still significant quantities of waste being produced within the County. Taking a 'circular economy' approach at the design stage would help minimise the use of resources and ensure that they can be reused in future.

Flintshire accommodates a range of waste facilities across the waste hierarchy with a number of facilities which are of strategic importance, including Parc Adfer, which will manage North Wales local authority collected residual waste. The sustainable management of waste can bring economic benefit and given Flintshire's location in the sub-region, it is well located to accommodate strategic facilities which serve a wider area. It is important, however, that provision does not compromise the amenity enjoyed by communities through careful location and siting of new facilities or result in the overprovision of disposal and recovery capacity since this may encourage wastes being managed further down the waste hierarchy than they could be.

National policy and guidance has moved away from requiring LDPs to identify prescriptive land areas for waste management and now requires that waste

management needs are considered as part of wider employment land surveys. Any specific needs of Flintshire as a Waste Collection and Disposal authority and any need arising from local authority procurement programmes should also be considered. There is no identified need for further recovery or disposal infrastructure within the County given the progress which has been made in terms of Parc Adfer which will manage residual waste from across North Wales and the AD facility developed at the Waen in Denbighshire which manages food waste arising in Flintshire, Denbighshire and Conwy. Planning permission has also been secured and is in the process of being implemented for landfill at Parry's Quarry. Therefore, no strategic allocations for waste management are identified within the LDP.

Flintshire has met its statutory recycling targets, landfill allowance scheme targets and Parc Adfer will enable targets for landfill diversion to be met when it becomes operational in 2019. The majority of wastes arising in Flintshire are now recycled or recovered in some way which is a distinct contrast to the position when the UDP was being prepared. Planning permissions have recently been granted for a number of merchant waste management facilities in Flintshire which would move the management of waste up the waste hierarchy. In 2015 Flintshire had more permitted waste facilities than any other authority in North Wales and makes a significant contribution towards the sustainable management of waste. Whilst significant progress has been made, a policy approach is being developed as part of the LDP to ensure the County can respond to changing technologies and changing demand, optimising the economic benefits that sustainable waste management can bring.

Policy Context

LDP Objectives	5. Facilitate the sustainable management of waste
PPW	Paragraphs 12.5 & 12.6
Well Being Goals	A globally responsible Wales
Key Evidence	North Wales Regional Annual Monitoring Report (April 2016) Topic Paper 5: Waste
Monitoring	The following indicators will be used to monitor policy effectiveness: tbc
Detailed policies	Waste reduction: Part of a general development management policy. Detailed waste policy directing new waste facilities and identification of detailed criteria against which proposals would be assessed.

STR16: Strategic Planning for Minerals

Flintshire's important mineral resources will be sustainably managed by:

- i. Protecting minerals from unnecessary sterilization by directing new development away from areas underlain by mineral of economic importance or where this is not possible through the requirement for prior extraction;
- ii. Reducing the conflict between mineral development and sensitive development through the use of buffer zones;
- iii. Contributing towards the regional supply of mineral through the allocation of 1.4 million tonnes of sand and gravel and 3.84 million tonnes of crushed rock through the extension to existing quarries, in collaboration with Wrexham County Borough Council;
- iv. Identifying those areas where mineral extraction would not be acceptable;
- v. Ensuring new mineral extraction is located so as minimise impacts on communities and the environment;
- vi. Securing appropriate restoration which can deliver specific environmental and community benefits;
- vii. Maximising the use of secondary and recycled aggregate.

Explanation

Flintshire is underlain by a wealth of minerals where many settlements have historically been shaped by mining. The mineral industry is still very active in the County with limestone and sand and gravel still being worked at a number of different sites. Minerals are an important resource which should be protected for future generations by locating non-mineral development away from areas which are underlain by mineral of economic importance. Given the distribution of mineral within Flintshire and the location of existing settlements it is considered inevitable that there will be some loss of mineral, however this will be minimised through careful site selection. A detailed safeguarding policy will be included to ensure that the need to protect the mineral resource is considered prior to any non-mineral development outside allocated sites or identified development boundaries. Within development boundaries the need to undertake prior extraction to address issues of instability will also be addressed.

The North Wales Regional Technical Statement identifies the level of need for mineral at the regional level and then apportions this to individual local authorities. A need for additional sand and gravel has been identified in Flintshire as well as a need for crushed rock shared between Flintshire and Wrexham. It is proposed to meet the need for crushed

rock within Flintshire through the extension of an existing quarry rather than through the allocation of a new site since the tonnage required would not support the creation of a new quarry site and this has been formally agreed with Wrexham, forming part of their LDP Strategy. Detailed allocations will be identified at the Deposit stage.

The LDP will seek to minimise the impact of mineral extraction on communities and the environment by directing mineral extraction towards those locations which have the least impact and ensuring that high quality restoration is undertaken. Buffer zones will be identified around existing quarries, in line with Minerals Technical Advice Note 1: Aggregates, and proposals for new quarries / extensions to existing quarries will be required to identify a suitable buffer between mineral extraction and sensitive development. Detailed policies will set out the criteria against which proposals will be assessed.

Policy Context

LDP Objectives	<p>9. Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region</p> <p>13. Promote and enhance a diverse and sustainable rural economy</p> <p>19. Support the safeguarding and sustainable use of natural resources such as water and promote the development of brownfield land</p>
PPW	Chapter 14
Well Being Goals	A globally responsible Wales
Key Evidence	<p>BGS Mineral Resource Maps</p> <p>BGS Aggregate Safeguarding Maps</p> <p>Coal Authority Maps</p> <p>Topic Paper 6: Minerals</p>
Monitoring	<p>The following indicators will be used to monitor policy effectiveness:</p> <p>tbc</p>
Detailed policies	<p>Mineral safeguarding</p> <p>Buffer zones</p> <p>Sustainable supply of minerals</p> <p>Secondary and recycled aggregates</p>

How the Strategic Policies link with LDP Objectives and the Well Being Goals – Summary Table			
Creating Sustainable Places and Communities			
Strategic Policy	Relevant LDP Strategic Objective	Relevant LDP Objective	Well Being Goal
STR1: Strategic Approach	Delivering Growth and Prosperity	8, 9, 11	A prosperous Wales A resilient Wales
STR2: The Location of Development	Delivering Growth and Prosperity	8, 9, 11, 12, 13	A prosperous Wales A resilient Wales
STR3: Strategic Sites	Delivering Growth and Prosperity	8, 9, 12	A prosperous Wales A resilient Wales
STR4: Principles of Sustainable Development and Design	Safeguarding the Environment	15, 16, 17, 18, 19	A globally responsible Wales A healthier Wales A Wales of cohesive communities A more equal Wales
STR5: Transport and Accessibility	Enhancing Community Life	3,4	A healthier Wales A Wales of cohesive communities A more equal Wales
STR6: Services, Facilities and Infrastructure	Enhancing Community Life Safeguarding the Environment	1, 6, 17	A healthier Wales A Wales of cohesive communities A more equal Wales A Wales of vibrant culture and thriving Welsh Language

Supporting a Prosperous Economy			
Strategic Policy	Relevant LDP Strategic Objective	Relevant LDP Objective	Well Being Goal
STR7 Economic Development, Enterprise and Employment	Enhancing Community Life Delivering Growth and Prosperity	1, 2, 8, 9, 10, 13, 14	A prosperous Wales A resilient Wales
STR8:Employment Land Provision	Delivering Growth and Prosperity	8, 9	A prosperous Wales A resilient Wales
STR9: Retail Centres and Development	Enhancing Community Life Delivering Growth and Prosperity	2, 3, 10	A prosperous Wales A resilient Wales
STR10:Tourism, Culture and Leisure	Delivering Growth and Prosperity Safeguarding the Environment	13, 14, 18	A Wales of vibrant culture and thriving Welsh Language
Meeting Housing Need			
STR11: Provision of Sustainable Housing Sites	Delivering Growth and Prosperity	11,12	A more equal Wales A globally responsible Wales
STR12: Provision for Gypsies and Travellers	Enhancing Community Life Delivering Growth and Prosperity	1, 7, 11, 12	A more equal Wales

Valuing the Environment			
STR13: Natural and Built Environment, Green Networks and Infrastructure	Safeguarding the Environment	17, 18, 19	A healthier Wales A Wales of vibrant culture and thriving Welsh Language A globally responsible Wales
STR14: Climate Change and Environmental Protection	Safeguarding the Environment	18, 19	A globally responsible Wales
STR15: Waste Management	Enhancing Community Life	5	A globally responsible Wales
STR16: Strategic Planning for Minerals	Enhancing Community Life Safeguarding the Environment	9, 13, 19	A globally responsible Wales

**Flintshire Local Development Plan
2015 – 2030**

**Appendix 1
Issues to be faced by the Plan**

Andrew Farrow
Chief Officer Planning & Environment

Enhancing Community Life

- 1. Ensure communities have access to a mix of services, community and cultural facilities, to allow community life to flourish to provide for the health and well-being, social, educational, spiritual, recreational, leisure and cultural needs of the community and particular groups such as the elderly**

Issues and Considerations:

- Lack of facilities and services
- Addressing quantitative and qualitative deficiencies in open space
- Ensuring new housing development incorporates or contributes to well-designed open space which is properly managed and maintained
- Accessibility of / to facilities and services
- Financial pressure on facilities and services – numbers / location / accessibility i.e. it is not realistic for all settlements to have a comprehensive range of facilities and services but recognising the availability of services and facilities in adjacent or nearby settlements
- Should facilities and services respond to development or direct where development should go?
- Provision of health centres and facilities
- Ensure that facilities exist for education either exist or can be provided
- Ensure that new development contributes where necessary to school improvements where capacity issues exist with the present level of accommodation
- Ensure that education facilities are accessible to local communities especially younger children in a safe and convenient way
- Safeguard and protect community identity
- Ensure the principles of equality are applied in preparing the Plan

- 2. Encourage the development of town and district centres as the focus for regeneration**

Issues and Considerations:

- recognising the role of town / district / local centres in terms of provision of services and facilities and seeking to maintain or enhance through regeneration or other measures
- Seeking to address decreased vitality and viability resulting in associated problems with management and maintenance of both public realm and also built fabric with vacant units and poor maintenance.
- The means to attract new investment to traditional town centres

3. Promote a sustainable and safe transport system that reduces reliance on the car

Issues and considerations:

- need for joined up transport system involving road, rail, bus, cycling and walking and recognising the role of town centres as transport hubs
- social exclusion in rural areas
- social exclusion to certain groups of population
- access to jobs for those without private car e.g. improved accessibility to Deeside Industrial Park (DIP)
- addressing the potential for improvements to the railway system both for freight and passengers e.g. the need for new or improved rail station at DIP and the electrification of the Wrexham Bidston Railway
- public transport nodes and routes
- identifying disused trackbeds and other potential routes for recreation / commuting
- identifying capacity and congestion hotspots and scope for either new road schemes or road improvement schemes
- recognise the health benefits of promoting alternative method of transport such as walking and cycling'
- Safeguarding the continued operation of Hawarden Airport
- consider the role of Mostyn Docks and River Dee as a transport corridor
- designing and managing roads to reduce journey times, increase safety and reduce congestion
- the outcome and implications of the Welsh Government consultation on the blue (improvements to the A494(T)) and red (new route linking Dee Bridge with A55 at Northop) options for improving the A494T/A55T/A548 route corridor

4. Facilitate the provision of necessary transport, utility and social / community infrastructure

Issues and considerations:

- water treatment capacity and network
- water supply capacity
- lack of timely investment in infrastructure eg water treatment to deliver development – pressure on service providers to respond – feeding into service provider plans and providers
- need better understanding of infrastructure provision
- energy provision – renewable energy generation and improving energy efficiency and conservation'
- understanding the scope for renewable energy within the County in order to inform the development of suitable policies and proposals

5. Facilitate the sustainable management of waste

Issues and considerations:

- identifying future waste management and disposal needs – North Wales Residual Waste

- the need for firm allocations rather than areas of search
- contributing towards an adequate network of waste disposal and management installations
- design of housing and other development to facilitate increased recycling
- ensure risks posed by active or former landfill sites, given the landfill legacy in parts of the County, are minimised by directing sensitive development away from inappropriate sites
- reviewing existing employment sites to identify those which can accommodate waste management facilities

6. Protecting and supporting the Welsh Language

Issues and considerations:

- Identify the use of Welsh Language within the County and identify trends whereby the language is flourishing or declining
- assess the impacts of proposed housing allocations on the Welsh Language, including Welsh Language Schools, where necessary and appropriate

7. Create places that are safe, accessible and encourage and support good health, well-being and equality

Issues and considerations:

- Placing emphasis on the creation of safe and good quality public realm as part of new development
- Ensuring new development is accessible to all users
- Ensuring that new development creates the conditions which are conducive to healthy living

Delivering Growth and Prosperity

8. Facilitate growth and diversification of the local economy and an increase in skilled high value employment in key sectors

Issues and considerations:

- Recognising the importance of the Flintshire economy to Wales and West Cheshire and Chester / Wirral
- Have regard to the Mersey Dee Alliance and Northern Powerhouse agendas in terms of implications for the economy of Flintshire
- Over-reliance on manufacturing yet Deeside Enterprise Zone (DEZ) focus on 'advance' manufacturing
- Focus on storage and distribution at Northern Gateway

- Underdeveloped / disjointed tourism industry – outcomes of tourism destination management project.
- Accessibility to work opportunities
- Need to review older industrial allocations – new uses?
- Ensure key existing employment sites and allocations are protected from inappropriate development
- Lack of understanding as to what the market is likely to need over Plan period in terms of location, size and type of sites
- The need to ensure an adequate and appropriately skilled and trained labour supply is maintained
- What is the Council's / Welsh Government's target in terms of job creation and how does this translate into supporting development requirements?
- Addressing the needs of and implications of special and hazardous industries and protecting community
- The need to ensure a sustainable supply of minerals over the Plan period in which the economic importance of minerals extraction is balanced against environmental effects

9. Support development that positions Flintshire as an economically competitive place and an economic driver for the sub-region

Issues and considerations:

- Need to identify and deliver the right strategic sites – location, size, type to meet present / future needs (more informed view than traditional approach of over – allocation) either through allocations or a flexible but robust policy approach
- Recognising key economic drivers such as Airbus, Tata, Toyota etc
- Address the impact of Northern Gateway and DEZ and setting the scene for the remainder of the Plan period
- Recognising growth hubs and linkages with surrounding settlements to spread wealth and regeneration
- Recognise the benefits of mixed use development sites

10. Reinforce and improve Flintshire's town and district centres as vibrant destinations for shopping, leisure, culture, learning and business

Issues and considerations:

- Addressing the effects of the economic downturn and cultural changes such as on line shopping
- Will economic recovery bring back town centres to their former glory or has their 'shopping' role changed fundamentally
- Need to address the role and function of town centres – is it predominantly retail or is it a mix of uses
- How to control / prevent the loss of shops in town centres – review of core retail area policy and consideration of alternative policy approaches

- Importance of night time economy – assisted by people living in town centres eg above shops.
- Is there a need to control specific types of development e.g. hot food takeaways as part of healthy living concerns?
- Need to re-look at retail hierarchy – role and function of each town / district / local centre i.e. are specific policies needed for each town centre or one size fits all?
- Utilising the information contained within existing town centre masterplans and health checks
- Determining whether there is a need for further retail floorspace and if so, the Identification of sites for new retail development having regard to the town centres first principle
- determining whether park and ride has a role to play in facilitating and supporting healthy town centres
- the need to retain and facilitate local and rural shopping facilities

11. Ensuring that Flintshire has the right amount, size and type of new housing to support economic development and to meet a range of housing needs

Issues and considerations:

- Providing an amount of housing which meets local needs and a reasonable level of in-migration which supports the economic growth aspirations of the Plan
- understanding and addressing the under- delivery of housing in the UDP
- undertaking a robust assessment of existing housing land bank and making informed allowances for small sites and windfalls
- The provision of housing which meets the needs of the general market as well as affordable housing and specialist housing such as elderly persons accommodation and gypsy and travellers’.
- Set an appropriate and achievable level of affordable housing for the plan area based on local need and viability
- ensure that a 5 year housing land supply can be sustained throughout the Plan period
- develop a policy framework to identify what developer contributions, through CIL or otherwise, will be required towards the community and infrastructure impacts of development.

12. Ensure that housing development takes place in sustainable locations where sites are viable and deliverable and are supported by the necessary social, environmental and physical infrastructure

Issues and considerations:

- Need greater emphasis on the delivery of housing – viability and deliverability
- Ensuring housing allocations deliver associated infrastructure upgrades where necessary

- Ensuring housing allocations are in sustainable locations based on a sustainable settlement and locational strategy and detailed audits of settlements
- Ensure that a range of physical, environmental and social infrastructure, including for instance an adequate road network and public transport (rail and bus) is available or can be made available
- Ensuring housing allocations are well related to economic growth areas
- Ensuring housing allocations are in areas where there is sufficient viability to deliver affordable housing etc
- Ensure full and realistic assessment is made of the existing housing landbank before identifying new housing allocations
- Review green barriers against the criteria in PPW in order to avoid coalescence and review settlement boundaries
- Adopting a site search sequence focussing initially on the availability and suitability of brownfield land
- Making the most efficient use of land

13. Promote and enhance a diverse and sustainable rural economy

Issues and considerations:

- Recognise the contribution of the agricultural economy and the need for diversification in the rural economy either as part of farm diversification or through development in and on the edge of settlements – site allocations or flexible policies?
- How realistic is it to achieve employment re-uses of rural buildings such as barns?
- Utilizing natural assets such as renewable energy
- Ensure that a sensitive and sustainable approach is taken to meeting housing needs in rural areas e.g. local needs and rural enterprise dwellings and investigating the delivery of affordable housing as part of mixed tenure schemes

14. Support the provision of sustainable tourism development

Issues and considerations:

- Underdeveloped / disjointed tourism industry – outcomes of tourism destination management project ‘in terms of a strategic framework for tourism in the County e.g. accommodation and attractions’
- Recognising changes in tourism – increased short breaks and new / innovative forms of accommodation
- Recognising that tourism is increasingly all year round
- Recognise the tourism role of market towns
- Need for flexible policies to allow for changes in the tourism industry reflecting changing consumer preferences’
- Safeguarding and enhancing natural and heritage assets i.e. coast, key landscapes etc
- Recognising the importance of tourism ‘events’ such as Mold Food Festival

- In addition to improving existing attractions such as Greenfield Valley, the need to consider and develop new tourism destinations such as Holywell and Hawarden.

Safeguarding the Environment

15. Minimise the causes and impacts of climate change and pollution

Issues and considerations

- Recognising that parts of the County are susceptible to flooding (coastal and fluvial) e.g. along Dee Estuary but also recognizing local flooding hotspots e.g. surface water flooding
- Understanding the degree of flood risk in the County in terms of tidal, fluvial and surface water
- Recognises that extreme weather events are more likely
- Adopting a precautionary and long term approach to the location / siting / design of development and travel patterns / arrangements as part of understanding the effects of climate change and sustainable transport alternatives
- Ensuring new development has built in resilience to climate change e.g. through design measures such as SUDS
- Addressing light, noise, air and other types of pollution within the County as part of identifying development sites
- Identifying physical constraints to development in terms of contaminated and unstable land (having regards to site search sequence' in PPW and preference for brownfield land.
- Recognising the role that a sustainable pattern of development can play, for instance through promoting a modal shift from car to public transport, in tackling climate change

16. Conserve and enhance Flintshire's high quality environmental assets including biodiversity, landscape, cultural heritage and natural and built environments

Issues and considerations:

- Ensure the proper status of the Clwydian Range and Dee Valley Area Of Natural Beauty (AONB) is recognised as being of equal importance to national Parks, as there is a perception by some that it is regarded as being of lesser importance
- Presence of several European designations and other protected habitats and species throughout County and implications for spatial strategy.
- Presence of great crested newts in and around several settlements particularly Buckley
- Culturally seen by some as having closer links with NW England than the rest of Wales
- Using the knowledge and information built into the Landmap system to ensure that the characteristics and features of the landscape are recognised and are considered as part of development proposal's

- Incorporating existing landscape and biodiversity features as part of development proposals and improving the ecological value of sites
- Assessing whether the Plan should identify special or local landscape designations
- Identification of a coastal zone and the review of the existing policy approach
- Safeguarding the County's rich and varied built and historic environment including listed buildings, conservation areas, scheduled ancient monuments, archaeology sites and historic landscapes, parks and gardens whilst allowing sensitive managed change.

17. Maintain and enhance green and blue infrastructure networks

Issues and considerations:

- Identifying existing networks and gaps where linkages are needed
- Recognising the Dee Estuary as a strategic linear open space opportunity and improving local accessibility to it
- Using networks as links to open countryside but also as links to facilities, services, public transport i.e. as part of everyday life
- Recognising the different roles of green (land based) and blue (water based) infrastructure networks – landscape, wildlife, movement, recreation, amenity and food production etc
- Ensuring that new development contributes where necessary to maintaining / enhancing existing networks or providing missing links
- Protecting built heritage at risk and sensitively managing change in the historic environment

18. Promote good design that is locally distinct, innovative and sensitive to location

Issues and considerations:

- Identifying and valuing what is the character of our settlements – layout, form design, materials etc
- Ensuring that the vernacular character or local distinctiveness is incorporated into new development
- Using design principles and policies to recognise local distinctiveness yet not stifling of innovative design

19. Support the safeguarding and sustainable use of natural resources and promoting the development of brownfield land

Issues and considerations:

- General support for renewable energy in terms of addressing climate change
- Identifying what scope / capacity there is for renewable energy in the County – wind, solar
- Does / should the Plan set targets for renewable energy

- Safeguarding minerals of economic importance and reviewing whether the minerals safeguarding designation in UDP needs to be further refined
- Reviewing whether the UDP mineral buffer zones are still fit for purpose
- Ensuring a sustainable supply of minerals is maintained over the Plan period and assessing whether present reserves of minerals are sufficient for the Plan period or will new sites or extensions to existing sites be required for aggregates and hard rock
- Protection of best and most versatile agricultural land
- Protecting water quality and conserving water supply



CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Procurement Strategy Action Plan
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Strategic

EXECUTIVE SUMMARY

In November 2016 Cabinet approved a joint procurement strategy with Denbighshire County Council. It contained the following high level outcomes

1. Flintshire County Council achieves value for money from the goods, services and works it procures
2. Flintshire County Council improves the contribution its procurement activity has on the local economy especially social enterprise

An action plan has been prepared to show how those outcomes will be delivered. The action plan also includes the measures that will be used to track progress.

RECOMMENDATIONS

1	To approve the action plan and the measures that will be publicly reported.
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REPORT DETAILS

1.00	EXPLAINING THE ACTION PLAN
1.01	<p>The Council spends £150m per year on buying goods and services. The Procurement Strategy, which was approved in November 2016, sets out how the Council intends to use that purchasing power to support its wider policy aims. The strategy includes the following 2 high level outcomes</p> <ol style="list-style-type: none">1. Flintshire County Council achieves value for money from the goods, services and works it procures2. Flintshire County Council improves the contribution its procurement activity has on the local economy especially social enterprise <p>These outcomes underpin and support the following key aims in the Council Plan:</p> <p>Priority: Connected Council Sub-Priority: Developing and Inspiring Resilient Communities Impact: 1) Supporting local communities to be resilient and self-supporting.</p> <p>4. Ensuring and delivering community benefits. <i>Achievement will be measured through:</i></p> <ul style="list-style-type: none">• Establishing a Community Benefits Board with an action plan• Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge• Monitoring the percentage of community benefit clauses included in new procurement contracts; and <p>Priority: Serving Council Sub-Priority: Improving Resource Management Impacts: 1) Continuing to be a high performing and innovative public sector organisation with social values. 2) Providing high quality, accessible, responsive and cost effective public services.</p> <p>What we will do in 2017/18:</p> <p>3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements. <i>Achievement will be measured through:</i></p> <ul style="list-style-type: none">• % of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)• % of Council spend with Welsh businesses• % of Council spend with Flintshire businesses. <p>4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts.</p> <p><i>Achievement will be measured through:</i></p> <ul style="list-style-type: none">• Development of a programme to support local businesses• Developing and delivering training and support to improve the inclusion of community benefits in Council contracts• Developing a system to record and monitor Community Benefits

	centrally.
1.02	<p>The Strategy does not expand on how these outcomes are to be achieved, and that further level of detail is provided by the action plan. The Business Plan (attached at Appendix A) lists not only the steps that will be taken to deliver the outcomes but also sets out the measures that will be used to track progress.</p> <p>The planned actions fall into a number of broad categories</p> <ol style="list-style-type: none"> 1) work to promote the use community benefits in contracts such as work to make it easier to decide what benefits to seek. 2) actions to improve the ability of local businesses and social enterprise to bid for council contracts; and 3) process improvements to ensure that the end to end electronic procurement system functions in the optimal way thereby making it easier for both officers and suppliers to use. <p>Members will be pleased to note that a policy and procedure on the use of community benefit clauses will be brought forward for approval well in advance of the target date of December 2017.</p>
1.03	<p>The action plan is very detailed and includes activities and measures that will be used for performance management. Consequently not all measures are appropriate for public reporting. It is proposed that the following measures are publicly reported:</p> <p><u>Measures</u></p> <ol style="list-style-type: none"> 1) Total potential savings through procurement 2) % of orders completed wholly electronically 3) % of spend with businesses in Mersey Dee Alliance area 4) % of contracts below £1m value with community benefit clauses <p><u>Actions</u></p> <ol style="list-style-type: none"> 5) Programme of activity increasing capacity of local businesses and the third sector/social enterprise to bid for council contracts 6) Structuring contracts to provide opportunities for local businesses and the third sector/social enterprise 7) Improve inclusion of community benefit clauses in contracts 8) Increase the number of contracts are jointly procured with DCC

2.00	RESOURCE IMPLICATIONS
2.01	The Procurement Service has the necessary level of resource to carry out the actions in the Action Plan.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Action Plan was reported to Corporate Resources Overview and Scrutiny Committee on 21 st September. Its views will be verbally reported to Cabinet.

4.00	RISK MANAGEMENT
4.01	<p>The purpose of the Action Plan is to help define how the Council will achieve its wider policy aims through directing its purchasing power. By carefully structuring contract specifications and invitations to quote/tender it will be possible for the Council to spend its money in a way that supports its community and social enterprise. The use of community benefits in particular will help to reduce social inequality and improve community resilience.</p> <p>Every individual procurement exercise will still need to be compliant with the relevant contract procedure rules and legislation, and all of the aims of the strategy nor proposed actions are compatible with both.</p>

5.00	APPENDICES
5.01	Appendix A – Procurement Business Plan

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>http://committeemeetings.flintshire.gov.uk/documents/s40341/Enc.%201%20for%20PROCUREMENT%20STRATEGY.pdf?LLL=0</p> <p>Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: Gareth.legal@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Community Benefit Clauses - Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.</p> <p>Mersey Dee Alliance - The partnership between the public sector in North East Wales and North West England to “work together on common strategic interests to ensure a sustainable future for the area and facilitate a coherent approach to social, economic and environmental issues.” (MDA)</p>

Outcome 1A Denbighshire: The council achieves value for money from the goods, works and services it procures

Measures	Excellence Target	Intervention Target
% of goods, services and works procured through purchasing arrangements established by the NPS	10%	5%
% of goods, services and works procured through non-NPS framework agreements		
Total potential savings at tender award stage (Contract Estimated budget -v- Contract Award value)*		
Total potential savings at contract end stage (Contract Award value -v- Actual Contract Spend)*		
% of contracts over £25k for goods and services where a Commissioning for has been completed*		
% of contracts over £250k for works where a Commissioning for has been completed*		
% of contracts over £25k for goods and services where a Wellbeing Impact Assessment has been completed*	100%	90%
% of contracts over £250k for works where a Wellbeing Impact Assessment has been completed*	100%	90%
% of contracts over £25k for goods and services where a tenders exercise is undertaken but no award is made*		
% of contracts over £250k for works where a tenders exercise is undertaken but no award is made*		
% of contracts over £25k where the contract award amount is no more that the estimated budget*		
% of contracts over £25k where the final contract cost is no more than the contract award amount*		
% of contracts over £25k where the final contract cost is no more than the contract award amount*		
% of Contracts over £25k with a signed or sealed contract within 6 weeks of the contract award*	95%	90%
% of officer assessing the service provided by the CPS as 'ok' or better	85%	75%
% of officers attending procurement training assessing the training as 'ok' or better	85%	75%

% of Middle Management Team assessing their procurement knowledge as 'ok' or better	85%	75%
% of invoices that have had an upfront purchase order (PO)		
DEVELOP SET OF MEASURES FOR CONTRACT MANAGEMENT		

** as measured through procurement projects entered into the Proactis Portal. This may not include all procurement activity, as some projects initiated prior to the new CPR's coming into force on 1 April 2016 may not be in the system.*

GLOSSARY

NPS – National Procurement Service – a Welsh Government sponsored organisation established to procure common and repetitive spend across public sector organisations in Wales.

Commissioning Form – document required to be completed by officers undertaking procurement activity which outlines the rationale and approach to the proposed activity.

Wellbeing Impact Assessment Tool – web-based tool developed by Denbighshire County Council to provide documented evidence of how the Council has considered its obligations under the Wellbeing of Future Generations Act (Wales) 2015

CPS – Collaborative Procurement Service – the central team of procurement officer that support and advise services in relation to procurement activity across both Denbighshire and Flintshire County Councils.

Proactis – the council's adopted electronic procurement system, through which all contracts over £10,000 should be recorded and managed.

Outcome 1B Flintshire: The council achieves value for money from the goods, works and services it procures

Measures	Target
% of goods, services and works procured through purchasing arrangements established by the NPS	10%
% of goods, services and works procured through non-NPS framework agreements	
Total potential savings at tender award stage (Contract Estimated budget -v- Contract Award value)*	
Total potential savings at contract end stage (Contract Award value -v- Actual Contract Spend)*	
% of contracts over £25k for goods and services where a Commissioning for has been completed*	
% of contracts over £250k for works where a Commissioning for has been completed*	
% of contracts over £25k for goods and services where a Wellbeing Impact Assessment has been completed*	
% of contracts over £250k for works where a Wellbeing Impact Assessment has been completed*	
% of contracts over £25k for goods and services where a tenders exercise is undertaken but no award is made*	
% of contracts over £250k for works where a tenders exercise is undertaken but no award is made*	
% of contracts over £25k where the contract award amount is no more that the estimated budget*	
% of contracts over £25k where the final contract cost is no more than the contract award amount*	
% of contracts over £25k where the final contract cost is no more than the contract award amount*	
% of Contracts over £25k with a signed or sealed contract within 6 weeks of the contract award*	
% of officer assessing the service provided by the CPS as 'ok' or better	85%

% of officers attending procurement training assessing the training as 'ok' or better	80%
% of Middle Management Team assessing their procurement knowledge as 'ok' or better	
% of invoices that have had an upfront purchase order (PO)	90%
DEVELOP SET OF MEASURES FOR CONTRACT MANAGEMENT	

** as measured through procurement projects entered into the Proactis Portal. This may not include all procurement activity, as some projects initiated prior to the new CPR's coming into force on 1 November 2016 may not be in the system.*

Outcome 1 : The council achieves value for money from the goods, works and services it procures

Activities	Responsibility	Timescale
Provide E-Procurement System 'Sourcing' (Proactis) Information Sessions for all Departments not yet using the system	Systems Officer	March 2018
Provide updated training on Proactis Portal V6 to Officers currently using V5 (V6 due for release end of Q1)	Systems Officer	July 2017
Provide E-Procurement System 'Contract Management' (Proactis) Training to all Officers managing contracts	Business Partner (Strategic)	Ongoing
Create a E-procurement System 'Quick Guides' to enable officers to become self-sufficient in the using the system	Systems Officer	July 2017
Review Proactis Portal user activity and user permission settings to ensure those officers set up on the system are using it and have access to appropriate modules of the system	Systems Officer	June 2017
Identify Proactis 'Super Users' for each service and provide appropriate level of training and for the super users	Systems Officer	March 2018
Set up Proactis User E-mail Group to communicate system and procedural updates to users	Systems Officer	June 2017
Explore possibility of monthly 'Drop In' Sessions for additional Portal training for officers. Each session focusing on an area which has been highlighted as a problem area for users.	Systems Officer	September 2017
Review and update all Project and Contract Templates in the Proactis Portal and ensure that both DCC & FCC templates are the same	Business Partner (Strategic)	September 2017
Review, update and maintain details of all Frameworks used to ensure correct information is held on the Proactis Portal	Systems Officer	December 2017
Develop a customer feedback system for suppliers who have provided goods, services or works to assess quality of the management of the contract	Systems Officer	March 2018
Map out additional report requirements and develop procurement report templates that could be provided to HoS/Chief Officers, detailing key procurement indicators and some basic analysis that could be provided to services on a regular basis	Systems Officer	March 2018
Explore 'Single Registration' for suppliers so they do not have to register on multiple systems e.g. Proactis, Sell2Wales etc.	Systems Officer	December 2018
Work with service areas to identify training needs, and work with the Strategic Business Partner to develop and implement appropriate training.	Business Partners (Categories)	Ongoing
Develop, publish and implement an annual procurement training programme and associated guidance documents (including continuation of CPR/beginners guide to procurement, and community benefits)	Business Partner (Strategic)	Ongoing

Develop CPS Intranet page and communication with other departments within the Authority.	Systems Officer	September 2017
Work with services to develop a programme of future procurement projects and identify opportunities for collaborative procurement locally, regionally and nationally	Business Partners (Categories)	Ongoing
Work with services to identify where approved lists are still being used, and subsequently develop and deliver appropriate alternative arrangements	Business Partners (Categories)	March 2018

Outcome 2A Denbighshire: The council improves the contribution its procurement activity has on the local economy

Measures	Excellence Target	Intervention Target
% of council spend with Denbighshire businesses	35%	25%
% of council spend with North Wales businesses		
% of council spend with Welsh business	60%	40%
% of council spend with businesses in the Mersey/Dee Alliance area		
% of suppliers assessing the council as 'ok' or better at contract end in supplier satisfaction surveys*		
% of offers to the market with at least one Denbighshire based business invited to tender at the Low value threshold (£10,001 - £25,000)*		
% of offers to the market with at least one Denbighshire based business invited to tender at the intermediate value threshold (£25,001 – OJEU)*		
% of offers to the market with at least one Denbighshire based business invited to tender at the High value threshold (OJEU)*		
% of offers to the market with at least one Denbighshire based business bidding at the Low value threshold (£10,001 - £25,000)*		
% of offers to the market with at least one Denbighshire based business bidding at the intermediate value threshold (£25,001 – OJEU)*		
% of offers to the market with at least one Denbighshire based business bidding at the High value threshold (OJEU)*		
% of bids received from Denbighshire based business as a proportion of the total bids received at the Low value threshold (£10,001 - £25,000)*		
% of bids received from Denbighshire based business as a proportion of the total bids received at the intermediate value threshold (£25,001 – OJEU)		
% of bids received from Denbighshire based business as a proportion of the total bids received at the High value threshold (OJEU)		
% of successful bids from Denbighshire based business as a proportion of the total number of successful bids at the Low value threshold (£10,001 - £25,000)*		

% of successful bids from Denbighshire based business as a proportion of the total number of successful bids at the intermediate value threshold (£25,001 – OJEU)*		
% of successful bids from Denbighshire based business as a proportion of the total number of successful bids at the High value threshold (OJEU)*		
% of contracts awarded in the financial year over £1,000,000 with Community Benefits included in contract document*	100%	70%
% of contracts awarded in the financial year under £1,000,000 with Community Benefits included in contract document*	10%	0%

* as measured through procurement projects entered into the Proactis Portal. This may not include all procurement activity, as some projects initiated prior to the new CPR's coming into force on 1 April 2016 may not be in the system.

Outcome 2B Flintshire: The council improves the contribution its procurement activity has on the local economy

Measures	Target
% of council spend with Flintshire businesses	30%
% of council spend with North Wales businesses	
% of council spend with Welsh business	50%
% of council spend with businesses in the Mersey/Dee Alliance area	
% of suppliers assessing the council as 'ok' or better at contract end in supplier satisfaction surveys*	
% of offers to the market with at least one Flintshire based business invited to tender at the Low value threshold (£10,001 - £25,000)*	
% of offers to the market with at least one Flintshire based business invited to tender at the intermediate value threshold (£25,001 – OJEU)*	
% of offers to the market with at least one Flintshire based business invited to tender at the High value threshold (OJEU)*	
% of offers to the market with at least one Flintshire based business bidding at the Low value threshold (£10,001 - £25,000)*	
% of offers to the market with at least one Flintshire based business bidding at the intermediate value threshold (£25,001 – OJEU)*	
% of offers to the market with at least one Flintshire based business bidding at the High value threshold (OJEU)*	
% of bids received from Flintshire based business as a proportion of the total bids received at the Low value threshold (£10,001 - £25,000)*	
% of bids received from Flintshire based business as a proportion of the total bids received at the intermediate value threshold (£25,001 – OJEU)	
% of bids received from Flintshire based business as a proportion of the total bids received at the High value threshold (OJEU)	
% of successful bids from Flintshire based business as a proportion of the total number of successful bids at the Low value threshold (£10,001 - £25,000)*	

% of successful bids from Flintshire based business as a proportion of the total number of successful bids at the intermediate value threshold (£25,001 – OJEU)*	
% of successful bids from Flintshire based business as a proportion of the total number of successful bids at the High value threshold (OJEU)*	
% of contracts awarded in the financial year over £1,000,000 with Community Benefits included in contract document*	100%
% of contracts awarded in the financial year under £1,000,000 with Community Benefits included in contract document*	100%

** as measured through procurement projects entered into the Proactis Portal. This may not include all procurement activity, as some projects initiated prior to the new CPR's coming into force on 1 November 2016 may not be in the system.*

Outcome 2 : The council achieves value for money from the goods, services and works it procures

Service : Procurement

Activities	Responsibility	Timescale
Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Business Partner (Strategic)	March 2018
Work with service areas to ensure consideration is given to how procurement exercises/contracts can be structured to provide opportunities for local suppliers	Business Partners (Categories)	Ongoing
Work with service areas and Economic Development teams to identify existing or potential local suppliers who may benefit from additional support to increase their capacity and competency to respond to Council contracts	Business Partner (Strategic)	Ongoing
Develop and deliver training and support to improve the inclusion of community benefits in Council contracts	Business Partner (Strategic)	December 2017
Develop a system to record and monitor Community Benefits centrally	Systems Officer	December 2017
Develop and deliver a new Print and Design Framework for Denbighshire & Flintshire, working closely with Economic Development teams to ensure local suppliers engage in meet the buyer events and the bidding process	Business Partners (Categories)	September 2017
Work with services to ensure current and potential suppliers are registered on Proactis and Sell2Wales	Business Partners (Categories)	Ongoing
Work with current e-procurement system provider to develop a robust system for both Buyer and Supplier which fulfils legal and audit requirements.	Business Partner (Strategic)	Ongoing
Ensure all our suppliers are of good financial standing by carrying out annual checks on all suppliers with whom DCC are engaged in Contracts with.	Business Partners (Categories)	Ongoing
Maintain the corporate contracts and frameworks register and ensure that published information is current and correct.	Systems Officer	Ongoing

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CABINET

Date of Meeting	Tuesday, 26 September 2017
Report Subject	School Organisation
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Education and Youth)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Cabinet Secretary for Education has recently announced a new funding initiative to promote innovation and raise standards in small and rural schools. The report outlines the conditions attached to the funding by Welsh Government and an overview of the Council's bid for funding for small and rural schools in Flintshire.

The Cabinet Secretary has also issued proposals to consult Local Authorities in respect of proposed changes to the School Organisation Code which will emphasise the requirement for Councils to consider federation as part of the Legal Framework for organisational change.

The report also outlines some positive developments in the creation of new school federations within the Council's school network.

RECOMMENDATIONS

1	That Cabinet acknowledges the WG intervention for small and rural schools and the proposed consultation to amend the School Organisation Code.
2	That Cabinet acknowledges the progress towards school federal arrangements.
3	That Cabinet underpins its previous decision to provide a mandate for officers to consult via statutory proposals for Lixwm & Brynford.
4	That Cabinet maintains its previous decision on Nercwys VA to allow more time for the Council, Diocesan Authority and the school's Governing Body to follow through strategic options for collaboration and sustainability of its school estate.

REPORT DETAILS

1.00	EXPLAINING THE NATIONAL STRATEGY ON SMALL AND RURAL SCHOOLS
1.01	In her Oral Statement in Plenary the Cabinet Secretary for Education set out her plans for a national strategy for small and rural schools recognising that schools in different parts of Wales face different challenges. The National Strategy for Small and Rural Schools supports the Welsh Government's wider aim to strengthen and extend school to school relationships and prioritise education leadership in order to raise standards and tackle the attainment gap.
1.02	As part of the National Strategy the Cabinet Secretary announced new funding of £2.5m for 2017/18 to promote innovation and raise standards in small and rural schools in Wales.
1.03	<p>This funding is to be used to facilitate and encourage innovation and change which is beneficial to small and rural schools, their pupils and the communities they serve. The key purposes of the grant funding are:</p> <ol style="list-style-type: none"> 1. To encourage innovation 2. To support greater school to school working 3. To provide additional administrative support in schools where the head teacher has a significant timetabled teaching commitment of at least 10% of the timetable 4. To increase the community use of school buildings whether for education or non-education purposes.
1.04	Local authorities will administer the grant on the Welsh Government's behalf. £2.5 million has been made available for the period 01 April 2017 to 31 March 2018.
1.05	<p>The Welsh Government have determined the distribution of grant to Councils using a formula incorporating factors for sparsity and school size as follows:</p> <ul style="list-style-type: none"> • 70% by reference to sparsity (based on the population in each local authority outside settlements above the thresholds of a specified population from the 1991 Population Census); and • 30% by reference to the number of (primary), schools maintained by the local authority with fewer than 90 pupils; <p>On that basis up to £144,599 would be available to the Council.</p>
1.06	<p>WG requested that Council's submit their pro-forma outlining their planned expenditure of this grant, indicating:</p> <ul style="list-style-type: none"> • the basis of distribution and total funding allocated to schools; • a brief description of specific projects supported and estimated

	<p>costs and</p> <ul style="list-style-type: none"> • under which of the four purposes the funding falls for each project.
1.07	The Council submitted its application for £144, 599 with 2017/18 and in August 2017 the WG approved the Council's submission. See detailed briefing document: Appendix 1.
1.08	There has not yet been official confirmation of this funding continuing next year but WG have inferred that they hope it will continue.
1.09	<p><u>Explaining Proposed Changes to the School Organisational Code</u></p> <p>The School Standards and Organisation (Wales) Act 2013 requires that the Welsh Ministers issue a School Organisation Code. The code imposes requirements on how relevant bodies (the Welsh Ministers, local authorities, governing bodies and other promoters) must act. It also includes practical guidance to which relevant bodies must have due regard and sets out the policy context, general principles and factors that should be taken into account by those bringing forward proposals to reconfigure school provision and by those responsible for determining proposals.</p>
1.10	The current School Organisation Code came into force on 1 October 2013. A recent review of the Code has resulted in a proposal to strengthen the Code in respect of a presumption against closure of rural schools.
1.11	WG require responses to the proposed changes in the School Organisation code by 30 th September 2017.
1.12	<p><u>Progress on School Federations</u></p> <p>School governors have had powers to federate by choice under provisions introduced in 2010. The Federation of Maintained Schools (Wales) Regulations 2014 gives Councils powers to federate schools.</p>
1.13	Until recently there has only been one example within Flintshire of governors using their powers to federate under the Act. A formal federation between Ysgol Mornant and Ysgol Maes Garmon was agreed during the process of statutory proposals to close Ysgol Mornant.
1.14	The Council will endeavour to support federation when there is mutual agreement between school governing bodies.
1.15	<p><u>Ysgol Treolgan & Ysgol Gronant</u> <u>Ysgol Gwernynmynydd & Ysgol y Waun (Gwernaffield)</u></p> <p>The Governing Bodies of Ysgol Gronant and Ysgol Trelogan and Ysgol Y Waun and Gwernynmynydd CP agreed to carry out a consultation on a proposal to establish a Federation in their respective schools/areas.</p>

1.16	In the case of Ysgol Gronant/Ysgol Trelogan, the schools shared a Headteacher in an informal arrangement and felt it appropriate to formalise this arrangement through a federal arrangement due to the planned retirement of the Headteacher. Similarly for Ysgol Y Waun and Gwernymynydd CP, the Headteacher of Gwernymynydd CP had been offered another position, therefore governors having explored all options considered that federation was the best route to offer a sustainable solution for the area.
1.17	The consultation for the federations was completed in accordance with the Federation of Maintained Schools (Wales) Regulations (2014). For of Ysgol Gronant and Ysgol Trelogan this commenced 8 th May 2017 and closed on 12 th June 2017 and Ysgol Y Waun, Gwernaffield and Gwernymynydd CP this commenced 23 rd May 2017 and ended 10 th July 2017.
1.18	The Governors of the schools were assisted by officers from the Education and Youth Portfolio who provided administrative support and guidance in respect of the process. Consultation documents for each proposed federation were developed and made available to all parents/carers and key stakeholders. A version of the consultation document for each proposed federation was produced for children and young people who were likely to be affected by the proposal.
1.19	Consultation events were arranged with the respective School Councils at the four schools and consultation meetings for parents/carers were arranged at the four schools during the consultation period. Officers from Education and Youth attended to support the Governing Bodies.
1.20	A joint meeting of the governing bodies at Ysgol Gronant and Ysgol Trelogan was held 28 th June 2017. This was replicated by the governors of Ysgol Y Waun and Gwernymynydd CP on 17 th July 2017. At both meetings the responses received during the consultation period were considered before all governors unanimously agreeing to form a federation.
1.21	For Ysgol Gronant and Ysgol Trelogan, Federation will be officially be implemented on 8 th January 2018. For Ysgol Y Waun, Gwernaffield and Gwernymynydd CP Federation will be officially implemented on 8 th February 2018. Each Federation will be managed by one Executive Headteacher.
1.22	<p><u>Brynford CP and Lixwm CP</u></p> <p>In December 2016, Cabinet, having carefully reviewed the feedback received from the consultation, determined to commission consultation on statutory proposals for school organisation change for September 2017 based on Option B – Area school on two sites i.e. Ysgol Rhos Helyg, Rhosesmor remaining as it is and Brynford and Lixwm CP Schools amalgamated to form one school on a second site.</p> <p>However, if proposals for a federation between Brynford CP or Lixwm CP were to be submitted from both governing bodies prior to consultation on statutory proposals commencing in September 2017, this would be considered by Cabinet at that time.</p>

1.23	In response to the National Strategy for Small and Rural Schools, officers met with the Chair of Governors of both schools.
1.24	At this meeting officers confirmed that they would be willing to support the governors through the federation process and also bid for funding to WG in 18/19 via this grant (should it continue to be available) if there is mutual agreement between the governing bodies to pursue a formal federation.
1.25	The Governors of Lixwm were in favour of federation. However, the initial view of the Governors of Brynford was that they were not in favour of a federation. However, the governors of Brynford held two meeting with their parents and carers one before the end of term and the other in early September to gauge opinion before formalising their response to the Council. The Governors having carefully gauged the opinion of their community have not changed their opinion and have written in confirming that they do not wish to pursue a Federal arrangement with Lixwm CP. Attached governing bodies correspondence – Appendix 2
1.26	Although the Council has powers to consult on federation, it would not seek to pursue a federation where there is no mutual agreement.
1.27	Should there be no mutual agreement, officers will revert to the original Cabinet determination December 2016 and statutory consultation will commence in Autumn 2017. Should a viable federation emerge during this process then Cabinet can be given the opportunity to reconsider.
1.28	<u>Nercwys VA</u> In October 2016, a report was presented to Cabinet highlighting the progress of discussions undertaken to date between the Council, Diocesan Authority and the school's Governing Body which requested a pause to the review on Nercwys VA and allow more time to follow through strategic options for collaboration and sustainability of its school estate. Cabinet resolved that that the request to pause the review and allow more time to follow through strategic options for collaboration and sustainability of its school estate be approved.
1.29	The Diocesan Authority and the Governors of Nercwys VA have held positive discussions around the potential to form a formal federation with a suitable partner and early discussions with another school have begun. Governors have agreed, in principal, to collaborate more closely with another school and to set up a joint sub-committee to foster closer collaborative working between the two schools. Following on from this, a joint governing body is to be held in the Autumn in which federation will be discussed. The recommendation would be to continue to support this collaboration and to support the development of a proposal progress the collaborative arrangements into consultation on federation.

2.00	RESOURCE IMPLICATIONS
2.01	There are no resource implications associated with this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation for the federations was completed in accordance with the Federation of Maintained Schools (Wales) Regulations (2014).
3.02	School Organisational Change models required formal Consultation within the Legal Framework of the School Organisational Code.

4.00	RISK MANAGEMENT
4.01	Consultation and progress on School federal arrangements are reported to the Education and Youth Programme Board.

5.00	APPENDICES
5.01	Appendix 1 – Small and Rural School funding briefing paper Appendix 2 – Letters from Lixwm C.P. and Brynford C.P. Governing Bodies.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officers: Damian Hughes Telephone: 01352 704135 E-mail: damian.hughes@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Federation and Collaboration - The federation of schools is a legal process which enables schools to work together through a formal structured process by sharing a governing body that will make decisions in the best interest of all the schools, staff and pupils in that federation.</p> <p>The term federation is often used to describe many forms of collaboration between schools. The Statutory process of Federation is often referred to as “Hard Federation” An informal, non-statutory arrangement between schools is often called “soft federation” or collaboration, where schools have made a commitment to work together through some form of joint governance.</p> <p>School Organisation Code – The new School Standards and Organisation (Wales) Act 2013 makes Local Authorities responsible (rather than the Welsh Ministers prior to October 2013) for the determination of most statutory school organisation proposals that receive objections. Such</p>

provisions apply to any proposals published on or after 1st October 2013 that consider the establishment, discontinuance or otherwise significantly alter schools.

The Council does this in line with the Welsh Government's statutory School Organisation Code

<http://wales.gov.uk/docs/dcells/publications/130719-school-organisation-codes-en.pdf>

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BRIEFING PAPER

NATIONAL STRATEGY FOR SMALL AND RURAL SCHOOLS – WELSH GOVERNMENT INNOVATION IN SMALL AND RURAL SCHOOLS GRANT FUNDING: 2017/18

The Cabinet Secretary for Education has set out her plans for a national strategy for small and rural schools, recognising that schools in different parts of Wales face different challenges. The National Strategy for Small and Rural Schools supports the Welsh Government's wider aim to strengthen and extend school-to-school relationships and prioritise education leadership in order to raise standards and tackle the attainment gap.

As part of the National Strategy the Cabinet Secretary announced new funding of £2.5m for 2017/18 to promote innovation and raise standards in small and rural schools in Wales.

Allocation and payment of funding to local authorities

The Welsh Government (WG) have determined the distribution of grant to local authorities using a formula incorporating factors for sparsity and school size as follows:

- 70% by reference to sparsity (based on the population in each local authority outside settlements above the thresholds of a specified population from the 1991 Population Census); and
- 30% by reference to the number of (primary), schools maintained by the local authority with fewer than 90 pupils.

A maximum of **£144, 599** is available to Flintshire County Council in the **2017/18** financial year.

What can the funding be used for?

This funding is to be used to facilitate and encourage innovation and change which is beneficial to small and rural schools, their pupils and to the communities they serve.

The key purposes of the grant funding are from a WG perspective are as follows:

1. To encourage innovation

This purpose is intentionally wide to encourage the development of innovative practices to raise standards and contribute to the sustainability of small and rural schools. An

example might include the use of new digital technologies to combat the issue of professional isolation by harnessing the power of IT, including virtual classrooms.

2. To support greater school to school working

This purpose includes informal association, formal collaboration or federation to raise standards. Federation has been shown to be particularly beneficial in allowing rural schools to remain open and viable in their communities.

3. To provide additional administrative support in schools where the head teacher has a significant timetabled teaching commitment of at least 10% of the timetable.

The intention of this key purpose is to improve the capacity of these head teachers to provide leadership and management, and to raise standards in their schools.

Consideration should be given to innovative ways of working with other schools for example to share backroom functions and/or through the use of a shared business manager. The funding should not be used to fund general administrative support in the school.

4. To increase the community use of school buildings whether for education or non-education purposes

Where opportunities exist, and where there is local demand, school facilities might be used by pre-school groups or for after school activities, adult education and sport or as ICT centres and libraries, as well as a wide range of non-educational community purposes. Funding may be used to assist with the associated costs for establishing such arrangements, whether these are administrative or associated with equipment or adaptations of the facilities.

The funding cannot be used for reoccurring teaching commitment and spending (subject to agreement) will be aligned to the WG criteria and activities below.

Deadline for Submission & Confirmation of Grant

The Deadline for submission of the Grant for 17/18 was 1st May 2017, the Council have submitted the application based on the following:

Project/Schools	Description of Proposed Activity:	Estimated Expenditure (£)
<p><u>Federation of Small Schools</u></p> <p>Trelogan CP & Gronant CP Gwernymynydd CP & Gwernaffield CP</p>	<p>To support small schools with additional funding to facilitate consultation with stakeholders on a federated model.</p> <p>To provide additional</p>	<p>£35,000</p>

Project/Schools	Description of Proposed Activity:	Estimated Expenditure (£)
	<p>administration and clerking time to support the development and consultation process.</p> <p>To release the head teacher and other key staff from teaching commitment to give them capacity to develop a sustainable federated model.</p>	
<p><u>Reduction in Head Teacher Teaching Time</u></p> <p>Ysgol Gymraeg Mornant Nercwys VA Gronant C.P. Treuddyn, Ysgol Terrig Cilcain, Ysgol y Foel Lixwm C.P. Gwernymynydd C.P. Nannerch VC Caerwys, Ysgol yr Esgob VA Trelogan C.P. Brynford C.P. Mold, St.David's R.C. Ffynnongroyw Ysgol Bryn Garth Trelawnyd Aided Shotton St.Ethelwold's Aided</p>	<p>Funding for teacher supply will be made available to small schools to release head teacher's from their teaching commitment. This will give them extra capacity to attend meetings and professional groups, to develop teaching practice, to observe and assess teaching practice.</p> <p>For 2016/17 an allocation of £4,080 per school will be made.</p>	<p>£63,260</p>
<p><u>Business Management Support</u></p> <p>Across the network of small schools above</p>	<p>To implement a study into the feasibility of establishing a business management role to support small schools. The purpose of this study would be to review the skillset which would be desirable and to identify the main areas of support which would assist schools and to consider how such a model could operate given the geographical location of our rural schools.</p> <p>The study would need to identify the cost of implementation and to identify sources of funding in addition to the grant.</p>	<p>£12,500</p>

Project/Schools	Description of Proposed Activity:	Estimated Expenditure (£)
<p><u>Additional Needs in Small Schools</u></p> <p>To support the network as above</p>	<p>To consider new and innovative ways of working collaboratively across schools to support small schools with the increasing demands of meeting the requirements of pupils with additional learning needs, particularly around emotional well-being.</p> <p>A review of current practice, demands and impacts on small schools.</p> <p>To identify training needs for staff to assist in catering for children with issues related to emotional wellbeing and challenging behaviours.</p>	<p>£10,899</p>
<p><u>Curriculum Development and Sharing Best Practise</u></p> <p>As above</p>	<p>To develop a teacher network to increase collaboration between teachers in small and rural schools by providing release time for joint working around curriculum planning, improvement and sharing best practise</p>	<p>£22, 950</p>
<p>Total</p>		<p>£144,599</p>

Grant Award

We hope to receive a formal award letter confirming the sum of grant and attaching the terms and conditions of grant prior to the end of Summer Term 2017.

How will the grant be administered?

We are awaiting the T&C's from WG, however WG have stipulated that end of year report covering activity and a claim for costs incurred (paid in arrears), will be required by 31 January 2018. The final performance report should to be submitted to Welsh Government by end of May 2018.

The Finance team will provide a further communication in respect of how we proposed to administer, however, it would not be our wish to create a bureaucratic process for all concerned.

APPENDIX 2 – Governing Bodies Responses Regarding Federation

Brynford C.P. School

Ysgol Gynradd Brynffordd
Brynffordd
Treffynnon
Sir y Fflint
CH8 8AD
01352 713184



Brynford CP School
Brynford
Holywell
Flintshire
CH8 8AD
01352 713184

'Every child, every chance, every day'
'Pob plentyn, pob cyfle, pob dydd'

Mrs Rachel Critchell B.A.HONS P.G.C.E
bfmail@hwmail.net

Monday September 11th, 2017

Dear Damian

As you know from my previous emails Governors have conducted two informal meetings with parents/carers following the request by Lixwm to consider federating with them. In neither of the two meetings did we detect an overwhelming appetite for federation with Lixwm.

Having now conducted the two meetings and carefully reviewed our previous decision we continue to remain committed to the concept of an area school on one site (Brynford and Lixwm). This decision is not taken lightly as we recognise this has considerable impact for the community of Lixwm as they will no longer have a school.

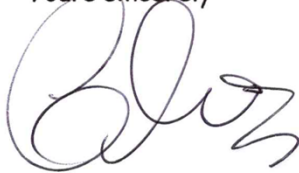
To restate some of our reasoning:

1. Federation is likely to cause additional bureaucratic issues, will probably result in a shared headteacher and is, in our view, a step on the road to an eventual amalgamation on one site. Better to miss out the steps, "bite the bullet" now and move on.
2. Brynford School building has many drawbacks and we see a new school (either a new building or an extension to the existing building) as a means to
 - a. address the inadequacies of the current structure and
 - b. potentially incorporate an accessible community facility which is currently impractical given the current layout of the building.
3. Individual Year groups will have more children resulting in the potential for a class to be composed of only one year group.
4. More staff on the **one site** will allow for improved support for them and the opportunity to easily share ideas and strategies to everyone's benefit.
5. Bringing the two schools together now gives certainty and will continue to provide a rural school of a reasonable size that will hopefully have many years of existence.

6. We are committed to the concept of small rural schools. We do not believe that forming one new school will create something that moves us away from the concept of rural schooling.
7. Federation will not achieve the cost savings in the way that merging will.
8. We believe that the additional funding may be politically inspired because of the Welsh Government's lack of a majority and may well prove to be only in place for the short term. If the funding is eventually withdrawn the authority will still be faced with the same problem as now - insufficient funding. This means we are likely to have a re-run of the last couple of years. Better to take a positive forward looking position now which will give security, certainty and stability going forward.

Our understanding is that, subject to cabinet approval of one school on one site, a formal consultation process will start in this Autumn Term.

Yours sincerely



Clive Bracewell
Chair Governors/Caderydd y Llywodraethwyr



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Ffordd Gledlom
Licswm
Trefynnon
Sir Fflint
CH8 8NF
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YSGOL LICSWM
LIXWM PRIMARY SCHOOL

Mr: C Howarth
Headteacher / Pennaeth

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Dear Mrs Homard,

Thank you for writing to us with the summary of the meeting held on the 13/06/17.

We went ahead and arranged a meeting with the governing body of Brynford school which was held on the 13/07/17. At that meeting both sets of governors were able to express their wishes and concerns. Our preferred options remains to federate with Brynford or another willing partner, Brynford appeared to prefer amalgamation but wanted time to discuss the issues were raised before offering a formal decision the week before term ends. We received feedback from Brynford on 19/07/17 stating that at a recent meeting with their parents they were unable reach a decision due to the absence of some parents "In the spirit of fairness and openness we are seeking further input from those unable to attend and will be holding a further meeting in September"

The feedback from many of our parents is that they do not wish to send their children to Brynford if amalgamation is sought and that we will continue to seek alternative schools to federate with.

We would appreciate your support and backing regarding federation and feel passionately that our school is thriving and should remain in the community.

Please do not hesitate to contact me if need be .

Regards,

Ann Rowlands.

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CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Free Childcare Offer
Cabinet Member	Cabinet Member for Social Services Cabinet Member for Education
Report Author	Chief Officer (Social Services) Chief Officer (Education and Youth)
Type of Report	Strategic

EXECUTIVE SUMMARY

The aim of the 30 Hour Childcare Offer is to mitigate against the effects of poverty on outcomes for children and reduce inequalities. The provision of high-quality early education and childcare is central to the Welsh Government's 'Building a Brighter Future', the 10 Year Plan which sets out the Government's commitment to improve the life chances and outcomes of all children in Wales.

In the autumn of 2016 the Cabinet Secretary for Communities and Children sought bids from all 22 Local Authorities to become early adopters of a pilot funded child care scheme. Flintshire's bid to become an early implementer and to pilot the scheme was successful and was selected as one of six authorities across Wales. The offer will be piloted from September 2017 in Gwynedd, Anglesey, Flintshire, Swansea, Blaenau Gwent and Rhondda CynonTaf; later joined by Ceredigion. Flintshire, along with the other Authorities have worked with Welsh Government to develop local models for the national roll out of the funded childcare offer.

The Childcare Offer will, by the end of the current Welsh Assembly in 2021, provide working parents with 30 hours of government-funded childcare and early education for 3 and 4 year olds for 48 weeks of the year. This includes 9 weeks of up to 30 hours funded childcare within the school holiday period, with the aim of supporting families with quality, flexible and affordable care. It will also support economic regeneration and reduce pressures on family income and help parents to participate in work reducing a family's risk of poverty.

The Offer also supports the wellbeing of children through positive and rich childhood experiences.

The development and delivery of the Offer is a joint partnership between Early Years and Family Support (Social Services) and Early Entitlement (Education and Youth). The first children will take up the offer 4 September 2017, with 152 applications having been received. Flintshire have been successful in automating the application

process enabling parents to register on line and self-select registered childcare providers from the registered 122 providers. The original figure of 441 children is extended to a potential 748 children, with the aim to maximize the grant for Flintshire families.

RECOMMENDATIONS

1	That Members receive the updated report on the Council's early implementation of the Childcare Offer and acknowledge the progress made.
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REPORT DETAILS

1.00	THE CHILDCARE OFFER FOR WALES
1.01	The Childcare offer will, by the end of the current Welsh Assembly in 2021, aim to provide working parents with 30 hours of government-funded childcare and early education for 3 and 4 year olds for 48 weeks of the year. This includes 9 weeks within the school holiday periods.
1.02	<p>The funded childcare offer will combine the successful Foundation Phase (Early Entitlement) provision during term times with additional childcare. During the weeks of the year when Early Entitlement is not provided, qualifying children can receive up to 30 hours of childcare, supporting working families with the costs of holiday care.</p> <p>Example: Child's date of birth: 21 December 2014 – they will be 3 on 21 December 2017. This entitles the child to attend Foundation Phase education for a minimum of 10 hours per week, from the term after their 3rd birthday (January 2018 – July 2018).</p> <p>Providing the child's parent is a 'working parent' and satisfies the eligibility criteria the child can also receive up a further 20 hours childcare during the term time, making a total of 30hrs. This may be at the same childcare setting or an alternative arrangement with up to 3 registered childcare settings. Settings have to be registered with the Care and Social Services Inspectorate Wales (CSSIW).</p>
1.03	The Welsh Government want the offer to be as clear and easy to access as possible, for parents and child care providers. Flintshire has developed a simple electronic application form, similar to the school admissions process. The form automatically checks whether parents meet the eligibility criteria and whether they live in one of the pilot areas.
1.04	The scheme allows parents to choose the provider that best suit their circumstances. Since May 2017, there have been several workshops with providers and childcare organisations to inform them of the offer and how it will be developed in Flintshire.

1.05	The Welsh Government are monitoring the availability and accessibility of childcare in different parts of Wales and seeing if it matches what parents need. They will reviewing the nature of childcare issues and barriers facing parents and providers and what can be done to overcome them. One of the issues that Flintshire has identified it will test through the pilot is working with Cheshire and cross-border take up.
1.06	<p>The first year of the Offer is a pilot and will seek to test:</p> <ul style="list-style-type: none"> ➤ How accessible and easy it is for parents to access the offer; ➤ How accessible and easy it is for providers to provide the offer; ➤ How the offer fits alongside Flying Start and the Early Years Foundation Phase (Early Entitlement).
1.07	The pilot will also provide an opportunity to identify any issues that may surface for parents, local authorities and child care settings as a result of providing and testing the offer and how these issues can be addressed.
1.08	<p>In March the Cabinet Secretary for Communities and Children published a statement on the offer detailing the eligible areas to be included in the Flintshire pilot and the rationale supporting the selection of the areas:</p> <p>Flintshire will test the Childcare Offer in Buckley, Bagillt and Broughton, and within areas of Aston, Connah’s Quay (Central and Golftyn), Garden City, Greenfield, Higher Shotton, Holywell (Central), Mancot, Queensferry and Sandycroft.</p> <p>This will test the Offer in areas of low and high employment, across travel to work routes, including travel outside Wales and through a mixture of maintained and non-maintained settings.</p> <p>The Offer will test the capacity and demand of childcare with how it fits with the Foundation Phase (Early Entitlement) and Welsh medium provision.</p> <p>Testing the Offer will allow the Welsh Government to make sure they learn what works and what doesn’t in the delivery of the Offer, in readiness for the rollout across the whole of Wales during the lifetime of this assembly.</p>
1.09	Initially it was estimated that 441 children could be eligible to access the Offer. However, depending upon take up by each child it may be possible to offer places to up to 748 children for the financial year to 31 March 2018.
1.10	It is important to ascertain that there are enough providers and settings for 748 children, so a detailed piece of work is taking place in relation to the Childcare Sufficiency Assessment and working with settings to register as a new provider or update an existing CSSIW registration to accommodate 3 and 4 year olds, for childcare.
1.11	A Grant Offer letter was issued to the Authority to provide funding for a planning stage covering the period December 2016 – March 2017. Further grant letters have been received for the term 1 April 2017 to 31 March 2018 for administration; childcare; and Special Educational Needs.

1.12	A comprehensive project plan was developed which continues to be followed, reviewed and updated as the Offer in Flintshire evolves. Regular meetings with Welsh Government officials have helped shape the Offer and ensure that it meets the project objectives. All key milestones set by WG have been achieved ahead of schedule by the Flintshire team.
1.13	In consultation with the Early Implementer Local Authorities, the Welsh Government has developed and continues to update a core script which governs the development of the offer locally. The core script has also been used to develop a series of comprehensive Frequently Asked Questions (FAQ) from the perspective of the childcare provider and the parent. This script and the FAQ continue to evolve as the offer develops.
1.14	In June the Deputy Director for Childcare, Play and Early Years Division of the Welsh Government, indicated that the budget for the offer is in place for the next two years in the first instance.
1.15	<p>In June the Cabinet Secretary for Communities and Children published a statement on the offer, announcing the rate childcare providers would be paid at £4.50 per hour per child. This rate covers childcare only and does not include food, drink, off-site activities that incur an additional cost or transport. Providers will be able to charge an additional fee for these services if necessary. However, providers will not be allowed to charge more than £7.50 per day for any food and drinks provided.</p> <p>Parents paying for additional hours over the 30 hours available through the Offer and for food, transport and activities will also be able to use the Tax Free Childcare Scheme to help meet these costs.</p> <p>The scheme in Wales is not to be confused with the scheme in England which is different.</p>
1.16	<p>Periodically, during the time parents receive the offer, they will be required to reconfirm their eligibility for the offer. Parent eligibility checks will be carried out as follows:</p> <p>100% of parents will be asked to provide evidence of eligibility when making an application for the first time.</p> <p>100% of parents receiving the offer will be asked to re-confirm eligibility via a tick box at the beginning of each term.</p> <p>20% of parents receiving the offer will be asked to provide evidence of eligibility within each term.</p>
1.17	<p>As the £4.50 childcare rate provided by Welsh Government is higher than the rate received by providers of Early entitlement Education from Councils, a risk has been identified that parents may be encouraged to take the full 30 hours as childcare and not take up their 10 hours of early education. An advisory group has been established by the Welsh Government to monitor this issue. Flintshire will also carefully monitor any trends or patterns in changes to Early Entitlement Education uptake.</p> <p>In some areas, schools are meeting the childcare demand by parents.</p>

	<p>However, this does require schools to register with CSSIW. Support is provided by Family Information Service and the umbrella organisations as there are regulations about the governance structures for schools to deliver childcare alongside statutory education services dependent on whether they are Local Authority maintained, voluntary aided or a foundation school. All Flintshire schools have been issued with guidance. Parent choice is a factor and this choice may impact on schools. This will be monitored carefully to investigate how the maintained sector can service the choice made by parents.</p>
1.18	<p>In August the Cabinet Secretary for the Economy announced more funding to support the roll out of the Offer and to encourage childcare providers to access business support to help them be more sustainable. Business Wales will begin offering proactive support to childcare sector businesses later this Autumn. It is hoped this support may encourage providers to expand to meet the demand for childcare during school holidays.</p>
1.19	<p>The Offer is designed to be inclusive and so children with Special Educational Needs (SEN)/Additional Learning Needs (ALN) will be supported to access their place. Where specialist provision is required, ALN funding will be issued in a separate offer letter to Early Implementer Local Authorities, who will administer this element of funding, working closely with the chosen childcare provider to meet the needs of the child.</p> <p>The monthly returns to Welsh Government will show the demand for Additional Needs/SEN childcare and additional support.</p>
1.20	<p>Online systems and procedures have been developed to allow parents to check their eligibility for the offer and apply for the offer online.</p> <p>The online system will also assist in the Welsh Government's requirement for Flintshire to sufficiently store and manage data collection to enable the monitoring and evaluation of the performance and impact of the offer locally.</p> <p>Further, the online system will also assist in the completion of relevant reports to government, the advisory group and wider partners on a weekly, monthly and termly basis as required.</p> <p>The online system has been viewed by the Welsh Government and they are satisfied Flintshire has a cost effective and suitable data collection system in place, which is also compliant with data protection requirements.</p>
1.21	<p>The Flintshire Childcare Offer Advisory Group meet regularly to develop the offer and provide guidance and direction to the project team. The advisory group representation consists of individuals from Flying Start, Family Information Service, Early Entitlement, childcare development and childcare umbrella organisations e.g. Mudiad Meithrin, National Day Nurseries Association, PACEY (Childminders) and Wales Pre-School Providers Association.</p>
1.22	<p>NEXT STEPS</p>

	To continue to enhance the online system, with the assistance of the Digital Solutions Manager, to allow for the rechecking of parent eligibility via email notification on a termly basis and to develop online provider claim forms to assist in the payment of registered childcare offer approved providers.
1.23	To maximise the take up of the Offer by continuing to publicise and promote the offer in a variety of ways, including the physical distribution of posters, presentations to schools, community and town councils, childcare providers and through the use of social media and the Public Service Board. To continue working with other departments and services within the Council including education, housing benefits, IT, FISF, payroll and corporate communications to promote the Offer.
1.24	To hold a workshop to update providers on the development of the Offer locally. Providers to be introduced to the Childcare Offer Claim Form.
1.25	To work with Welsh Government and Arad Research who will monitor and evaluate the Offer from September 2017 and provide the required monitoring information to enable the production of reports.
1.26	Attached in the appendices is some additional information that is being used to inform parents about the Offer. The Family Information Service, Flying Start and Early Entitlement can also be contacted for advice and information.

2.00	RESOURCE IMPLICATIONS
2.01	There are no immediate financial implications for Flintshire County Council resulting from 'the Offer' as it is a grant funded programme by the Welsh Government. The grant is administered by the local authority as the accountable body.
2.02	The Welsh Government has provided a budget for the administration of the offer locally for 2016/17 and 2017/18. This is a separate grant to the payments to settings.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Locally, the Childcare Sufficiency Assessment has been undertaken as well as a provider event which was held on the 4 May 2017. Further consultations will be conducted as the offer develops. The next childcare provider consultation will take place at the provider workshop on the 13th September at the Westwood Centre, Buckley.
3.02	A detailed consultation exercise called #talkchildcare was undertaken nationally by the Welsh Government. Engagement through the consultation resulted in 3768 responses from parents online; 180 queries and comments; 2000 parents spoken to at roadshows; 262 providers involved; 64 parents participated in focus groups; 6250 responses in total. Initial findings of the consultation will be published by the Welsh Government in the autumn.

3.03	A phase two of the #talkchildcare consultation is planned for the autumn 2017. The focus of this phase of the consultation will be on the views of providers. It will build on consultation already undertaken with providers. The main themes will include Business Support and sustainability of the sector in relation to the delivery of the offer.
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4.00	RISK MANAGEMENT
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4.01	<p>Risks to the project :</p> <ul style="list-style-type: none"> • Not having sufficient registered childcare settings to provide places for 748 children, enabling parental choice. In mitigation there is a phased approach to the implementation - early indications are that Flintshire will have sufficient quality childcare, however, due to the tight timeframes and school summer holidays it may be that schools will not be able to offer places initially. • Not signing up enough parents to achieve the target number of children signed up for childcare through the Offer. In mitigation, childcare places filled already are being monitored closely on a weekly basis. Reserve eligible areas have been identified, which the offer can be extended to in Flintshire if required and if approved by the Welsh Government. • As the Offer includes up to 30 hours of childcare during school holidays, holiday provision has been identified (using data from the childcare sufficiently assessment) as an area that requires further development. In mitigation, providers are being encouraged to extend provision during the school holidays to meet potential demand with assistance from the Flintshire Childcare Development Officer.
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5.00	APPENDICES
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5.01	<p>Appendix 1 - 3-4 Year Childcare Care Offer - Provider FAQ Appendix 2 – 3-4 Year Childcare Care Offer – Parent FAQ Appendix 3 – 3-4 Year Childcare Care Offer – Presentation Appendix 4 – 3-4 Year Childcare Care Offer – Parent Poster</p>
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>None.</p> <p>Contact Officer: Gail Bennett, Early Years and Family Support Manager Telephone: 01244 551052 E-mail: gail.bennett@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	<p>The Childcare Offer': 30 hours of funded childcare and education for 3 and 4 year olds, in working families for 48 weeks a year.</p> <p>Working parents: both parents are working (or the sole parent is working in a lone parent family), with each parent earning, on average, a weekly minimum equivalent to 16 hours at national minimum wage (NMW) or national living wage (NLW). Some of this is still to be defined as the work develops.</p> <p>Foundation Phase: the statutory curriculum for all 3 to 7 year olds in Wales, in both maintained and non-maintained settings.</p> <p>CSSIW: Care and Social Services Inspectorate Wales.</p> <p>Childcare Sufficiency Assessments: A report that brings together a range of different data and information to develop a picture of the current childcare market and to identify whether there are any gaps in supply.</p>
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Early Implementation of the Childcare Offer Q&A's for providers

What is the childcare offer? The new childcare offer will provide working parents with 30 hours of early education and childcare for 3 and 4 year olds, for up to 48 weeks per year. The offer will build on children's existing early education entitlement during term time, and provide 30 hours of childcare for 9 weeks of the holidays.

What does it mean for me as a provider? Providing you are registered with CSSIW (or the equivalent in England), you could receive funding from a pilot local authority for eligible 3 and 4 year olds accessing the offer in your setting.

Where are the pilot areas? There are pilot areas in Anglesey, Blaenau Gwent, Caerphilly, Flintshire, Gwynedd, Rhondda Cynon Taf and Swansea. More information on specific areas is available on the local authority websites.

Do I need to be based in a pilot area to be involved in the early implementation of the offer? No. Parents need to be eligible and live in a pilot area to access the offer. However the childcare element of the offer can be delivered by any registered childcare setting, regardless of location.

Do I need to deliver the Foundation Phase to deliver the childcare element of the offer? No. Some children will continue to access early education in maintained settings. Childcare providers do not need to deliver both the early education and childcare elements of the offer.

Do I need to be able to deliver the offer for 48 weeks per year to take part? No. Parents can access the offer through different providers that best suit their circumstance. Providers who only offer term-time provision, or provision only the in school holidays can still deliver the offer.

How much will I get paid? All providers will receive a rate of £4.50 per hour for children receiving the childcare element of the offer.

Can I charge parents a top-up rate? No. You cannot charge hourly top-up rates if you'd normally charge more than £4.50 per hour.

Can I charge for food and additional activities? Yes. If necessary, you can charge parents for additional elements such as food, transport and off-site activities which incur a cost. The Welsh Government guidelines in respect of setting additional fees under the offer for a full day care session (approximately 10 hours) are that parents should not be charged more than £7.50 per day (this would include three meals at £2 per meal and 2 snacks at a charge of 75p per snack). For a half day session (approximately 5.5 hours) parents should not be charged more than £4.75 (two meals at £2 per meal plus a snack at a charge of 75p per snack). For sessional care where a meal is not provided but children receive a snack, guidelines are that parents should not be charged more than 75p per day for snack provision.

How will I get paid? You should claim funding for the hours a child has registered with you under the offer from your local authority

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Y Cynnig Gofal Plant ar gyfer Cymru

Cwestiynau cyffredin i rieni yn yr ardaloedd peilot

Beth yw'r cynnig gofal plant? Bydd y cynnig gofal plant newydd yn darparu 30 awr o addysg gynnar a gofal plant am gyfnod o hyd at 48 wythnos y flwyddyn ar gyfer plant 3 a 4 oed i rieni cymwys sy'n gweithio.

Beth y mae'n ei olygu i mi fel rhiant? Os oes gennych chi blentyn sy'n 3 neu'n 4 oed, mae'r hawl i gael addysg gynnar ar gael ichi nawr. Os ydych chi'n gweithio, gallech chi gael oriau ychwanegol o ofal plant wedi ei ariannu gan y Llywodraeth fel eich bod yn cael cyfanswm o 30 awr o ofal plant ac addysg gynnar yr wythnos am gyfnod o hyd at 48 wythnos y flwyddyn, yn dibynnu ar ba bryd y bydd eich plentyn yn dathlu ei ben-blwydd.

Beth yw addysg gynnar? Mae hawl gan blentyn i gael **addysg gynnar** (Meithrin Cyfnod Sylfaen) o'r tymor ar ôl ei ben-blwydd yn 3 oed. Mae pob awdurdod lleol yn darparu isafswm o 10 awr o addysg gynnar yr wythnos, naill yn yr ysgol leol neu mewn lleoliad tebyg, fel lleoliad gofal dydd neu ganolfan gymunedol. Yn ystod y tymor ysgol, bydd yr addysg gynnar yma yn rhan o 30 awr y cynnig gofal plant. Yn ystod gwyliau ysgol, pan nad oes addysg gynnar, bydd y cynnig yn rhoi 30 awr o ofal plant am gyfnod o hyd at 9 wythnos. Gall eich Gwasanaeth Gwybodaeth i Deuluoedd lleol eich helpu i ddarganfod darpariaeth cofrestredig sy'n ateb eich gofynion.

Sut y byddaf yn gwybod a ydw i'n gymwys? Mae rhieni plant 3 a 4 oed eisoes yn gallu manteisio ar yr hawl i gael addysg gynnar. Rydych chi'n gymwys i gael y gofal plant ychwanegol os ydych chi'n byw yn ardal y cynllun peilot, os oes gennych blentyn o fewn yr ystod oedran, a'ch bod yn ennill ar gyfartaledd isafswm wythnosol cyferth ag 16 awr ar isafswm cyflog cenedlaethol neu ar gyflog byw cenedlaethol neu fwy. Os yr ydych yn deulu unig riant bydd yn rhaid i chi fod mewn gwaith a mewn teulu dau riant, mae angen i'r ddau ohonoch fod yn gweithio. Os yr ydych yn hunangyflogedig neu ar gontract dim oriau bydd disgwyl ichi brofi hyn drwy gyflwyno dogfennau perthnasol. Cysylltwch â'ch Gwasanaeth Gwybodaeth i Deuluoedd i gael rhagor o wybodaeth.

Pa ardaloedd yw'r ardaloedd peilot? Maent mewn ardaloedd dynodedig o Abertawe, Caerffili, Gwynedd, Rhondda Cynon Taf, Sir y Fflint ac Ynys Môn. Bydd y cynllun ar gael ar draws Blaenau Gwent. Mae rhagor o wybodaeth am yr ardaloedd hyn i'w gweld ar wefannau'r awdurdodau lleol. Mae angen ardaloedd peilot arnom er mwyn profi'r cynnig i wneud yn siŵr ei fod yn gweithio, ond bydd ar gael ledled Cymru yn y pen draw.

Gai ddewis unrhyw ddarparwr gofal plant? Gallwch, ar yr amod bod y darparwr hwnnw yn hapus i fod yn rhan o'r cynnig a'i fod wedi ei gofrestru ag AGGCC neu â'r Swyddfa Safonau mewn Addysg (yr arolygiaethau ar gyfer lleoliadau gofal plant). Gallant wneud hynny drwy gysylltu â'r Gwasanaeth Gwybodaeth i Deuluoedd lleol. Gall y darparwr gofal plant fod wedi eu lleoli y tu allan i'ch ardal beilot, y tu allan i'ch sir, neu fod yn Lloegr hyd yn oed, os ydych chi'n byw ar y ffin. Nid oes unrhyw gyfyngiad o ran pa bryd y gallwch ddefnyddio'r oriau gofal plant ychwanegol, ond eich cyfrifoldeb chi yw dod o hyd i ddarparwr gofal plant sy'n addas i anghenion eich teulu chi. Gall y Gwasanaeth Gwybodaeth i Deuluoedd eich helpu drwy ddarparu gwybodaeth ar yr holl leoliadau gofal plant.

Fydd angen imi dalu am unrhyw beth? Mae'r Cynnig Gofal Plant yn cyllido uchafswm a chyfanswm o 30 awr o addysg gynnar a gofal plant. Mae hyn ar gyfer yr addysg a'r gofal y mae'r gweithwyr proffesiynol yn y lleoliad yn eu darparu. Nid yw'n cynnwys bwyd, cludiant i leoliadau eraill ac oddi yno na gweithgareddau oddi ar y safle sy'n gofyn am dâl ychwanegol, a bydd eich darparwr yn gallu codi tâl amoch chi am y pethau hyn. Bydd y costau cludiant yn ddiabyddol ar leoliad eich cartref a pha mor bell y mae angen iddynt deithio. Ni ddylai darparwr godi mwy na £7.50 y diwrnod am fwyd neu £4.75 am hanner diwrnod (yn cynnwys cinio).

Oes rhaid imi ddefnyddio'r 30 awr yr wythnos yn llwyr? Nac oes. Chi sy'n dewis faint o'r 30 awr yr ydych chi am eu defnyddio. Fodd bynnag, os na fyddwch chi'n defnyddio pob un o'r 30 awr mewn wythnos, ni allwch chi ddefnyddio'r oriau sy'n weddill mewn wythnos arall. Gallwch chi dalu am oriau ychwanegol eich hun yn seiliedig ar gontract preifat rhyngoch chi a'ch darparwr gofal plant.

Sut ydw i'n gwneud cais? Gallwch wneud cais am y cynnig, gan gynnwys y lle addysg gynnar y mae hawl gennych ei gael, drwy eich awdurdod lleol. Cysylltwch â'ch Gwasanaeth Gwybodaeth i Deuluoedd i gael rhagor o wybodaeth.



FAQ's for parents in pilot areas

What is the childcare offer? The childcare offer will provide eligible working parents with 30 hours of a combination of early education and childcare for 3 and 4 year olds, for up to 48 weeks per year.

What does it mean for me as a parent? If you have a 3 or 4 year old you could access your early education entitlement now. If you're working, you could receive additional hours of government-funded childcare on top, so that you receive a combined total of 30 hours of childcare and early education per week for up to 48 weeks a year, depending on when your child has their birthday.

What is early education? Children are entitled to **early education** (Foundation Phase Nursery) from the term after their 3rd birthday. All local authorities provide a minimum of 10 hours per week early education, either in the local school or in a setting like a day-care setting or a community centre. During term time, this early education will be part of the childcare offer's 30 hours. During the school holidays, when there is no early education, the offer will provide 30 hours a week of childcare, for up to 9 weeks. Your local Family Information Service will be able to help you find a registered provider that offers the service that meets your needs.

How will I know if I'm eligible? All parents of 3 and 4 year olds can already access the early education entitlement. You are eligible to receive the additional childcare if you live within a pilot areas, have a child within the age range and earn on average a weekly minimum equivalent of 16 hours at national minimum wage (NMW) or national living wage (NLW) or more. If you are in a lone parent family you need to be working and if you are in a two parent family you both need to be working. If you are self-employed or on a zero hours contract you need to be able to prove this by providing the relevant documents. You can contact your Family Information Service for more information.

Where are the pilot areas? They are in specific areas of Anglesey, Caerphilly, Flintshire, Gwynedd, Rhondda Cynon Taf and Swansea. It will be available in all of Blaenau Gwent. More information on these areas is available on the local authority websites. We need pilots to test the offer to make sure it works, but it will eventually be available across Wales.

Can I choose any childcare provider? Yes, as long as they are willing to be part of the offer and they are registered with CSSIW or OFSTED (the inspectorates for childcare settings). They can do this by getting in touch with your local Family Information Service. Childcare providers can be outside of your pilot area, your county or even in England if you live on the border. There is no restriction on when you can use the additional childcare hours of the offer but it is up to you to find a childcare provider that suits your families' needs. The Family Information Service can help you by providing information on all the childcare settings.

Will I have to pay for anything? The Childcare Offer funds a maximum and total of 30 hours of early education and childcare. This is for the education and care the professionals within the setting provides. It does not include food, transport to and from other settings or off-site activities that incur an extra charge and providers will be able to charge you for these. The cost of transport will depend on where you live and how far they have to travel. Providers should not charge more than £7.50 per day for food or £4.75 for half a day (including lunch).

Do I have to use all 30 hours per week? No. You can chose how much of the 30 hours you use. However, if you do not use all of yours 30 hours in one week, you can not use them in another week. You can pay for additional hours yourself based on a private contract between you and your childcare provider.

How do I apply? You can apply for the offer, including your early education entitlement place, through your local authority. Contact your local Family Information Service for more information.



Y Cynnig Gofal Plant
The Childcare Offer

Value of quality childcare:

- Economic benefit** – Employment Choices.
- Tackling Poverty** – enabling parents to return to or increase their employment, improving families prospects.
- Child Development** – School ready.

Gwerth gofal plant o ansawdd:

- Budd economaidd-** Dewisiadau Cyflogaeth.
- Trechu tlodi** – galluogi rhieni i ddychwelyd i'r gwaith neu gynyddu eu horiau gwaith yn gwella rhagolygon y teulu.
- Datblygiad y plentyn** – Barod i'r ysgol.

Important:**The Childcare Offer for Wales is different**

Different to the 30 hours free childcare in England.

Different to Tax Free Childcare:

* For every £8 a parent pays in, the government will pay in an extra £2.

* Worth £2,000 per child under the age of 12. £4,000 for disabled children under 17.

* Parents will have to be in work, and each expecting to earn at least £120 a week.

For comprehensive details of all childcare options, please visit:
www.childcarechoices.gov.uk

Pwysig:**Mae'r Cynnig Gofal Plant i Gymru yn wahanol**

Gwanahanol ir 30 awr o ofal plant am ddim yn Lloegr.

Gwanahanol ir Gofal Plant heb Treth.

* Am pob £8 mae rhiant yn talu imwen, bydd y llywodreath yn talu £2 ychwanegol.

* Werth £2,000 pob plenty odan 12 mlwydd oed. £4,000 i blant anabl odan 17 mlwydd oed.

* Bydd rhaid i rhieni bod yn gwaith, a disgwyll i ennill o leiaf £120 yr wythnos.

I gael manylion cynhwysfair or holl ddewisiadau gofal plant, ewch i:
www.childcarechoices.gov.uk

What is the childcare offer?**Beth yw'r cynnig gofal plant?**

30 hours a week of combined early education and childcare for working parents of 3 and 4 year olds, up to 48 weeks a year

30 awr yr wythnos o gyfuniad o addysg gynnar a gofal plant i rieni sy'n gweithio ac sydd â phlant 3 a 4 oed, hyd at 48 wythnos y flwyddyn

Early implementers	Gweithredwyr cynnar
<p>Early Implementers to test with 10% of eligible working Families from Sept 2017</p> <ul style="list-style-type: none"> ❑ Gwynedd 1000 children ❑ Mon/Anglesey 280 children ❑ Abertawe/Swansea 540 children <p>Close monitoring will provide lessons to adapt the offer accordingly.</p>	<p>Gweithredwyr cynnar i brofi gyda 10% o deuluoedd cymwys o fis Medi 2017</p> <ul style="list-style-type: none"> ❑ Flint/Flintshire 750 children ❑ Blaenau Gwent 500 children ❑ Caerphilly 380 children ❑ RCT 1050 children <p>Bydd monitro agos yn rhoi canfyddiadau i ni addasu y cynnig i ymateb.</p>

Flintshire	Sir y Fflint
<p>Flintshire will test the Childcare Offer in Buckley, Bagillt, Broughton and within areas of Aston, Connahs Quay (Central and Golftyn), Garden City, Greenfield, Higher Shotton, Holywell (Central), Mancot, Queensferry and Sandycroft.</p> <p>This will allow testing of the Offer in areas of low and high employment, across travel to work routes, including travel outside Wales, and through a mixture of maintained and non-maintained settings. They will test capacity and demand of childcare along with how it fits with the Foundation Phase and Welsh medium provision.</p>	<p>Bydd Sir y Fflint yn profi'r Cynnig ym Mwcle, Bagillt, Brychdyn, ac o fewn ardaloedd penodol yn Aston, Cei Connah, (Canolog a Golftyn), Garden City, Maes Glas, Higher Shotton, Treffynnon (Canol) , Mancot, Pentre, Queensferry a Sandycroft.</p> <p>Bydd hyn yn ein galluogi i brofi'r Cynnig mewn ardaloedd o gyflogaeth uchel ac isel, ar lwybrau teithio i'r gwaith gan gynnwys teithio tu allan i Gymru a thrwy gymysgedd o leoliadau wedi eu cynnal a lleoliadau nad ydynt wedi eu cynnal. Byddant yn profi capasiti a'r galw am ofal plant ynghyd â phrofi sut y bydd yn ffitio gyda'r Cyfnod Sylfaen a darpariaeth cyfrwng Cymraeg.</p>

How will it work ?	Sut fydd o'n gweithio?
<ul style="list-style-type: none"> <input type="checkbox"/> Blend of Foundation Phase and childcare <input type="checkbox"/> All childcare in school hols <input type="checkbox"/> Parents who earn the equivalent of 16 hrs wk or more (NMW/NLW) <input type="checkbox"/> Eligible parents can take up the childcare in any registered setting <input type="checkbox"/> Child – from term after 3rd B'day until Sept after 4th B'day <input type="checkbox"/> Separate funding for children with SEN 	<ul style="list-style-type: none"> <input type="checkbox"/> Cymysgfa o'r Cyfnod Sylfaen a gofal plant <input type="checkbox"/> Gofal plant i gyd yn y gwyliau <input type="checkbox"/> Rhienni sy'n ennill cywerth â 16 awr wths neu fwy (NMW/NLW) <input type="checkbox"/> Gall rhienni cymwys gymeryd y gofal plant gyda unrhyw ddarparwr cofrestredig <input type="checkbox"/> Plentyn – tymor ar ol 3ydd P'blwydd hyd at Medi ar ol 4ydd P'blwydd <input type="checkbox"/> Arian ar wahan i blant gyda AAA

How much will providers be paid?	Faint y caiff darparwyr eu talu?
<ul style="list-style-type: none"> <input type="checkbox"/> All providers will receive a rate of £4.50 per hour for children receiving the offer. <input type="checkbox"/> The £4.50 hourly rate covers the childcare costs. It excludes food, transport and other additional charges such as paid-for activities and trips. <input type="checkbox"/> Providers cannot charge top-up rates for the childcare if they would normally charge more than £4.50 per hour. <input type="checkbox"/> Providers can charge additional fees to parents for food. However, this cannot exceed more than £7.50 per day as stated in guidance. 	<ul style="list-style-type: none"> <input type="checkbox"/> Bydd pob darparwr yn derbyn cyfradd o £4.50 yr awr ar gyfer plant sy'n derbyn y cynnig. <input type="checkbox"/> Mae'r gyfradd £4.50 yr awr yn cynnwys y costau gofal plant. Nid yw'n cynnwys bwyd, trafnidiaeth a thaliadau ychwanegol eraill fel gweithgareddau y telir amdanynt a theithiau. <input type="checkbox"/> Ni all darparwyr godi cyfradd ychwanegol am y gofal os ydynt fel arfer yn codi mwy na £4.50 yr awr. <input type="checkbox"/> Fe all darparwr godi ffioedd ychwanegol i rieni am fwyd. Fodd bynnag, ni all hyn fod yn fwy £7.50 y dydd fel y nodir mewn canllawiau.

What has informed the offer?	Beth sydd wedi bwydo'r drafodaeth?
<ul style="list-style-type: none"> <input type="checkbox"/> Stakeholder Engagement – Providers. <input type="checkbox"/> Stakeholder Engagement – Parent Forums. <input type="checkbox"/> Understanding the Sector-visiting provisions. <input type="checkbox"/> Make use of the SASS/CSAs. <input type="checkbox"/> Research and Evaluation. <input type="checkbox"/> Economic Review of the Sector – Alma Economics. 	<ul style="list-style-type: none"> <input type="checkbox"/> Trafod gyda rhanddeiliaid-darparwyr. <input type="checkbox"/> Trafod gyda rhanddeiliaid-rhieni. <input type="checkbox"/> Deall y sector – ymweliadau â darparwyr. <input type="checkbox"/> Gwneud defnydd o'r SASS/CSAs. <input type="checkbox"/> Ymchwil a gwerthuso. <input type="checkbox"/> Adolygiad economaidd o'r sector – Alma Economics.

Current position - Flintshire	Sefyllfa bresennol - Sir y Fflint
<ul style="list-style-type: none"> <input type="checkbox"/> Stakeholder engagement – providers. <input type="checkbox"/> Stakeholder engagement – parents. <input type="checkbox"/> Online application form developed. <input type="checkbox"/> Promotion and publicity. <input type="checkbox"/> Number of parents signed up to the Offer. <input type="checkbox"/> Number of settings signed up to the Offer. 	<ul style="list-style-type: none"> <input type="checkbox"/> Ymgysylltu a rhanddeiliaid – Darparwyr. <input type="checkbox"/> Ymgysylltu a rhanddeiliaid – Rhieni. <input type="checkbox"/> Datblygwyd ffurflen gais ar-lein. <input type="checkbox"/> Hyrwyddo a chyhoedduswydd. <input type="checkbox"/> Nifer o rieni ymuno ar cynnig. <input type="checkbox"/> Nifer o lleoliadau ymuno ar cynnig.

Online application form - Flintshire

Home > Residents > Adults > Eligibility Checker

Eligibility Checker

This eligibility checker will help you to find out if you are entitled to apply for the government-funded Childcare Offer for three and four year olds of working parents.

You are eligible for the Offer if:

At least one parent resides in one of the pilot areas within Flintshire of Buckley, Bagillt, Broughton and within areas of Amlwch, Conner's Quay Central and Duffryn, Garden City, Greenfield, Higher Shotton, Holywell Central, Manors, Queensberry and Sandycroft.

To check your eligibility, please enter your postcode below and click the button to check (please do not press ENTER on the keyboard or you will be redirected to our search results page)

Enter postcode:

Childcare Offer Registration Form

Please note, fields highlighted in red must be completed.

Your Details - [Childcare Offer Registration Form details](#)

Customer reference number if known

Name:

Address:

Postcode:

Mobile Phone Number:

E-mail:

Ffurflen gais ar-lein - Sir y Fflint

Home > Preswyl > Ysgolion > Gwario eich bod yn gymwys

Gwario Eich Bod Yn Gymwys

Rydych chi gymwys i blasty yn Cymru.

Os oed i chi'n rhedeg yn ddiwyg neu yn yr ardalau pilot yn Sir y Fflint sef Buckley, Bagillt, Broughton ac o lewng ardalau Amlwch, Cae Cornuach (Canol a Gaflyn), Garden City, Greenfield, Shotton Uchaf, Treflynnon (Canol), Manors, Queensberry a Sandycroft.

Er mwyn gwirio a ydych chi'n gymwys, nodwch eich cod post isod a cliciwch ar y botwm i wiro (pwyllwch a phlyso -ENTER ar y bysellfwrdd neu fe fyddwch yn cael eich cyfeirio at ein tudalen canlyniadau chwilio).

Nodwch eich cod post:

Mewnion Cymru Gofal Plant

Byddwch chi'n cael gwybodaeth am y gofalu plant yn eiddoedd gofalu plant yn eiddoedd gofalu plant.

Enw Personol:

Canolfan gofalu plant os ydych chi'n gwyboda'r enw

Canolfan:

Enw:

Enw gofalu plant:

Enw gofalu plant:

Enw gofalu plant:

Enw gofalu plant:

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How can you help?

You may well be part of the offer as it is piloted in the first year.

Let us know how it's going - through your FIS.

The Childcare Offer will be rolled out fully across Wales by 2020.

Questions?

Sut y gallwch chi helpu?

Mae posib y byddwch chi yn rhan o'r cynnig fel y caiff ei beilota yn y flwyddyn gyntaf.

Gadwch i ni wybod sut mae'n mynd - drwy eich FIS.

Mae'r cynnig gofal plant yn mynd i fod ar gael ar draws Cymru erbyn 2020.

Cwestiynau?

Contact us	Cysylltu â ni
<p>Family Information Service Flintshire: 01352 703500</p>	<p>Gwasanaethau Gwybodaeth i Deuluoedd Sir y Fflint: 01352 703500</p>
<p>Peter Wynne Information Manager</p>	<p>Peter Wynne Rheolwr Gwybodaeth</p>
<p>Nerys Affleck Childcare Development Officer</p>	<p>Nerys Affleck Swyddog Datblygu Gofal Plant</p>
<p>Westwood Centre, Buckley: 01244 545979</p>	<p>Canolfan Westwood, Bwcle: 01244 545979</p>
<p>Angharad Lloyd Davies Business Support Assistant</p>	<p>Angharad Lloyd Davies Cynorthwy-ydd Cymorth Busnes</p>
<p>Andrew Redfern Childcare Offer Project Support Officer</p>	<p>Andrew Redfern Swyddog Cymorth Prosiectau Cynnig Gofal Plant</p>
<p>Byra Foulkes Family Centre Manager</p>	<p>Byra Foulkes Rheolwr y Ganolfan Deulu</p>
<p>Gail Bennett Early Years and Family Support Manager</p>	<p>Gail Bennett Rheolwr Cymorth y Blynddoedd Cynnar Theuluoedd</p>
<p>Claire Homard Interim Chief Officer, Education and Youth</p>	<p>Claire Homard Prif Swyddog, Addysg ac Ieuenctid dros dro</p>

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The Childcare Offer for Wales



Llywodraeth Cymru
Welsh Government

Your Childcare Offer in Flintshire:

- ✓ Do you work **16 hours or more** per week?
- ✓ Is your child aged **3 or 4 years old**?
- ✓ Do you **live in**:

Buckley, Bagillt, Broughton
or within areas of **Aston, Connahs Quay (Central and Golftyn), Garden City, Greenfield, Higher Shotton, Holywell (Central), Mancot, Queensferry or Sandycroft?**

If so, the Welsh Government might be able to fund up to 30 hours per week of combined Childcare and Early Years Foundation Phase Education during term time and up to 9 weeks of 30 hours of Childcare per week during school holidays, for up to 48 weeks of the year.

For further information, to check your eligibility and apply visit:

www.flintshire.gov.uk/childcareoffer

Further areas will be added as the ‘Childcare Offer’ is rolled out, check with the Family Information Service Flintshire for up-to-date information.

For more information, please contact the [Family Information Service Flintshire](#) on 01352 703500 or email: fisf@flintshire.gov.uk



Y Cynnig Gofal Plant i Gymru



Llywodraeth Cymru
Welsh Government

Eich cynnig gofal plant yn Sir y Fflint:

- ✓ Ydych chi'n gweithio 16 awr neu fwy bob wythnos?
- ✓ Yw eich plentyn yn 3 neu 4 oed?
- ✓ Ydych chi'n byw yn:

**Bwcle, Bagillt, Brychdyn
neu yn ardaloedd Aston, Cei Connah (Canol a Golftyn), Garden City,
Greenfield, Higher Shotton, Treffynnon (Canol), Mancot,
Queensferry neu Sandycroft?**

Os hynny, mae'n bosibl y gall Llywodraeth Cymru ariannu hyd at 30 awr yr wythnos o Ofal Plant ac Addysg Cyfnod Sylfaen Blynnyddoedd Cynnar yn ystod amser tymor, a Gofal Plant am 30 awr yr wythnos am hyd at 9 wythnos, yn ystod gwyliau'r ysgol, am hyd at 48 wythnos y flwyddyn.

Am mwy o wybodaeth, gwirio os ydych yn gymwys a chofrestru ewch i:

www.siryfflint.gov.uk/cynniggofalplant

Bydd ardaloedd eraill yn cael eu hychwanegu fel bydd y 'Cynnig Gofal Plant' yn cael ei gyflwyno yn ehangach, gwiriwch gyda Gwasanaeth Gwybodaeth I Deuluoedd Sir y Fflint am wybodaeth gyfredol.

Am ragor o wybodaeth, cysylltwch â Gwasanaeth Gwybodaeth I Deuluoedd Sir y Fflint ar 01352 703500 neu fisf@flintshire.gov.uk





CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Review of the Winter Maintenance Policy
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Winter Maintenance Service is recognised as one of the most important functions that the Highway Authority provides and it is fundamental in providing safe and reliable access on the highway network during the period October to April each year. The purpose of this report is to seek Cabinet approval of the revised Winter Maintenance Policy for use by the Authority.

This report updates the current Winter Maintenance Policy, confirms the legislative requirements of providing such a service, the budget allocation and actual expenditure incurred by the Council in complying with the existing policy and delivering the service over the past 4 financial years. It is good practice to regularly review the Winter Maintenance Policy, and this report outlines the changes contained in the most recent version of the Winter Maintenance Policy (2017-19) which is being put forward for approval.

In addition the report outlines the County's response to other adverse weather events such as flooding and high winds and seeks approval of the regional Sand Bag Distribution Policy which will be activated during periods of heavy rainfall or other flooding events.

RECOMMENDATIONS

1	That Cabinet approves the revised Winter Maintenance Policy (2017-19) - Appendix 1 and the procedures contained therein for delivering the winter maintenance service.
2	That Cabinets approves the details of the County's response to other adverse weather events and the new Sand Bag Distribution Policy - Appendix 2 .

REPORT DETAILS

1.00	BACKGROUND OF WINTER MAINTENANCE POLICY
1.01	The Council, as the Highway Authority, has a general duty, under Section 41 of the Highways Act 1980, to maintain the highway network in a good state of repair so as to render it safe for ordinary traffic at all times of the year.
1.02	Section 111 of the Railways and Transport Act 2003 states that <i>“In particular, a highway authority is under a duty to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow and ice”</i> .
1.03	Under Section 150(1) of the Highways Act 1980, there is a requirement for the Highway Authority to remove an accumulation of snow which forms an obstruction, subject to a number of factors stated in Section 150(3) of the 1980 Act.
1.04	In addition, the Traffic Management Act 2004 placed a network management duty on all Local Traffic Authorities. It requires Authorities to do all that is reasonably practicable to manage the network effectively to keep traffic moving. In meeting the duty, Authorities should establish contingency plans for dealing promptly and effectively with unplanned events, such as unforeseen weather conditions, as far as is reasonably practicable.
1.05	The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the reasonableness of the steps necessary to eliminate the risk.
1.06	In order to provide a statutory defence, a Council policy on its winter maintenance services is required which should be reviewed on a regular basis. Flintshire currently review their own policy every two years.
1.07	<p>The review of service was undertaken by officers from the Streetscene and Transportation portfolio and considered these key areas:</p> <ol style="list-style-type: none">1. Does the current service meet the statutory requirements?2. Are there any changes to standards which should be incorporated into the new policy?3. Are there any local concerns or complaints with the service which might require a change to working practices?4. Are there any changes in local circumstances which would require changes to policy?5. Is the current supply chain effective and sufficient to support the service?6. Are current salt stocks sufficient to deliver the service effectively?7. Are arrangements to treat car parks and footways sufficient?

1.08	The review concluded that the current operating model is adequate in responding to the risk presented during periods of adverse weather and is effective in deploying the necessary resources, whilst limiting the impact of the disruption to other service areas and wider service users.
1.09	<p>Some changes were necessary to operating arrangements for the winter service which included the following:</p> <ol style="list-style-type: none"> 1. The newly implemented Fleet Contract has provided a brand new gritting fleet for the 2017/18 season. These vehicles will come fitted with the Schmidt Autologic software. This systems aides drivers in operations whilst ensuring exactly the right amount of salt is spread on the network. This ensures drivers can concentrate solely on the road and not have to focus on the vehicles spreading settings. It also has the following benefits: <ul style="list-style-type: none"> • The systems has been pre-loaded with the Authority’s exact road widths and ensures the optimal amount of salt has been spread to maximise the treatments, meaning salt has not been wasted. • The system provides optimisation and higher levels of road safety, through providing route-based directional guidance to drivers, leaving them free to concentrate on driving, whilst also providing flexibility in staff deployment as route knowledge is not required by the driver. 2. 26 operational drivers will be rostered to be on-call throughout the season to respond to winter conditions. There are also on-call highways response teams that are available to supplement these teams if necessary. 3. 6 Duty Officers will be rostered throughout the winter period to monitor weather forecasts and decide on the appropriate preventative action.
1.10	Plans to deal with other adverse weather events are also planned in advance and documented within the Winter Maintenance handbook which is distributed to all responsible staff and contractors and updated as a controlled document throughout the season.
1.11	On receipt of a severe weather warning (high winds, flooding, snow event, etc.) an operational control room is established in Alltami and operated by staff from Streetscene Services who will act as a dedicated point of contact. The staff within the operational control room will have direct contact with Streetscene Coordinators/Supervisors who will be on-site to investigate complaints and mobilise resources which will then act under their direct control.
1.12	The operational control room will be responsible for directing all operations and act as a liaison contact to the press office through which all press releases with be made. In the event that the emergency escalates the Council’s Emergency Response Process will be triggered and the Emergency Response (Operations team) will operate from the control room in Alltami depot.

1.13	In the event that high winds are forecast, the details of the forecast are examined by the Duty Officer and consideration will be given as to whether or not close the Flintshire Bridge (A548). This process to be followed (in the event that the bridge needs closing) are set out within the updated Winter Maintenance Policy 2017-19.
1.14	The region has developed a Sandbag Distribution Policy to provide a consistent regional response to the provision of sandbags following period of heavy rain. A copy of this policy is included in Appendix 2 .

2.00	RESOURCE IMPLICATIONS															
2.01	Finance - Previous Years Budgets against Spend are as follows: <table border="1"> <thead> <tr> <th>FY</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Budget</td> <td>£998,595</td> <td>£998,595</td> <td>£844,497</td> <td>£830,006</td> </tr> <tr> <td>Actual</td> <td>£919,250</td> <td>£951,215</td> <td>£796,000</td> <td>£865,008</td> </tr> </tbody> </table>	FY	2013/14	2014/15	2015/16	2016/17	Budget	£998,595	£998,595	£844,497	£830,006	Actual	£919,250	£951,215	£796,000	£865,008
FY	2013/14	2014/15	2015/16	2016/17												
Budget	£998,595	£998,595	£844,497	£830,006												
Actual	£919,250	£951,215	£796,000	£865,008												
2.02	The available budget for the 2017/18 winter period is £832,408 The Winter Maintenance reserve which can be utilised to supplement the budget - in the event of a particularly poor winter, currently stands at £215,000															
2.03	Winter maintenance operations on the highway infrastructure are carried out by the Streetscene Staff and resources supplemented by local agricultural contractors as necessary.															

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation took place with: <ul style="list-style-type: none"> • Operational departments and stakeholders • With Cabinet Member • Neighbouring Local Authorities in relation to their Winter Maintenance Operations

4.00	RISK MANAGEMENT
4.01	The service has undertaken risk assessments on the provision of preventative treatment to various categories of the network which are outlined within the policy.

5.00	APPENDICES
3.01	Appendix 1 – Revised Winter Maintenance Policy. Appendix 2 – Sandbag Distribution Policy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Highways Act 1980.
6.02	Railways and Transport Act 2003
6.03	Code of Practice for Well-managed Highway Infrastructure (2016)
6.04	Traffic Management Act 2004
6.05	Quarmby Report on winter maintenance activities – July 2010
6.06	Trunk Road Maintenance Manual
6.07	Welsh Government Advice Documents
6.08	WLGA Advice Documents
6.09	<p>Contact Officer: Stephen O Jones – Chief Officer – Streetscene & Transportation</p> <p>Telephone: 01352 704700</p> <p>E-mail: Stephen.o.jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Financial Year (FY): the period of 12 months commencing on 1 April</p> <p>Autologic System: A software package used to support drivers in the application of salt spreading rates based on network location.</p>

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Winter Maintenance Policy 2017-2019



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1 | Background

- 1.1 Section 41 of the Highways Act 1980 places a statutory duty on the Highway Authority to maintain the highway, as follows:-

“(1A) In particular, a Highway Authority is under a duty to ensure, so far as is reasonably practicable, that a safe passage along a highway is not endangered by snow or ice.”

- 1.2 The legislation does not impose an absolute duty but rather involves a balance between the degree of risk and the reasonableness of the steps necessary to eliminate the risk.
- 1.3 In order to provide a statutory defence, a County Policy on winter maintenance services is required which should be reviewed on a regular basis.
- 1.4 The requirement to ensure compliance with Section 1.3 has been emphasised in collaborative meetings that have taken place amongst the six North Wales Authorities following the Coroner’s inquest into the winter maintenance incidents that have occurred in North Wales Authorities during recent years.
- 1.5 The level of service for County Roads is determined by the elected Members of each Council. This is based on a risk assessment approach to determining a cost effective hierarchy of routes and treatments. The Authority believes that the level of service meets the requirements on the current interpretation of **‘reasonably practicable’** but will continue to keep service provision under review, particularly in respect of any legal judgements. A review of the Winter Maintenance operations is undertaken each year before the winter season.

2 | Purpose of policy

- 2.1 To demonstrate compliance with the statutory duties of the Highway Authority by recording a managed, cost effective approach to providing winter maintenance service in the interest of public safety.
- 2.2 To provide a statutory defence against third party claims.
- 2.3 To inform and involve Members in the procedures associated with the winter maintenance service
- 2.4 To set out the aims and standards for the winter maintenance service, the facilities and resources available and guidance as to how the aims and standards are to be achieved.

3 | Procedures

3.1 Winter Weather Forecasts

3.1.1 Daily weather forecasts are received throughout the winter period and are specific to Flintshire County Council. The forecast is currently provided by MeteoGroup who are the largest private weather forecasting organisation in Europe. MeteoGroup utilise their experience at weather forecasting combined with information provided by Ice Prediction sensors situated at:

1. A55 at Brynford
2. A541 at Hendre

to predict the weather for a 36 hour period from 12 noon daily. The weather forecast is provided through a web based system and this forms the basis of the decision making process with regards to gritting actions taken in the interest of road safety over the succeeding 24 hours.

3.1.2 The Forecast Provider provides forecast information in the in the following format:

- ▶ Projected road surface temperature graphs for two ice sensor sites within the County and others in the neighbouring Counties. These sites have been specifically chosen to provide information which is considered representative of the whole County.
- ▶ A site specific forecast for each of the ice sensor sites covering a 36-hour period from the time of issue (normally 12:00 hrs).
- ▶ A 24-hour consultancy service, staff can talk to forecasters at the Weather Centre to expand on the general forecast.
- ▶ A 2-10 day forecast text indicating the outlook.
- ▶ A morning summary in text describing the events of the night before and a preliminary forecast covering the succeeding 24 hours.
- ▶ Alerts and forecast amendments electronically and by direct contact throughout the 24 hour period.

3.1.3 A cross boundary partnership approach is adopted throughout the North Wales Group of Authorities to ensure an effective and consistent service delivery.

3.1.4 A North Wales protocol for distributing daily weather forecasting information and proposed action details has been formally adopted. This has been coordinated through the North and Mid-Wales Trunk Road Agency (NMWTRA) and has established improved communications between neighbouring Authorities, NMWTRA and North Wales Police. The actions of all the North Wales Authorities are recorded on the Forecast Provider web page for all partner authorities to view.

3.2 Priority of Roads

3.2.1 Roads within the Authority have been prioritised for treatment into Priority 1, 2 and 3 routes.

3.2.2 **Priority 1 routes** are roads carrying substantial volumes of traffic having characteristics, which require protection from frost throughout the night. These routes form the spinal road network of the Authority and merit high priority to sustain the free flowing movement of traffic. They include:-

- ▶ Trunk Roads (48kms)
- ▶ Class A Roads (151kms)
- ▶ Class B and C Roads (351kms)
- ▶ Strategic/ Important Bus Routes (8 bus services or more per hour)
- ▶ Main access roads to schools or establishments of higher education
- ▶ Town centre access and distributor roads through villages and housing estates
- ▶ Industrial Estate Roads (10.1Kms)

The 12 **Priority 1** precautionary gritting routes total **45%** of the total County highways network.

3.2.3 **Priority 2 routes** are formed from the Unclassified roads that form main distributor routes in both the urban and rural areas. They include:-

- ▶ Housing Estate Roads
- ▶ Access routes between smaller rural communities
- ▶ Remaining bus routes (4 service buses or more per hour)
- ▶ Known problems, including significant gradients, exposed areas and other topological factors
- ▶ Council maintained Car Parks

Priority 2 gritting routes will be treated upon satisfactory completion of the Priority 1 routes providing the criteria set out in 3.2.3 are met and adequate resources are available.

3.2.4 **Priority 3 routes** are all the remaining roads.

3.2.5 Priority of Roads

- 3.2.5.1** All Priority 1 routes will be subject to precautionary gritting operations throughout the winter period at the discretion of the Highway Network Manager or his representative. The decision to undertake precautionary gritting actions is made daily at around 13:00hrs between the period from 1 November to 30 April of the following year.
- 3.2.5.2** Priority 2 routes will only be treated in the event of icy conditions or a forecast of prolonged icy conditions, and following the satisfactory treatment of the Priority 1 routes. The Duty Officer will make the decision whether or not to proceed to Priority 2 routes. The protocol for treatment during this period will be for a continued action on the Priority 1 gritting routes as required with discretionary actions being taken on Priority 2 routes in response to known or observed problem areas, or in relation to requests that have been assessed and justified by staff of Flintshire County Council. If temperatures remain below zero with prolonged icy conditions the winter maintenance teams will continue to undertake inspections and liaise closely with the Duty Officer. The level of actions will be dictated by the available resources and the weather forecast outlook. Bulk gritting vehicles and manual salting gangs will be deployed for this purpose. A discretionary decision to suspend further actions pending improving weather conditions may be taken.
- 3.2.5.3** Priority 3 routes will normally be treated dependent upon the availability of appropriate resources following the satisfactory attention to Priority 1 and 2 routes and will be restricted to normal working hours, and in response to known or observed problem areas, or in relation to requests that have been assessed and justified by staff of Flintshire County Council..
- 3.2.6** During the onset of snow conditions and the satisfactory treatment of the Priority 1 routes, all available plant and resources will be deployed to clear snow within the Priority 2 routes. During such operations the gritting appliances will be directed by Flintshire County Council staff who will patrol their respective areas and liaise with the Duty Officer.
- 3.2.7** The Authority employs 38 No. agricultural snow ploughing contractors to clear the highway during periods of snow conditions. Each Contractor has a dedicated route which enables the Authority to clear the entire adopted highway network within the County. During snow conditions contractors may be hired at the discretion of the Duty Officer or his representative at the tendered rates. The schedule of the snow ploughing contractors is available to all winter maintenance staff to access as required.

3.2.8 Road Priority/ Treatment Matrix Treatment

Route type	Precautionary Salting	Salting	Times
Priority 1	At any time of the day	At any time of the day	When ice is predicted Priority 1 routes will be pre salted before the on-set of frost. Where severe conditions such as snow or ice persist resources will remain on Priority 1 routes
Priority 2	None	At any time of the day	Priority 2 routes will only be treated if severe weather conditions persist and the Priority 1 routes have been completed
Priority 3	None	At any time of the day	On satisfactory completion of Priority 1 and Priority 2 routes and if severe weather conditions persist these roads will be treated on a reactive basis dependent upon resources

3.3 De-icing Materials

3.3.1 Flintshire County Council procures its de-icing materials through a tendered process. The current tender is with Compass Minerals through the Yorkshire Purchasing Organisation and the life of the life of the contract is 1st April 2014 to 31st March 2018.

3.3.2 6.3 mm nominal size rocksalt

This is the most commonly used material for general purpose gritting. It is spread at a prescribed rate of 10 – 15 grams per square metre for precautionary gritting. This rate can be increased to 40 grams per square metre when treating snow conditions. These rates are in accordance with the recommendations made in the Code of Practice for Highways Maintenance Management and the Trunk Road Maintenance Manual.

6.3 mm nominal size coated rocksalt (Safecote)

This material is standard rocksalt with an applied coating which enhances its performance to treat ice at lower temperatures (conventional rocksalt has a reduced efficiency at temperatures below -6 degrees centigrade). It has a greater adhesion to the applied surface and is effective over a longer period.

3.3.3 A total of 2200 tonnes of coated rocksalt (Safecote) is currently stored in a storage dome at Alltami Depot. A stock management service is operated in collaboration with the Compass Minerals, Winsford. The stock management system highlights the requirement for the delivery of rocksalt which is triggered by predetermined maximum and minimum intervention stock levels throughout the winter season. This service provides the following benefits:-

- ▶ Fresh stocks of rocksalt which retain maximum salinity values.
- ▶ Controlled levels of stock to meet storage availability and providing the ability to avoid storing large volumes of rocksalt outside of the winter period.
- ▶ Avoidance of a shortage of rocksalt during periods of high demand
- ▶ Regional proximity of supplier provides reduced delivery times.

3.3.4 Strategic Salt Stocks

Due to national shortages of rock salt in previous years and following advice from WLGA and Welsh Government, an additional strategic salt stock of 7000 tonnes is stored under sheeting at the Greenfield Recycling Site at Greenfield.

3.3.5 Most of the road de-icing salt used in the UK is derived from a non-renewable source through mining a natural salt bed stretching from North West England to Ireland. The majority of rock salt is a 10mm grain size to British Standard BS3247. However, a trend is emerging in the UK where a number of Highway Authorities are moving toward a 6.3mm grain size. BS3247 requires the rock salt to contain no more than 4% moisture by weight and the soluble Sodium Chloride content to be not less than 90% of the dry salt mass.

Flintshire County Council introduced using 6.3mm grain size coated salt in 2005/2006. The proprietary name of this product is Safecote.

3.3.6 To effectively remove ice from the road surface the rock salt requires the action of traffic, which assists in the process of breaking down the salt granules into a saline solution. This rapidly melts the ice and prevents further ice forming for several hours.

3.3.7 Salt in solution freezes at a lower temperature than water and if spread before the onset of freezing conditions can be effective in preventing ice from forming on road surfaces at temperatures down to -7°C. However, salt is only effective if it can form a solution with the water on the road surface. If this water has already frozen before the salt is applied, the salt is much less effective in combating the slippery conditions. The generic term 'gritting' is often used to describe what is actually "pre-salting" or "precautionary salting", i.e. spreading salt before the onset of ice or frost formation.

3.3.8 The significant benefits of using Safecote Salt are:-

- ▶ more accurate spreading of the salt
- ▶ more salt remains on the road surface
- ▶ reduced wastage
- ▶ faster de-icing effect
- ▶ increased longevity on the road surface
- ▶ less Sodium Chloride used
- ▶ less corrosive to the gritter vehicles
- ▶ less corrosive to the highway infrastructure.
- ▶ cost benefit

3.3.9 Treatment Matrix

Carriageways - The Council operations will follow the standard guidance issued by Welsh Government as part of the Trunk Road Maintenance Management Policy and the Code of Practice for Highway Maintenance and any subsequent amendments. The de-icing material will continue to be Safecote.

Footways - Following successful trials of alternative de-icing materials heavily used footways in town centres, car parks and sheltered accommodation will be treated with a product called 'Safethaw'. This product is a brine solution mixed with agricultural by-product similar to that used on the highway. 'Safethaw' is sprayed by using a knapsack sprayer or a self-propelled spray bar fitted to an All-Terrain Vehicle (ATV) or a pickup and will be applied in periods of heavy snow and prolonged icy conditions in accordance with the risk assessment for each element.

3.4 Operational Practices

3.4.1 The winter period is defined as between 1st October and 30th April each year. Streetscene drivers are contracted to deliver the service and standby payments will apply from November to March.

3.4.2 Forecasts are received at 06.00hrs, 12.00hrs and 18.00hrs every day within the period between 1st October and 30th April each year by the duty Officer at Alltami Depot or the on-call Duty Officer at weekends.

3.4.3 A decision on the appropriate action will be made by the Duty Officer, and the supervisory staff and standby crew will be informed accordingly. Standby crews are available to respond to forecast changes and subsequent actions/decisions outside of normal working hours.

- 3.4.4** Priority 1 routes will be treated before the formation of ice. The average route treatment time of 3.0 hours will be taken into account in making the decision to ensure that all pre-cautionary Priority 1 routes are completed on time. Any changes to the pre-determined actions will be verified with the Duty Officer before notification to the workforce. The situation may be varied by weather conditions such as heavy rain immediately before a frost, which may restrict the time to carry out the work.
- 3.4.5** Depending on the forecast, further actions may be required to support the precautionary gritting decisions. Whilst every effort will be made to plan this action it may be considered necessary to obtain updated forecast information from the Forecast Provider prior to a decision being made. The weather forecast update will be carried out by the Duty Officer at any time of the day or night, to ensure that appropriate actions are carried out in the interest of public safety and to provide a cost efficient service.
- 3.4.6** In the event of a forecast of snow the Priority 1 routes will be pre-treated prior to the event. Where this is not possible, for example when it starts as rain and turns to snow, a decision to delay action until the rain stops in order to prevent the salt from being washed away will be taken. It should be noted that this situation can be even more difficult if it occurs during the rush hour as traffic congestion impedes the progress of the gritting vehicle.
- 3.4.7** Following snowfall with significant accumulations, clearance work will continue around the clock until all Priority 1 roads are clear. When the Priority 1 roads are cleared to a standard which safeguards the safe passage of vehicular traffic, all available resources will be dedicated to attend to Priority 2 roads.
- 3.4.8** Priority 3 routes will receive attention when resources are available and after all Priority 1 and 2 roads have received appropriate treatment.
- 3.4.9** Services across Streetscene & Transportation (and possibly others across the wider Authority) will support the Winter Service during periods of prolonged disruption to the county. It may be necessary to curtail certain services during these periods, for reasons such as practicality or safety, and the resource and labour will be redirected to the Winter Service operations as appropriate.
- 3.4.10** During periods of snowfall, all gritting vehicles will be equipped with snow or slush ploughs depending on the type of snow being cleared. Snow ploughing contractors will be deployed at the discretion of the Duty Officer.
- 3.4.10** Following periods of heavy snowfall, priority should be given to the inspection and clearance of gullies to ensure that meltwater from snow on verges and central reservations can quickly drain away.

3.5 Partnership Working

3.5.1 Liaison and cross boundary operational practices are established between Flintshire County Council and its neighbouring Authorities and North & Mid Wales Trunk Road Agency, with the intention of maintaining a consistency and continuity of winter services throughout the region.

For this purpose the following cross boundary precautionary gritting arrangements are in place:-

Wrexham County Borough Council will treat the following roads for **Flintshire County Council**:-

- ▶ B5102 from County boundary Llay to A541 Mold Road.(Hollybush)

Flintshire County Council will treat the following roads for **Wrexham County Borough Council**:

- ▶ B5430 Bwlchgwyn from County Boundary to Four Crosses
- ▶ B5373 County Boundary to Miners Road (Sharps)

Flintshire County Council will treat the following roads for **Denbighshire County Council**:

- ▶ Section of road from A5151 to Gwaenysgor Cross Roads

Denbighshire County Council will treat the following roads for **Flintshire County Council**:

- ▶ Section of the A494 from County Boundary, Cadole to Cadole junction

3.5.2 It is the responsibility of each individual Highway Authority to ensure adequate treatment of the roads under their jurisdiction. A protocol of daily communications between neighbouring authorities / agencies has therefore been established to ensure continuity of actions.

3.6 Footways and Cycleways

3.6.1 Footways, pedestrian areas or cycleways are not included in precautionary salting operations. Nevertheless, there will be a certain amount of overspill of salt onto footways and cycleways when precautionary salting is being carried out on adjacent carriageways.

3.6.2 Resources will be deployed to treat footways once snow has settled or during periods of prolonged freezing conditions on a priority basis at locations including:

- ▶ Town centre footways and footways in the vicinity of shopping areas
- ▶ Footways in the vicinity of civic buildings
- ▶ Public highway in the vicinity of hospitals
- ▶ Public highway in the vicinity of residential homes / old age pensioners flats
- ▶ Public highway in the vicinity of day care centres
- ▶ Public highway in the vicinity of Schools (during term times only)
- ▶ Footbridges
- ▶ Bus Stops

If any reports of icy footways are received for locations not included in the above criteria, the footway will be inspected to assess whether treatment is appropriate, however this is dependent upon available resources.

3.7 Salt Bins and Salt Heaps

3.7.1 Salt bins are located in areas for the use of pedestrians and motorists to treat the public highway only. The decision for the distribution of salt bins is that of the Highway Network Manager or his representative in the interest of financial management.

3.7.2 Salt bin locations will be individually assessed against criteria which include:-

- ▶ Non precautionary gritting routes
- ▶ Location within bounds of public highway
- ▶ Benefit to road safety, i.e. areas with steep inclines
- ▶ Traffic volumes
- ▶ Proximity to schools and locations of public interest.

A Pro Forma to aid in the assessment of suitable salt bin locations has been created and will be distributed to staff as required.

3.7.3 All salt bins will be filled at the start of the winter season and refilled once again in January, if necessary. Similarly, salt heaps will be provided before the winter season and replenished once during the winter months.

3.7.4 Salt heaps in the rural areas will also be subject to the same assessment criteria as the salt bins.

3.7.5 Streetscene Services will provide salt bins and rock salt within Council establishments on request at cost to the relevant Department. Every effort is made to establish and meet the requirements of each Department prior to the onset of the winter season. The availability of resources will dictate the priority allocated to provide this service during the winter season.

3.7.6 Provision is available for Community Councils to purchase salt bins and rock salt from Streetscene Services with the intention of supplementing the Authority's winter maintenance services to the benefit of the general public. Salt bins purchased by the Community Council will be distinguishable from Streetscene salt bins and will be maintainable by the Community Council. Location of the salt bin on the public highway will require prior approval of the Highway Authority.

3.8 Resources

3.8.1 The workforce involved will all be part of Streetscene Services and all drivers will be trained and assessed. Additional resources can be sought from other sections within the service if required.

3.8.2 The Council's winter maintenance fleet consists of 12 frontline gritting vehicles and 2 spare gritting vehicles, these are supported by 3 trailer type gritters and 2 demountable gritter bodies. These are stored at Alltami Depot.

3.8.3 The 2 demountable gritters are available for car parks and school access roads.

3.8.4 Welsh Government and WLGA have suggested that all Authority's in Wales hold a strategic salt stock to ensure resilience in the event of further winters of extreme weather and national shortages of rock salt. For this coming season Flintshire will hold an additional residual salt stock of 7000 tonnes covered and sheeted at the Greenfield green waste recycling site.

3.8.5 The suggested minimum stock levels is based on the last six year average usage figure and with a multiplier of 150%. The tonnage of salt held in Flintshire for 2017-19 will be a minimum of 9,000 tonnes.

3.9 Standards Monitoring

3.9.1 Flintshire County Councils service delivery is benchmarked against National performance statistics to ensure that a comparative cost effective service delivery is being maintained.

3.9.2 Regional and National meetings of operational staff and support service providers creates the opportunity for continual assessment of operational practices, standards and resources.

3.10 Vehicle Tracking

3.10.1 Flintshire County Council's fleet of 14 bulk gritting vehicles have all been fitted with an innovative GPS tracking system. The tracking system is a monitoring device that interfaces with the control systems on the vehicles so not only do we know where the vehicle has been, but exactly what it was doing and, because it is web based, the information can be accessed remotely. The tracking system operates in real time and therefore it is easy to find out exactly where a vehicle is and to check its activity. This gives the Duty Officers the confidence to ensure that any operational decisions that they make are based on accurate live information.

3.10.2 In these increasingly litigious times it is vital that Managers are able to provide positive supporting evidence in the event of a claim. The GPS tracking system will monitor how much salt was spread on what roads, at what rate and at what time. The system is able to provide a record of all control box functions, route time, salt sensor data, spread rate/width and vehicle speed.

3.10.3 The Council operates a fleet of gritting vehicles all equipped with an Autologic system which spreads the amount of salt required based on the location, so gritter drivers can concentrate solely on the road and not have to focus on the vehicles spreading settings. The Autologic system has been pre-loaded with the Authorities road widths and ensures the optimal amount of salt has been spread to maximise the treatments, meaning salt is not wasted. The system provides optimisation and higher levels of road safety, leaving drivers free to concentrate on driving, and providing flexibility in staff deployment as route knowledge is not necessary for the driver.

3.11 Extreme Weather Protocol

3.11.1 On receipt of a severe weather warning an operational control room will be established in Alltami and manned by staff from Streetscene Services who will act as a dedicated point of contact for the Contact Centre staff. The staff within the operational control room will have direct contact with Streetscene Coordinators/Supervisors who will be on-site to investigate complaints and mobilise dedicated gritting vehicles under their direct control.

3.11.2 The operational control room will be responsible for directing all operations and act as a liaison contact to the press office through which all press releases will be made.

3.12 Community Engagement

3.12.1 Flintshire County Council is committed to provide assistance in the form of small quantities of rock salt and tools to community and local groups to enable them to assist with the removal of snow and ice off the footpaths within the urban areas.

3.12.2 The Highway Network Manager will write annually, prior to the winter, to all Community Councils and known action groups for contact details of interested parties and for their requirements.

3.12.3 Contact details provided by these groups will receive daily weather forecasts and details of the proposed daily winter maintenance action, by e-mail, direct from the forecast provider.

3.13 High Winds - Flintshire Bridge Closure/Restriction Procedure

- 3.13.1 **Forecasts** - Weather forecasts are received daily via e-mail from Weather Service Provider for the next 3 days. These should be reviewed daily by the Duty Officer to anticipate likely restrictions and resources required to implement a bridge closure or lane closures.
- 3.13.2 When wind gusts are forecast over 50 mph within the next 24 hours the Duty Officer should ring Weather service provider and seek advice from a forecaster of the risk of high winds in excess of the criteria described below.
- 3.13.3 Based on the advice of the forecaster the Duty Officer will decide on any necessary restriction using the criteria described below.
- 3.13.4 Experience has shown that a planned closure based on forecasts is preferable to waiting until wind speeds increase and reacting to them at short notice. If a closure is planned, due to a forecast advice from weather service provider, the FCC Press Office should be informed immediately so they can list the closure on the FCC web site and inform local radio stations in advance of the closure.
- 3.13.5 **Criteria for Traffic Restrictions For A548 Flintshire Bridge**

<i>Wind Speed (miles/h)</i>	<i>Wind Speed (km/h)</i>	<i>Wind Speed (m/s)</i>	<i>Restriction</i>
50-55	80-88	22-25	No restriction – Monitor wind speeds
55	88	25	Close bridge or Down-wind lane closures (see note (i))
60	95	27	Close bridge

Notes:-

- (i) In exceptional circumstances a down-wind lane closure can be implemented to allow the bridge to remain open for wind speeds above 55 mph. Generally this method of restriction would only be considered when there is advance notice of anticipated high wind speeds over a prolonged period. A down-wind lane closure provides an empty lane in the event that a vehicle is blown off course or blown over. In addition traffic speed is generally reduced. For down-wind lane closures there will be a slow lane closure on one carriageway and a fast lane closure on the other.
- (ii) The above allowable wind speeds may be increased by 5 mph if the wind is a head or tail wind i.e. blowing along the bridge in a due East or Westerly direction.

- 3.13.6 **Closure** - If a full closure is decided upon, the duty officer will:
- ▶ Arrange for warning and diversion signs to be deployed and for the bridge to be close.
 - ▶ Inform all listed in the Contact List contained within the FCC Winter Maintenance Operation Plan handbook which is issued to all nominated personnel.
 - ▶ The police will inform the media and other emergency services of the closure
- 3.13.7 If a lane closure is decided upon the Duty Officer will arrange this and inform FCC Street works Section and the Police.
- 3.13.8 **Monitoring** - If it is decided that no immediate action is required, the situation shall be monitored by the Duty Officer until the risk of high winds has receded.
- 3.13.9 If a restriction/closure is implemented the Duty Officer shall monitor the situation and contact the Police to keep them informed of the anticipated re-opening time.
- 3.13.10 **Re-Opening** - When the weather improves the Duty Officer shall decide on a time for the removal of any restriction. PA can give advice on timing of reducing wind gust speeds.
- 3.13.11 The Duty Officer shall arrange for the removal of signs, cones and diversion signs used for the closure and inform the FCC Street works Section & Press Office, Police, Shotton Paper and Patricia Carlin – FCC Business Development when the bridge is re-opened.

4 | Risk Assessment

- 4.1 The winter maintenance service has undertaken various risk assessments on the provision of road surface treatments as follows:
- ▶ Precautionary Treatment on Priority 1 Roads
 - ▶ Salting on Priority 2 Roads
 - ▶ Salting on Priority 3 Roads
 - ▶ Salting Town Centre Footways
 - ▶ Salting footways with low footfall
 - ▶ Salting Council maintained Car Parks

5 | Background Documents

5.1 The additional documents outlined below provided further detail and background information relating to the contents of this policy:

- ▶ Highways Act 1980
- ▶ Railways and Transport Act 2003
- ▶ Traffic Management Act 2004
- ▶ Code of Practice for Well-managed Highway Infrastructure (2016)
- ▶ Quarmby Report – July 2010
- ▶ Trunk Road Maintenance Manual
- ▶ Welsh Government Advice Documents
- ▶ WLGA Advice Documents

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SANDBAG DISTRIBUTION POLICY

1 Background

During times of inclement weather, the Authority will make reasonable efforts to assist residents at imminent risk of flooding, but this is subject to resources available at the time of an event.

No guarantee can be offered to residents that we can assist with all flood incidents.

If residents are concerned that they may be at risk of flooding, it is **strongly recommended** that they consider implementing their own flood resilience measures in advance of a flood event.

Advice can be sought from the following resources:

Streetscene Contact Centre

01352 701234 (24hrs)

Out of Hours

See also: www.flintshire.gov.uk

Natural Resource Wales

Customer Care Centre - 0300 065 3000
(Mon-Fri, 8am-6pm)

National Floodline

0345 988 1188 (24hr)

Floodline Type Talk – 0345 602 6340
(for hard of hearing customers).

Incident hotline 0800 80 70 60 (24 hours)

enquiries@naturalresourceswales.gov.uk

2 Practical Steps for Property Owners

Sandbags are one of the most well-known means of keeping floodwater out of a property during flooding events. The materials are easily available and relatively cheap, and in most cases, they are effective. However, their use does have some disadvantages as listed below:

- Filling is time consuming and requires two people.
- They can be difficult to handle.
- They may contain contaminants such as sewage if they come in contact with floodwater.
- The sacking material is biodegradable and will disintegrate with time.

Owners of properties that are at risk of flooding are therefore encouraged to take a self-help approach and keep, where possible, their own stock of empty sandbags together with sufficient stocks of sand to fill the bags at times of potential flooding. The Environment Agency's guide: 'Sandbags and how to use them properly for flood protection' contains further practical guidance and is available online at:

<https://www.gov.uk/government/organisations/environment-agency>

In addition, there are proprietary products available on the market to protect openings such as doors, windows and vents.

In the event of severe weather and where there is a genuine risk of flooding, Flintshire County Council will endeavour to provide filled sandbags to properties upon request. Our primary response will be to flooding incidents originating from the

SANDBAG DISTRIBUTION POLICY

highway and non-main river sources. Main Rivers are governed by Natural Resources Wales, who may not always be in a position to provide sandbags, depending on demand and local circumstances. Therefore each request made to Flintshire County Council will be considered in relation to the prevailing circumstances, irrespective of the flooding source. It should be borne in mind that there is a limit to both the availability and the ability to distribute sandbags, particularly when wide-scale flooding is being experienced. Therefore, reliance on the County Council to provide sandbags should not be considered as being the primary means of protection. The Council will give priority to known flooding black spots and where there is the potential of several properties being flooded. Distribution will be in accordance with Section 3.

3 Distribution

Requests for sandbags from the public as a result of flood warnings, severe weather warnings or actual flooding events, will normally be received directly by Contact Centre staff during normal working hours. Outside normal working hours, requests will be passed to the relevant Duty Officer, via the Council's 24-hour service provider.

Requests will generally be dealt with in the order they are received and arrangements will be made to distribute sandbags as requested. However, at times of more serious widespread flooding events, the distribution of sandbags will need to be prioritised according to severity, risk, location and available resources. The County Council will endeavour to respond to most requests but there may be some delay, particularly for the more widespread or large scale events.

Delivery of sandbags will normally be to the nearest point of access to a property from the highway or access road. Further manoeuvring of the sandbags within the boundaries of a property will be the responsibility of the property owner. The Council workforce may assist in this respect in some circumstances, but such assistance will not always be possible.

It may be necessary during extreme weather events to call upon external help from the armed forces to distribute further sandbags. This may be the case when filled sandbag stocks have been exhausted and labour resources are overstretched. The decision to call upon the armed forces will be made by the Chief Officer for Streetscene & Transportation following discussions with the Duty Officers. The Chief Officer for Streetscene & Transportation will make a formal request via the Council's Emergency Centre. The procedures for requesting aid from the Armed Forces are documented within the Council's Integrated Emergency Response Plan. However, the availability of the armed forces in such circumstances cannot be guaranteed, and the timing of their response will be dependent on their location/commitment at the time.

Members of the public will not be allowed to collect sandbags directly from Council depots.

The removal of sandbags on private property will be the responsibility of the householder.

SANDBAG DISTRIBUTION POLICY

Flintshire County Council **WILL**:

- Deploy sandbags to divert the flow of flood water originating from Local Authority assets such as highway gullies, culverts and ditches in addition to watercourse, culverts and ditches lying within local authority owned land;
- Subject to availability; deploy sandbags at locations where there is an imminent risk to life or property. The decision to deploy sandbags shall be taken at the discretion of responding officers. Where possible, elderly and vulnerable residents shall be given priority.
- Collect sandbags from authority owned land and public open spaces and dispose of them in an appropriate manner.

Flintshire County Council **WILL NOT**:

- Deploy sandbags to private properties in advance of a flood event;
- Deploy sandbags to commercial properties at any time before, during or after a flood event, unless deemed necessary under exceptional circumstances to protect adjacent residential and/or essential infrastructure from flood damage;
- Allow residents to collect sandbags from FCC depots;
- Collect sandbags from private land, commercial premises, or residential properties (other than when deployed by FCC to elderly or vulnerable residents), and;
- Collect sandbags which have not been deployed by FCC.

4 Stocks and supplies

The County Council will at all times keep a minimum of 750 filled sandbags in serviceable condition and ready for deployment at Alltami Depot.

The County Council will keep a stockpile of 20 tonnes of sand at the above depot at all times together with an ample stock of unfilled sandbags.

5 Policy review

The policy will be reviewed regularly (at least every 2 years) and amended as necessary.

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CABINET

Date Of Meeting	Tuesday, 26 th September 2017
Report Subject	Review Of The Council's Residents Parking Policy
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Streetscene and Transportation)
Type Of Report	Strategic

EXECUTIVE SUMMARY

The main purpose of the highway is to facilitate traffic movement however parking is accepted where it does not impact upon the movement of traffic, create a safety hazard, obstruct emergency vehicle access or access to properties. In other areas, parking on the highway is controlled by restrictions (yellow lines) introduced by Traffic Regulation Orders (TROs) but where there is a need for residents to park on street, in the absence of off street parking places, a Resident Parking Scheme can be implemented to allow residents to park in marked bays outside their properties when displaying a valid permit.

Flintshire County Council adopted a Resident Parking Scheme in 2013 to assist those living in properties, without adequate off street parking, who have problems parking outside their properties due to businesses or visitors utilising free on street parking areas to avoid car parking charges.

Currently there is no criteria for prioritising Resident Parking Schemes or limiting how many schemes can be considered in a financial year and this report recommends a process for prioritising scheme implementation and limiting the number of schemes progressed within each financial year and updates the policy to reflect the changes. The policy has also been changed to allow a second proposal to be considered in a smaller area within the original proposals.

An initial report taken to Scrutiny in June of this year recommended that the level of local support, required to bring a scheme forward should be increased and this proposal has also been covered within this report.

RECOMMENDATIONS

1.	That Cabinet approves the changes to the existing Residents Parking Policy.
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2.	That Cabinet approves the Residents Parking Scheme Assessment Matrix which will be used to prioritise future requests for Residents Parking schemes.
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REPORT DETAILS

1.00	EXPLAINING THE REQUIREMENT TO AMMEND THE RESIDENT PARKING POLICY
1.01	Flintshire County Council adopted a Resident Parking Policy in 2013 (Appendix 1) in order to assist residents that did not have off street parking provision and provided parking on streets in the locality of their properties. This would prevent local businesses or town centre visitors utilising residential areas for parking to avoid paying car parking charges.
1.02	Since that time a number of schemes have been progressed to the “local ballot” stage where they have all failed to achieve the required local majority (currently more than 50% need to be in favour of a scheme, in order for it to proceed). Consequently no Residents Parking Schemes have been implemented since the introduction of the policy, despite the growing demand for such schemes by residents and community areas across the County.
1.03	It is proposed that a Resident Parking Scheme Assessment Matrix Appendix 2 is introduced to prioritise requested schemes for consideration. This will score relevant aspects of the policy against the need for the scheme and is consistent with the Traffic Regulation Order Assessment Matrix for prioritising traffic restrictions.
1.04	Due to significant changes in off-street parking arrangement in the past year, the number of requests for Resident Parking schemes are increasing and the cost (in terms of staff resources) needed to bring the schemes to the “local ballot” stage are high and unsustainable. It is recommended therefore that following assessment via the matrix, the three highest scoring Resident Parking Schemes are progressed each financial year. This is affordable within current budgets and staff resources within the Streetscene and Transportation portfolio.
1.05	<p>The current policy does not define when a proposed scheme can be revisited once it had been rejected by residents or if a proposal can be reconsidered by a reduced area or zone within the original area. It is therefore proposed that a residents only parking proposal can be reconsidered in the following situations:</p> <ul style="list-style-type: none"> • There has been significant change to the traffic or parking management arrangements in the vicinity, such as increased car parking charges or the implementation of an adjacent Traffic Regulation Order. • A particular street or group of streets within the original zone are

	<p>experiencing particular parking issues and a proposal receives the support of both the Local Member and Town/Community Council.</p> <p>Any reassessment would be subject to prioritisation through the matrix detailed within this report, as per all other proposed schemes for consideration within that financial year.</p>
1.06	<p>Following a report to Environment Overview and Scrutiny Committee in June of this year, a recommendation was made by the Committee for the level of local support, required to bring a scheme to delivery, should be increased from 50% to 75%. Whilst the recommendation has been considered, it has not been included within the revised policy. The reason being that it is extremely unlikely that any proposal would receive a 75% response and then a 75% approval rating and this would effectively block any schemes being progressed in future. 50% is the approval level operated in other Councils where Residents Parking options are offered to the community.</p>
1.07	<p>The existing Resident Parking Policy will be updated to include the changes detailed in this report. Appendix 3.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Resident Parking schemes are provided from existing budgets within the Streetscene and Transportation portfolio.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>With Cabinet Member.</p>
3.02	<p>Once location identified - Local Member(s), Residents in locality, and Businesses in locality.</p>

4.00	RISK MANAGEMENT
4.01	<p>Vehicle displacement will be considered on a case by case basis.</p>
4.02	<p>The number of scheme requests a year will be significantly higher than can be accommodated.</p>

5.00	APPENDICES
5.01	<p>Appendix 1 – Current Resident Parking Policy.</p>
5.02	<p>Appendix 2 – Resident Parking Scheme Assessment Matrix.</p>
5.02	<p>Appendix 3 – Revised Residents Parking Policy.</p>

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

7.00	GLOSSARY OF TERMS
7.01	Resident Parking: Clearly marked parking bays on streets outside residential properties which allows residents parking only - with a designated permit.

FLINTSHIRE COUNTY COUNCIL

POLICY FOR RESIDENT PARKING SCHEMES

1.0 Background

1.1 The main purpose of the highway is for traffic movement and there is no inherent right for any vehicle to park on a public highway. Parking is accepted where it does not impact upon the movement of traffic, create a safety hazard, obstruct emergency vehicle access or access to properties.

1.2 In other areas parking on the highway is controlled by restrictions introduced by Traffic Regulation Orders after the completion of formal statutory procedures and the resolution of public objections in consultation and subject to Member approval.

These restrictions can take different forms:-

- * double yellow lines prohibiting all parking, introduced specifically for highway safety needs and generally containing exceptions for loading/unloading and disabled badge holders (Providing that these vehicles do not create an obstruction).

- * Single yellow lines restricting parking to specific periods (usually associated with highway operational needs) and containing the same objections.

- * designated parking areas, identified where vehicles can be parked and under what conditions (e.g. time limited and/or pay on street parking) These ration on-street parking in cases where the demand exceeds the supply. It can also cover residential permit parking where residents' parking is prioritised over other highway users.

1.3 Resident Parking Schemes, also introduced by means of a Traffic Regulation Order, provide an alternative mechanism for managing parking demands, in situations where it is not reasonable to manage parking problems through conventional parking restrictions and to make town centres and fringe areas more attractive.

1.4 This policy sets out the principles for the establishment of Residents Parking Schemes. However the issue as a whole can be very complex, with many individual circumstances that can be difficult to address within a prescriptive policy and a degree of interpretation for specific schemes is therefore desirable and inevitable.

2.0 Advantages and Disadvantages of Residents of Parking Schemes

2.1 Whilst there are immediate and obvious attractions for implementing residents' parking schemes there are both advantages and disadvantages:-

Advantages

- * Discourage commuter/shopper/business parking in residential streets.
- * Enhanced environment in residential areas.
- * Residents may find their on-street parking to be easier and more convenient.
- * May provide improved parking and traffic management.
- * Can produce road safety benefits.

Disadvantages.

- * Possible knock-on effect of relocated commuter/shopper/business parking.
- * Costs of introduction and management and payment for permits. On these grounds it is recommended that any individual scheme should be self-financing.
- * Permits do not absolutely guarantee a parking space.
- * May only help manage an under supply of spaces and not solve problems.
- * Can lead to inefficient use of on-street parking space.
- * There are risks that a scheme could reduce levels of on-street parking, with problems for visitors and businesses.

3.0 Types of Parking Permit Schemes

3.1 There may be considered, to be broadly three types of location where residents parking schemes may be appropriate:-

3.2 Demand for Parking Exceeds Supply - Exclusive Permit Schemes.

This is the most traditional and common form of scheme, where a street or area is divided into prohibited and permitted parking areas. To park in a permitted area, a vehicle would be required to display a valid permit. The permit categories may vary but usually provide for residents, visitors, health care workers serving residents and other users the Council may consider to be appropriate. This system provides optimum benefit to residents but low levels of residents' parking can lead to an inefficient use of on-street parking provision, in areas where the overall parking supply is limited.

In areas where the demand for on-street spaces from residents alone exceeds the supply, the management and allocation of permits can be problematic. This is particularly so where a scheme results in a reduction in kerbside space

by the formalisation of parking provision, e.g. clearing parking from junctions etc.

3.3 On-Street Parking Control with Relaxation for Residents – Shared Spaces.

This type of scheme is referred to as 'shared space', where there is dual use of on-street space, overcoming the under use, resulting from the under use issues experience in the exclusive permit schemes detailed above. This scheme enables the time-limited use of on street space (which may or may not be charged for) to operate alongside vehicles with residents' permits that would be exempt from either time or charge restrictions. In isolation, these schemes may eliminate the need for the administration of permits for visitors, carers etc. Possible variations to this type of scheme could provide for the provision of exclusive residents parking bays.

3.4 Areas where Parking has Environmental/Safety/Traffic Management Issues

In some instances the management of parking may be desirable for highway management of traffic flow/safety reasons. Whilst this category can include residents' parking as a management feature, it should be noted that more conventional parking restrictions can be as effective, but where these could interfere with residents, schemes to accommodate their needs may be appropriate.

4.0 Criteria for the Consideration of Residents' Parking Schemes

4.1 The main criteria for the justification of a residents' parking scheme is that there is insufficient highway space for the residents of an area to park, as a result of the presence of vehicles arising from visitor, business or commuter parking and/or as a result of existing parking restrictions. Initial principles would be that:-

- * There should be clear evidence of residents support for a scheme in advance of any details of the scheme being prepared.
- * The enforcement associated with all schemes to be undertaken by the Councils Civil Parking Enforcement Officers.
- * Residents' parking schemes would not be introduced where the majority of residents have off-street parking or where there is insufficient on-street space to accommodate both residential and non residential parking.
- * Generally schemes should not be introduced to manage parking in situations where the problem is linked to over demand from residents for on-street spaces.
- * There is a presumption against small isolated areas remote from the principle areas of parking enforcement.

4.2 It is recommended that the following general principles should be adopted to help further define a manageable scheme or to develop an initial scheme:-

- * At least 50% of properties in any proposed area to have no off-street parking.
- * At times when parking problems are caused by non-residents the kerb space occupied by residents should exceed 40% of the total available.
- * There is sufficient kerb space to enable 85% of all households to park at least one vehicle on-street.
- * Schemes should not create unacceptable problems on adjacent roads.
- * The introduction of reserved parking in areas where parking spaces are severely limited shall not affect the commercial viability of the area.

4.3 Any requests that do not meet these criteria should not be considered further unless:-

- * The scheme forms part of a wider integrated traffic/parking management scheme.
- * There are road safety problems.
- * The parking impact from development in residential areas would be adverse.
- * There are schemes being promoted to use alternative facilities such as off-street parking.

5.0 Legal Framework & Management

5.1 The issue of a Parking Permit will at no time absolve the permit holder from parking legally, without due care and without creating an obstruction. The Council will not accept any responsibility for the damage, theft or loss of, or to, any vehicle or its contents whilst parked in a Residents' Parking Zone. When operated under Civil Parking enforcement procedures, vehicles parking in Residents' Parking Zones without displaying a valid permit will be subject to a Penalty Charge Notice, enforced through the Civil Parking processes and powers, and normal approved procedures will be followed.

5.2 Any schemes implemented under the Civil Parking Enforcement processes will be managed by the Councils parking Services and all appropriate management and appeals processes would apply.

5.3 All schemes will be operated in full accordance with the Council's race and equal opportunities policies and in all decisions preceding any scheme implementation, all comments from special needs groups will be assessed.

6.0 Definitions and Permit Details

6.1 In order for schemes to operate satisfactorily and without ambiguity, it is necessary to detail vehicles that would qualify for permits and the type of permits issued.

6.2 Permitted Vehicles

* Permits will only be issued to cars and light goods vehicles with a weight limit of 3.5 tonnes or under. Vehicles that exceed 6 metres in length, 2.44 metres in height or are capable of carrying more than 13 people including the driver will all be excluded from applying for permits.

* Permits will not be issued to motor cycles due to display practicalities, but, wherever possible, motorcycles will be provided a designated parking area where there is a demand. Should this not be possible or if there is insufficient demand motorcycles may park in permit bays without a permit, subject to prior written approval from the Council.

* Individual permits will not be issued for caravans or trailers, although these may be parked within a scheme on a short term basis whilst loading/unloading provided that they are hitched to a vehicle bearing a valid permit.

6.3 Issue of Permits and Associated Definitions.

The holding of a permit will not guarantee a parking space within a zone and where there are separate zones within an area permits will be zone specific. **No scheme will however be designed, unless the likelihood of spaces not being available to permit holders is low.** Although some indication of definitions and requirements for permit eligibility is provided in this document, further considerations may be required for specific designs.

6.4 Permits and Use

* Permits will be issued on a renewable annual basis and be effective for a period of 12 months. The issue and renewal will be by individual request and via appropriate application forms.

* Permits will show the name and title of the issuing Authority, the relevant parking zone, the vehicle registration number and a reference number. Any specialist permits will provide individual details.

* All permits must be displayed on the inside surface of the windscreen so that recorded particulars are clearly visible.

* The council reserves the right to permits in the event of fraudulent or inappropriate use without any reimbursement of costs.

* Where a hire or courtesy car replaces an existing vehicle a Visitor/Temporary Permit may be issued for a limited period.

* A permit will not be required for vehicles carrying out essential duties and statutory powers, including emergency service vehicles whilst attending an emergency, statutory undertakers, postal collection/delivery, council/government business and formal wedding cars and hearses. In addition permits will not be required for vehicles engaged in the loading/unloading of goods or where passengers are boarding or alighting.

6.5 Residents Permits

The following definitions and guidance should be considered as a part of a residents' parking scheme:-

* A resident will be considered as any person who resides at a residence within the defined scheme, for at least four nights a week and should be registered in the Council Tax records.

* A residence will be defined as a domestic property listed under the Council Tax definitions.

* Specific notes should be made of Houses of Multiple Occupancy, where a house has been converted into a number of separate flats or apartments, at the time of the introduction of the scheme, each of which meets the formal classification of a residence, then each would be eligible to apply for both residents' and visitors permits (as applicable) and as allowed under the policy, or applicable to the individual scheme. However where one house has been converted to contain a number of habitable rooms, remaining as one property, it will be treated as a single residence.

* The number of Residents' Permits available to one property will be specific to the scheme, to allow some flexibility in interpretation.

*The following guidelines will be adopted to underpin permit provision:-

(a) Initially one permit and one visitor permit will be issued to an individual residence but subject to an assessment of parking demand/supply within a zone, additional permits may be available.

(b) Where a residence has at least one off-street parking space available, it would not be eligible for the full allocation of residential permits per residence. It would however be eligible for any allocation of visitors' permits and may be eligible for any subsequent allocation of second round residents' permits.

* (c) Residents' permits will normally be specific to one registered vehicle and proof of ownership/responsibility must be provided to the satisfaction of the Council.

* (d) Residents who are only entitled or choose to apply for only one permit may specify two registration numbers to be inserted on the

permit, to enable them to decide which vehicle is parked in the bays and to avoid swapping cars on and off a driveway. However it is stressed that a permit **must** be displayed at all times on vehicles parked within the residents' parking bays. Penalty Notices will be issued for any vehicle failing to **display** a valid permit and not for failing to **own** a permit.

6.6 Blue Badge Holders

All Blue badge holders will require a relevant Residents Parking permit to park in any Residents' Parking Zone. Any existing on-street disabled parking bays within a zone will be retained, but in order to park within these, both a Blue Badge and valid Residents parking Permit will need to be displayed.

6.7 Attendance Permits

Visitors delivering health and care needs to residents will be afforded access under the schemes. Those residents who live within the zone may apply for a parking permit for family or professionals who visit the property to provide care or medical needs. Where parking demand is heavy, these permits may be restricted to those residents who do not hold a Residents Parking permit. Permit applications in these cases will require to be supported by the resident's medical practitioners.

6.8 Visitors Permits

Visitor permits will be available to all residents within a scheme on submission of proof of residency at a concessionary rate. Should conditions permit additional permits may be available at an undiscounted cost.

6.9 Business Permits

Any business that operates from within a Residents Parking Zone will be eligible for a business permit; although if any form of off-street parking is available these would be severely restricted. Customer parking provision can be catered for by the provision of alternative parking controls e.g. short limited waiting in the vicinity of a small shop.

6.10 Special Permits.

The predominant parking users will be covered by the permits listed above, a few isolated uses lie outside those defined. At the Councils discretion special permits may be authorised for restricted periods on individual application. These will cover health workers, maintenance contractors, visiting tradespersons etc. Within the design of schemes, specific arrangements will be considered for churches and individual businesses located within defined zones but any charges will need to reflect administrative costs.

7.0 Financial Principles

7.1 The costs of Residents Parking Schemes can be split into two categories.

(a) Set up costs i.e. Capital costs covering the investigation of schemes, consultation, design, traffic order and changes to signs and lines.

(b) Ongoing operational costs for enforcement and management.

7.2 It is recommended that all schemes should be fully self financing, including the repayment of all initial set up costs. Any operational surplus should be ring fenced for use on the improvement of parking facilities throughout the County area.

8.0 Scheme Implementation

8.1 From past history it can be expected that the number of schemes requested will be substantial once civil parking is operational and will probably exceed the Authority's resource capacity in any single financial year. It is recommended that all applications are evaluated by Traffic Section staff in conjunction with Parking Services and a shortlist of those considered to be desirable and practical submitted to the respective Local Members for approval, prior to submission to the approval of the Director of Environment and Executive Board Member. Larger schemes covering more than a single Ward may require Executive Board approval.

These approvals are recommended due to the need to alter Traffic Regulation Orders, to rank schemes in order of priority and to verify that a fair and reasonable evaluation has been undertaken.

Factors for determining relative scheme priorities should be:-

- * The tie in with other works being undertaken e.g. town centre reviews.
- * Emergency vehicle access.
- * Availability of off-street parking for non-residents using the area.
- * Impact of displacing non-residents cars.
- * Size of the scheme proposed.
- * Purposes for which non-residents are parking.

8.2 Consultation and Implementation.

All proposed resident parking schemes will be subject to consultation and will include:-

(a) An initial questionnaire sent to all residents and businesses within and adjacent to the proposed area, to identify the level of concern regarding parking difficulties and to establish the level of support for any proposed scheme. This consultation will be used solely to establish the local community requirements for any scheme. The results from this exercise will then be used to determine the need for and to develop proposals based on the majority views expressed. Full details resulting

from the consultation will be available for examination by any consultee.

(b) Once a scheme has been determined there should be further consultations undertaken by means of a local public exhibition, public meeting or residents group meetings and concentrating on the size and scale of any potential scheme to allow officers to answer any questions, followed by a further questionnaire to all residents and business asking respondents to indicate if they agree or disagree with the scheme.

* The formal stage of the process will involve the publication of Notices of Intent in the press and on site. At this stage any objections received will need to be dealt with and resolved in accordance with the Councils agreed procedures.

A scheme should only be considered for implementation if there is clear support for the proposals from households within the zone and agreement to pay the annual permit costs. For any scheme to proceed it is recommended that a minimum response of 50% will be required to the initial questionnaire with 51% remaining in favour of the proposals at all stages of the consultation process.

9.0 Design

9.1 In considering any schemes there needs to be a clear understanding of the parking problems in the area and the implications of the introduction of any new Residents Parking controls, particularly in terms of the potential relocation of displaced parking. All schemes will be introduced on a zonal basis thereby providing greater flexibility by using spare capacity in one street to supplement another. Zone boundaries should remain logical and easily defined and not large enough to provide a benefit for vehicles 'commuting' whilst remaining in their zone.

9.2 In principle daytime parking restrictions reflecting standard scheme timings (for example Monday to Saturday 8am to 6pm), will be adopted and will be the basis for commencing the design process on local schemes. These parking restrictions can however be inconvenient at times when residential demand is at its highest. Flexibility therefore needs to be applied in determining the actual time period of restrictions within each scheme in order to achieve the parking needs of local residents in practical terms.

9.3 When considering the needs of residents and determining scheme details the following matters will be considered:-

- * Maintaining traffic flow and visibility at junctions.
- * Vehicle accesses.
- * Loading/unloading requirements.

- * Bus stops.
- * Needs of Blue Badge holders.
- * Limited waiting areas for local business.
- * Visitors and other categories of drivers who need to park within the zone.
- * Use of the area i.e. residential or commercial.
- * Safety of public within the zone.

The objective being to maximise the number of residents spaces, reduce the amount of commuter/business parking in residential areas and also provide proper consideration of special issues such as schools/churches and businesses to minimise disruption.

9.4 All signing and markings must be in accordance with the current Traffic Signs Regulations and General Directions and the relevant sections of the Department of Transport/Welsh Assembly Government's Traffic Signs Manual.

9.5 Individual parking bays will not normally be provided. Continual marked bays current at the time will normally be provided in accordance with the Regulations. Vehicles must be wholly parked within a marked bay with no part spanning another bay or extending over yellow lines or some other restriction. Failure to comply with this requirement will make the Permit holder liable to a Penalty Charge Notice.

9.6 Restricted Zones can be used with special authorisation from the Welsh Assembly Government although the approval process can be lengthy. Within these yellow lines can be removed and the marked bays omitted. However, signs are still required to advise motorists of the restrictions and in practice these are only recommended for small areas and cul-de-sacs for clarity of enforcement, as motorists are only made aware of the restrictions at the zone entry points.

9.7 Upon completion of a scheme and within the first year arrangements will be made to undertake an operational review and if necessary initiate improvements in accordance with the approved procedures.

10 Scheme Charges and Review

10.1 Charges for Permits shall be determined by the Authority and should be set at a level that covers the enforcement and operational costs of the scheme. All charges should be clearly set out and published in any consultation literature, along with all other Terms and Conditions of the Residents' Parking scheme.

10.2 All Permit charges shall be reviewed annually.

10.3 The recommended current level of Permit charges are as follows:-

* Residents' Permits	£25 per annum including 'Blue Badge' holders
* Attendance Permits	Provided without costs.
* Visitor Permits	£5 per book of 10
* Business Permits	£200 per permit
* Second Permits	same charges as above
* Special Permits	covered outside of this policy by dispensations and waivers

10.4 Responsibility for the renewal of Permits is the responsibility of holders. Existing Permit holders will be invited to renew their permits on an annual basis by the Council. In the event that a resident fails to renew their permit before the expiry date, the permit will become invalid.

10.5 The Permit period shall extend from 1 April to 31 March.

10.6 Refunds will be provided where Permits are no longer required. Permits must be returned to the Parking Services Section, Environment Department, County Hall, Mold CH7 6NF and all refunds shall be calculated on the basis of remaining full months less a deduction of 10% of the annual permit costs for administration.

10.7 Lost or stolen Permits must be reported immediately to the Parking Services Section at the address in 10.6 above. A replacement permit will be issued subject to an administration of 10% of the annual permit cost, providing that all terms and conditions are met.

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Resident Parking Scheme

Assessment Matrix

Scoring (S)

- 5 = Outstanding
- 4 = Very Good
- 3 = Good
- 2 = Adequate
- 1 = Poor
- 0 = No Evidence

Location

CRITERIA	WEIGHTING (W)	SCORING (S)	ASSESSMENT VALUE (WxS)
Properties without adequate off street parking provision	50 % = 1 75% = 3 100% = 5		
Significant change to traffic/parking management in locality	No change = 1 Minimal change = 2 Significant change = 5		
Sufficient kerb space to enable 85% of households to park at least one vehicle on-street	Minimum 85% = 3 Over 85% = 5		
Affects on the free flow movement of traffic	Principal Road / Arterial Route = 1 Non Principal Road = 5		
Displacement Impact on neighbouring streets	Maximum impact = 1 Minimum Impact = 5		
Detrimental impact commercial viability	Maximum Impact = 1 Minimum Impact = 5		

Appendix 2

Scheme support	Community = 3 Local Member = 5		
Recorded Accidents associated with uncontrolled parked vehicles	5		
Deliverability	High Risk = 1 Medium Risk = 3 Low Risk = 5		
			TOTAL:

FLINTSHIRE COUNTY COUNCIL

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- 6.2 Permitted Vehicles

- * Permits will only be issued to cars and light goods vehicles with a weight limit of 3.5 tonnes or under. Vehicles that exceed 6 metres in length, 2.44 metres in height or are capable of carrying more than 13 people including the driver will all be excluded from applying for permits.
- * Permits will not be issued to motor cycles due to display practicalities, but, wherever possible, motorcycles will be provided a designated parking area where there is a demand. Should this not be possible or if there is insufficient demand motorcycles may park in permit bays without a permit, subject to prior written approval from the Council.
- * Individual permits will not be issued for caravans or trailers, although these may be parked within a scheme on a short term basis whilst loading/unloading provided that they are hitched to a vehicle bearing a valid permit.

6.3 Issue of Permits and Associated Definitions.

The holding of a permit will not guarantee a parking space within a zone and where there are separate zones within an area permits will be zone specific. **No scheme will however be designed, unless the likelihood of spaces not being available to permit holders is low.** Although some indication of definitions and requirements for permit eligibility is provided in this document, further considerations may be required for specific designs.

6.4 Permits and Use

- * Permits will be issued on a renewable annual basis and be effective for a period of 12 months. The issue and renewal will be by individual request and via appropriate application forms.
- * Permits will show the name and title of the issuing Authority, the relevant parking zone, the vehicle registration number and a reference number. Any specialist permits will provide individual details.
- * All permits must be displayed on the inside surface of the windscreen so that recorded particulars are clearly visible.
- * The Council reserves the right to remove permits in the event of fraudulent or inappropriate use without any reimbursement of costs.
- * Where a hire or courtesy car replaces an existing vehicle a Visitor/Temporary Permit may be issued for a limited period.
- * A permit will not be required for vehicles carrying out essential duties and statutory powers, including emergency service vehicles whilst attending an emergency, statutory undertakers, postal collection/delivery, council/government business and formal wedding cars and hearses. In addition permits will not be required for vehicles engaged in the loading/unloading of goods or where passengers are boarding or alighting.

6.5 Residents Permits

The following definitions and guidance should be considered as a part of a residents' parking scheme:-

- * A resident will be considered as any person who resides at a residence within the defined scheme, for at least four nights a week and should be registered in the Council Tax records.

Appendix 3

- * A residence will be defined as a domestic property listed under the Council Tax definitions.
- * Specific notes should be made of Houses of Multiple Occupancy, where a house has been converted into a number of separate flats or apartments, at the time of the introduction of the scheme, each of which meets the formal classification of a residence, then each would be eligible to apply for both residents' and visitors permits (as applicable) and as allowed under the policy, or applicable to the individual scheme. However where one house has been converted to contain a number of habitable rooms, remaining as one property, it will be treated as a single residence.
- * The number of Residents' Permits available to one property will be specific to the scheme, to allow some flexibility in interpretation.
- * The following guidelines will be adopted to underpin permit provision:-
 - (a) Initially one permit and one visitor permit will be issued to an individual residence but subject to an assessment of parking demand/supply within a zone, additional permits may be available.
 - (b) Where a residence has at least one off-street parking space available, it would not be eligible for the full allocation of residential permits per residence. It would however be eligible for any allocation of visitors' permits and may be eligible for any subsequent allocation of second round residents' permits.
 - (c) Residents' permits will normally be specific to one registered vehicle and proof of ownership/responsibility must be provided to the satisfaction of the Council.
 - (d) Residents who are only entitled or choose to apply for only one permit may specify two registration numbers to be inserted on the permit, to enable them to decide which vehicle is parked in the bays and to avoid swapping cars on and off a driveway. However it is stressed that a permit **must** be displayed at all times on vehicles parked within the residents' parking bays. Penalty Notices will be issued for any vehicle failing to **display** a valid permit and not for failing to **own** a permit.

6.6 Blue Badge Holders

All Blue badge holders will require a relevant Residents Parking permit to park in any Residents' Parking Zone. Any existing on-street disabled parking bays within a zone will be retained, but in order to park within these, both a Blue Badge and valid Residents parking Permit will need to be displayed.

6.7 Attendance Permits

Visitors delivering health and care needs to residents will be afforded access under the schemes. Those residents who live within the zone may apply for a parking permit for family or professionals who visit the property to provide care or medical needs. Where parking demand is heavy, these permits may be restricted to those residents who do not hold a Residents Parking permit. Permit applications in these cases will require to be supported by the resident's medical practitioners.

6.8 Visitors Permits

Visitor permits will be available to all residents within a scheme on submission of proof of residency at a concessionary rate. Should conditions permit additional permits may be available at an undiscounted cost.

6.9 Business Permits

Any business that operates from within a Residents Parking Zone will be eligible for a business permit; although if any form of off-street parking is available these would be severely restricted. Customer parking provision can be catered for by the provision of alternative parking controls e.g. short limited waiting in the vicinity of a small shop.

6.10 Special Permits.

The predominant parking users will be covered by the permits listed above, a few isolated uses lie outside those defined. At the Council's discretion special permits may be authorised for restricted periods on individual application. These will cover health workers, maintenance contractors, visiting tradespersons etc. Within the design of schemes, specific arrangements will be considered for churches and individual businesses located within defined zones but any charges will need to reflect administrative costs.

7.0 Financial Principles

7.1 The costs of Residents Parking Schemes can be split into two categories.

- (a) Set up costs i.e. Capital costs covering the investigation of schemes, consultation, design, traffic order and changes to signs and lines.
- (b) Ongoing operational costs for enforcement and management.

- 7.2 It is recommended that all schemes should be fully self-financing, including the repayment of all initial set up costs. Any operational surplus should be ring fenced for use on the improvement of parking facilities throughout the County area.

8.0 Scheme Implementation

- 8.1 It can be expected that the number of schemes requested will be substantial and will probably exceed the Authority's resource capacity in any single financial year. Therefore all applications will be evaluated by officers from the Streetscene and Transportation Portfolio using the Resident Parking Scheme Assessment Matrix.

- 8.2 The three top scoring schemes will be progressed each financial year following the consultation detailed in section 8.4

- 8.3 Should a request for residents parking not receive the level of support required for progression (at any point in the process), a proposal may be reconsidered in the following situations;

- There has been significant change to the traffic or parking management arrangements in the vicinity, such as increased car parking charges or the implementation of an adjacent Traffic Regulation Order.
- A particular street or group of streets within the original zone are experiencing particular parking issues and a proposal receives the support of both the Local Member and Town/Community Council.

Any reassessment would be subject to prioritisation through the Authority's Residents Parking Scheme Assessment Matrix where the top three scoring schemes will be progressed each financial year subject to the process of consultation detailed in section 8.4.

8.4 Consultation and Implementation.

All proposed resident parking schemes will be subject to consultation and will include:-

- (a) An initial questionnaire sent to all residents and businesses within and adjacent to the proposed area, to identify the level of concern regarding parking difficulties and to establish the level of support for any proposed scheme. This consultation will be used solely to establish the local community requirements for any scheme. The results from this exercise will then be used to determine the need for and to develop proposals based on the majority views expressed.

Appendix 3

- (b) Once a scheme has been determined, there should be further consultations undertaken by means of a local public exhibition, public meeting or residents group meetings which will concentrate on the size and scale of any potential scheme allowing officers to answer any questions, followed by a further questionnaire to all residents and business asking respondents to indicate if they agree or disagree with the scheme.
- * The formal stage of the process will involve the publication of Notices of Intent in the press and on site. At this stage any objections received will need to be dealt with and resolved in accordance with the Councils agreed procedures.

In order to reflect a majority consensus for any particular scheme, a proposal should only be considered for implementation if there is clear support from households within the zone and agreement to pay the annual permit costs. For any scheme to proceed, a minimum response of 50% will be required to the initial questionnaires with 50% of those respondents remaining in favour of the proposals following completion of the second questionnaire (once the scheme has been designed and consulted upon).

9.0 Design

- 9.1 In considering any schemes there needs to be a clear understanding of the parking problems in the area and the implications of the introduction of any new Residents Parking controls, particularly in terms of the potential relocation of displaced parking. All schemes will be introduced on a zonal basis thereby providing greater flexibility by using spare capacity in one street to supplement another. Zone boundaries should remain logical and easily defined and not large enough to provide a benefit for vehicles 'commuting' whilst remaining in their zone.
- 9.2 In principle daytime parking restrictions reflecting standard scheme timings (for example Monday to Saturday 8am to 6pm), will be adopted and will be the basis for commencing the design process on local schemes. These parking restrictions can however be inconvenient at times when residential demand is at its highest. Flexibility therefore needs to be applied in determining the actual time period of restrictions within each scheme in order to achieve the parking needs of local residents in practical terms.
- 9.3 When considering the needs of residents and determining scheme details the following matters will be considered:-
- * Maintaining traffic flow and visibility at junctions.
 - * Vehicle accesses.

- * Loading/unloading requirements.
- * Bus stops.
- * Needs of Blue Badge holders.
- * Limited waiting areas for local business.
- * Visitors and other categories of drivers who need to park within the zone.
- * Use of the area i.e. residential or commercial.
- * Safety of public within the zone.

The objective being to maximise the number of residents spaces, reduce the amount of commuter/business parking in residential areas and also provide proper consideration of special issues such as schools/churches and businesses to minimise disruption.

- 9.4 All signing and markings must be in accordance with the current Traffic Signs Regulations and General Directions and the relevant sections of the Department of Transport/Welsh Assembly Government's Traffic Signs Manual.
- 9.5 Individual parking bays will not normally be provided. Continual marked bays current at the time will normally be provided in accordance with the Regulations. Vehicles must be wholly parked within a marked bay with no part spanning another bay or extending over yellow lines or some other restriction. Failure to comply with this requirement will make the Permit holder liable to a Penalty Charge Notice.
- 9.6 Restricted Zones can be used with special authorisation from the Welsh Assembly Government although the approval process can be lengthy. Within these yellow lines can be removed and the marked bays omitted. However, signs are still required to advise motorists of the restrictions and in practice these are only recommended for small areas and cul-de-sacs for clarity of enforcement, as motorists are only made aware of the restrictions at the zone entry points.
- 9.7 Upon completion of a scheme and within the first year arrangements will be made to undertake an operational review and if necessary initiate improvements in accordance with the approved procedures.

10 Scheme Charges and Review

- 10.1 Charges for Permits shall be determined by the Authority and will be set at a level that covers the enforcement and operational costs of the scheme. All charges will be clearly set out and published in any

Appendix 3

consultation literature, along with all other Terms and Conditions of the Residents' Parking scheme.

10.2 All Permit charges shall be reviewed annually.

10.3 The recommended current level of Permit charges are as follows:-

* Residents' Permits	£25 per annum including 'Blue Badge' holders
* Attendance Permits	Provided without costs.
* Visitor Permits	£5 per book of 10
* Business Permits	£200 per permit
* Second Permits	same charges as above
* Special Permits	covered outside of this policy by dispensations and waivers

10.4 Responsibility for the renewal of Permits is the responsibility of holders. Existing Permit holders will be invited to renew their permits on an annual basis by the Council. In the event that a resident fails to renew their permit before the expiry date, the permit will become invalid.

10.5 The Permit period shall extend from 1 April to 31 March.

10.6 Refunds will be provided where Permits are no longer required. Permits must be returned to the Alltami Depot, Mold Road, Alltami, Flintshire. CH7 6LG and all refunds shall be calculated on the basis of remaining full months less a deduction of 10% of the annual permit costs for administration.

10.7 Lost or stolen Permits must be reported immediately to the Parking Services Section at the address in 10.6 above. A replacement permit will be issued subject to an administration of 10% of the annual permit cost, providing that all terms and conditions are met.



CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Annual Improvement Report of the Auditor General for Wales
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

This Annual Improvement Report (AIR) summarises the audit and regulatory work undertaken at the Council by the Wales Audit Office since the last report was published in July 2016.

Overall the Auditor General for Wales has reached a positive conclusion. *“The Council is meeting its statutory requirements in relation to continuous improvement”*.

No formal recommendations have been made during the year.

There are four new voluntary proposals for improvement.

An executive response to the reviews is set out.

RECOMMENDATIONS

1.	To accept the Annual Improvement Plan for 2016/17 and endorse the executive response to the Annual Improvement Report.
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REPORT DETAILS

1.00	THE ANNUAL IMPROVEMENT REPORT
1.01	The Auditor General under the Local Government (Wales) Measure 2009 (Measure) undertakes and publishes an annual improvement report for all Welsh Councils, Fire and Rescue Authorities and National Park Authorities.
1.02	This is the seventh Annual Improvement Report for Flintshire. However, the format is different from previous years in that it is a summary of the audit, regulatory and inspection work carried out in 2016/17.
1.03	Overall the Auditor General has concluded that: <i>“The Council is meeting its statutory requirements in relation to continuous improvement”.</i>
1.04	The Auditor General has not made any statutory recommendations with which the Council must comply. There are 4 new voluntary proposals for improvement.
1.05	The Council’s response to the four proposals for improvement is attached as Appendix 2.

2.0	RESOURCE IMPLICATIONS
2.01	Resource implications have been considered during preparation of the Medium Term Financial Strategy and will continue to be monitored during the regular budget monitoring and financial planning arrangements.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Corporate Resources Overview and Scrutiny Committee and Audit Committee will be considering this report as part of their Forward Work programme.

4.00	RISK MANAGEMENT
4.01	Findings from the Wales Audit Office are risk managed as part of regular monitoring.

5.00	APPENDICES
5.01	Appendix 1: Annual Improvement Report September 2017 Appendix 2: Flintshire’s executive response

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer</p> <p>Telephone: 01352 702740</p> <p>E-mail: karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Annual Improvement Report: The Annual Improvement Report is publicised by the Wales Audit Office (WAO) on behalf of the Auditor General for Wales. It brings together, with the input of other inspectorates such as Estyn and the Care and Social Services Inspectorate for Wales (CSSIW), a summary of the regulatory work of the past year.</p>
7.02	<p>Corporate Assessment: In 2013/14 the Wales Audit Office (WAO) began a new four year cycle of Corporate Assessments of improvement authorities in Wales. An in-depth Corporate Assessment reports on the Council's track record of performance and outcomes as well as the key arrangements necessary to underpin improvements in services and functions. Flintshire's first Corporate Assessment was conducted in late 2014 and the report on its outcomes was included in the Annual Improvement Report published in March 2015.</p>
7.03	<p>Improvement Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan</p>
7.04	<p>Wales Audit Office: works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.</p>

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WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru
Auditor General for Wales

Annual Improvement Report: 2016-17 – Flintshire County Council

Audit year: 2016-17

Date issued: September 2017

Document reference: 425A2017

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office Board, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Paul Goodlad and Jeremy Evans under the direction of Huw Rees.

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Summary report

2016-17 performance audit work

- 1 In determining the breadth of work undertaken during the year, we considered the extent of accumulated audit and inspection knowledge as well as other available sources of information including Flintshire County Council's (the Council) own mechanisms for review and evaluation. For 2016-17, we undertook improvement assessment work at all councils under three themes: governance, use of resources, and improvement planning and reporting. At some councils, we supplemented this work with local risk-based audits, identified in the Audit Plan for 2016-17.
- 2 The work carried out since the last Annual Improvement Report (AIR), including that of the relevant regulators, is set out in [Exhibit 1](#).

The Council is meeting its statutory requirements in relation to continuous improvement

- 3 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2017-18.

Recommendations and proposals for improvement

- 4 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
 - make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
 - make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
 - conduct a special inspection, and publish a report and make recommendations; and
 - recommend to ministers of the Welsh Government that they intervene in some way.

- 5 During the course of the year, the Auditor General did not make any formal recommendations. However, a number of proposals for improvement have been made and these are repeated in this report. We will monitor progress against them and relevant recommendations made in our national reports ([Appendix 3](#)) as part of our improvement assessment work.

Audit, regulatory and inspection work reported during 2016-17

Exhibit 1: audit, regulatory and inspection work reported during 2016-17

Description of the work carried out since the last AIR, including that of the relevant regulators, where relevant.

Issue date	Brief description	Conclusions	Proposals for improvement
Governance			
May 2017	<p>Good governance when determining service changes</p> <p>Review of the Council's governance arrangements for determining service changes.</p>	<p>The Council's governance arrangements for determining significant service change are generally effective with some opportunities to further strengthen its approach.</p> <p>We came to this conclusion because:</p> <ul style="list-style-type: none"> • the Council has a clear vision and strategic approach for determining service change; • governance and accountability arrangements for service change decision-making processes are clear, comprehensive and well-understood; • options appraisals relating to service change are robust, transparent and wide-ranging; • the Council has effective arrangements to engage with, and inform, stakeholders about 	<p>The Council's governance arrangements could be strengthened by:</p> <p>P1 Clearly defining the role of Scrutiny Committees in reviewing the impact of individual service changes, and by encouraging committees to reflect this role in their Forward Work Plans</p> <p>P2 Ensuring that Equality Impact Assessments associated with service change are of a consistently high quality.</p>

Issue date	Brief description	Conclusions	Proposals for improvement
		<p>service change proposals, their potential implications and the processes involved in reaching a decision;</p> <ul style="list-style-type: none"> • corporate arrangements for monitoring the impact of service change are generally clear, but there is scope to clarify the role of scrutiny; and • the Council continues to review and refine its governance and decision-making arrangements and responds positively to external audit feedback. 	<p>P3 Ensuring that internal reviews of its governance arrangements – such as the Annual Governance Statement – explicitly consider governance in relation to decisions about service change.</p>
Use of resources			
November 2016	<p>Annual audit letter 2015-16</p> <p>Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. The Annual Audit Letter is in Appendix 2 of this report.</p>	<p>The Council complied with its responsibilities relating to financial reporting and use of resources</p> <ul style="list-style-type: none"> • the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources; and • work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2015-16 accounts or key financial systems. 	None

Issue date	Brief description	Conclusions	Proposals for improvement
January 2017	<p>Savings planning Review of the Council's financial savings arrangements, including how well it is delivering the required savings and whether it has robust approaches to plan, manage and deliver budget savings, at a pace that supports financial resilience.</p>	<p>The Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience.</p> <p>We came to this conclusion because:</p> <p>Savings achievement 2015-16</p> <ul style="list-style-type: none"> the Council has reported achievement of 83% of its planned 2015-16 savings in year and can demonstrate that individual savings have been delivered. <p>Financial planning arrangements</p> <ul style="list-style-type: none"> the Council has an effective corporate framework for financial planning and plans to lengthen the term of the MTFS to five years to address the current lack of indicative plans for future years. <p>Savings Plan 2016-17</p> <ul style="list-style-type: none"> the Council forecasts that it will achieve 90% of its 2016-17 revised planned savings but some of its savings proposals are not sufficiently well developed when the budget is approved. 	<p>P1 Strengthen financial planning arrangements by ensuring that all savings proposals are sufficiently developed before the start of the financial year in which they are to be implemented.</p>
Local risk-based performance audit			

Issue date	Brief description	Conclusions	Proposals for improvement
August 2017	<p>Corporate Assessment Follow-up</p> <p>Review of the actions taken by the Council in response to proposals for improvement in the 2015 corporate assessment report</p>	<p>The Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement:</p> <ul style="list-style-type: none"> • the Council is promoting staff ownership of key objectives which will be supported by a new integrated approach to business planning in 2017-18; • corporate strategies are well aligned and the Council has implemented its revised asset management strategy, but progress on the new people and digital strategies has been slower than planned; • the Council is improving its risk management processes but work to align project and savings plan risks to the Council's revised risk matrix has been delayed; and • workforce planning is a key element of the Council's new people strategy and although work is underway to develop workforce plans, it is too early to assess their impact. 	<p>There are no additional proposals for improvement resulting from the follow-up audit. However, we expect the Council to continue making progress against the original proposals.</p>
August 2017	<p>Review of the effectiveness of the Council's efficiency savings programme</p>	<p>Arrangements for planning and monitoring efficiency savings are effective, but arrangements for evaluating non-financial impact and for sharing post-project learning are under-developed:</p>	<p>There are no additional proposals for improvement resulting from the follow-up audit. However, we expect the Council to continue making</p>

Issue date	Brief description	Conclusions	Proposals for improvement
	An analysis of the Council's arrangements for planning, monitoring, evaluating and reporting outcomes from its efficiency savings programme.	<ul style="list-style-type: none"> • the Council has effective arrangements for planning and monitoring the financial impact of its efficiency savings programme; • Arrangements for evaluating the non-financial impact of efficiency initiatives are not systematic, but are being strengthened; and • Arrangements for capturing and sharing post-project learning are under-developed. 	progress against the original proposals
Improvement planning and reporting			
July 2016	Wales Audit Office annual improvement plan audit Review of the Council's published plans for delivering on improvement objectives.	The Council has complied with its statutory improvement planning duties.	None
November 2016	Wales Audit Office annual assessment of performance audit Review of the Council's published performance assessment.	The Council has complied with its statutory improvement reporting duties.	None
Reviews by inspection and regulation bodies			

Issue date	Brief description	Conclusions	Proposals for improvement
No reviews by inspection and regulation bodies have taken place during the time period covered by this report.			

Appendix 1

Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake a forward-looking annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. Improvement authorities (defined as local councils, national parks, and fire and rescue authorities) have a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'.

The annual improvement assessment considers the likelihood that an authority will comply with its duty to make arrangements to secure continuous improvement. The assessment is also the main piece of work that enables the Auditor General to fulfil his duties. Staff of the Wales Audit Office, on behalf of the Auditor General, produce the annual improvement report. The report discharges the Auditor General's duties under section 24 of the Measure, by summarising his audit and assessment work in a published annual improvement report for each authority. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether (as a result of his improvement plan audit under section 17) he believes that the authority has discharged its improvement planning duties under section 15.

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2

Annual Audit Letter

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Councillor Aaron Shotton – Leader
Colin Everett – Chief Executive
Flintshire County Council
County Hall
Mold
Flintshire
CH7 6NB

Reference: 644A2016

Date issued: 29 November 2016

Dear Aaron and Colin

Annual Audit Letter – Flintshire County Council 2015-16

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;

- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This Code is based on International Financial Reporting Standards.

I issued an unqualified audit opinion on the financial statements confirming they present a true and fair view of the Council's financial position and transactions on 29 September 2016. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were:

- It was pleasing to note that the Council had been proactive in addressing the issues identified during the 2014-15 audit. The improvements were overseen by a newly established Accounts Governance Group. We would encourage this Group to continue to support the Finance team in future challenges such as changes in accounting for Highway Network assets and the requirement for financial statements to be produced earlier in future years.
- The valuation method adopted in revaluing the Council's housing stock was flawed and resulted in restatement.
- The Council needs to accelerate its investigations into the potential liabilities arising from a number of former waste disposal sites to ensure that it can appropriately recognise any financial liabilities as an accounting provision in its financial statements and address any funding issues from a budgetary perspective.

These were reported in detail to members of the Council in my Audit of Financial Statements report on 26 September 2016.

In the near future, we will be holding a joint Post Project Learning exercise with Council finance officers to identify areas where we can both learn from this year, and make improvements for the future. We will hold regular meetings to take any issues forward and to start preparations for future challenges as referred to above.

It is also worth noting, the Council lead on the preparation of the accounts for the North Wales Residual Waste Joint Committee. On 29 September 2016, I confirmed that the information contained in its annual return was in accordance with proper practices.

I issued a certificate confirming that both the audits of the accounts have been completed on 29 September 2016.

I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed under the Local Government (Wales) Measure 2009. The Auditor General will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made when he publishes his Annual Improvement Report.

We will also shortly be issuing a report on the council's financial resilience which will consider whether the council's financial savings planning arrangements support financial resilience.

My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2015-16 accounts or key financial systems.

My ongoing work on the certification of grants claims and returns has not identified any significant issues to date in relation to the accounts or the Council's key financial systems. A more detailed report on my grant certification work will follow in the spring 2017 once this year's programme of certification work is complete.

The financial audit fee for 2015-16 is currently expected to be in line with the agreed fee set out in the Annual Audit Plan.

Yours sincerely



John Herniman
Engagement Director
For and on behalf of the Auditor General for Wales

Appendix 3

National report recommendations 2016-17

Exhibit 2: national report recommendations 2016-17

Summary text for Appendix 2 'Summary of proposals for improvement relevant to local government, included in national reports published by the Wales Audit Office, since publication of the last AIR'

Date of report	Title of review	Recommendation
August 2016	<u>Financial Resilience of Local Authorities in Wales 2015-16</u>	<p>In our report of 2014-15 (The Financial Resilience of Councils in Wales, April 2015) we made a number of recommendations for local authorities. Many of these recommendations remained relevant and required further work from authorities to address them during 2016-17. In addition, we also made the following recommendations based on our more recent review:</p> <p>R1 Local authorities should strengthen their financial-planning arrangements by:</p> <ul style="list-style-type: none">• developing more explicit links between the Medium Term Financial Plan (MTFP) and its corporate priorities and service plans;• aligning other key strategies such as workforce and asset management plans with the MTFP;

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • developing comprehensive multi-year fully costed savings plans which underpin and cover the period of the MTFP, not just the forthcoming annual budget; • categorising savings proposals so that the shift from traditional-type savings to transformational savings can be monitored over the period of the MTFP; and • ensuring timescales for the delivery of specific savings proposals are realistic and accountability for delivery is properly assigned. <p>R2 Local authorities should develop corporate income generation and charging policies.</p> <p>R3 Local authorities should ensure that they have a comprehensive reserves strategy, which outlines the specific purpose of accumulated useable reserves and the impact and use of these in the MTFP.</p> <p>R4 Local authorities should develop key performance indicators to monitor the MTFP.</p> <p>R5 Local authorities should ensure that savings plans are sufficiently detailed to ensure that members are clear as to what the plans are intended to deliver and that the delivery of those plans can be scrutinised appropriately throughout the year.</p>

Date of report	Title of review	Recommendation
		R6 Local authorities should ensure that corporate capacity and capability are at a level that can effectively support the delivery of savings plans in the MTFP at the pace required.
October 2016	<u>Community Safety in Wales</u>	<p>The seven recommendations within this report required individual and collective action from a range of stakeholders – the Welsh Government, Home Office Wales Team, police and crime commissioners, public service board members and local authorities:</p> <p>R1 Improve strategic planning to better coordinate activity for community safety by replacing the existing planning framework with a national strategy supported by regional and local plans that are focused on delivering the agreed national community-safety priorities.</p> <p>R2 Improve strategic partnership working by formally creating effective community-safety boards that replace existing community-safety structures that formalise and draw together the work of the Welsh Government, police forces, local authorities, health boards, fire and rescue authorities, WACSO and other key stakeholders.</p> <p>R3 Improve planning through the creation of comprehensive action plans that cover the work of all partners and clearly identify the regional and local contribution in meeting the national priorities for community safety.</p>

Date of report	Title of review	Recommendation
		<p>R4 Review current grant-funding arrangements and move to pooled budgets with longer-term funding commitments to support delivery bodies to improve project and workforce planning that focuses on delivering the priorities of the national community-safety strategy.</p> <p>R5 Ensure effective management of performance of community safety by:</p> <ul style="list-style-type: none"> • setting appropriate measures at each level to enable members, officers and the public to judge progress in delivering actions for community-safety services; • ensuring performance information covers the work of all relevant agencies; and • establishing measures to judge inputs, outputs and impact to be able to understand the effect of investment decisions and support oversight and scrutiny. <p>R6 Revise the systems for managing community-safety risks and introduce monitoring and review arrangements that focus on assuring the public that money spent on community safety is resulting in better outcomes for people in Wales.</p> <p>R7 Improve engagement and communication with citizens through public service boards in:</p> <ul style="list-style-type: none"> • developing plans and priorities for community safety;

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • agreeing priorities for action; and • reporting performance and evaluating impact.
November 2016	<u>Charging for Services and Generating Income by Local Authorities</u>	<p>This report made eight recommendations, of which six required action from local authorities. Recommendations R4 and R6 required action from the Welsh Government and Welsh Local Government Association:</p> <p>R1 Develop strategic frameworks for introducing and reviewing charges, linking them firmly with the Medium Term Financial Plan and the Corporate Plan.</p> <p>R2 Review the unit and total costs of providing discretionary services to clearly identify any deficits and, where needed, set targets to improve the current operating position.</p> <p>R3 Use the impact assessment checklist whenever changes to charges are considered.</p> <p>R5 Identify opportunities to procure private sector companies to collect charges to improve efficiency and economy in collecting income.</p> <p>R7 Improve management of performance, governance and accountability by:</p> <ul style="list-style-type: none"> • regularly reporting any changes to charges to scrutiny committee(s);

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none"> • improving monitoring to better understand the impact of changes to fees and charges on demand, and the achievement of objectives; • benchmarking and comparing performance with others more rigorously; and • providing elected members with more comprehensive information to facilitate robust decision making. <p>R8 Improve the forecasting of income from charges through the use of scenario planning and sensitivity analysis.</p>
January 2017	<u>Local Authority Funding of Third Sector Services</u>	<p>This report made three recommendations, of which two required action from local authorities. Recommendation R3 required action from the Welsh Government:</p> <p>R1 To get the best from funding decisions, local authorities and third sector bodies need to ensure they have the right arrangements and systems in place to support their work with the third sector. To assist local authorities and third sector bodies in developing their working practices, we recommend that local authority and third sector officers use the <u>Checklist for local authorities effectively engaging and working with the third sector</u> to:</p> <ul style="list-style-type: none"> • self-evaluate current third sector engagement, management, performance and practice;

Date of report	Title of review	Recommendation
		<ul style="list-style-type: none">• identify where improvements in joint working is required; and• jointly draft and implement an action plan to address the gaps and weaknesses identified through the self-evaluation. <p>R2 Poor performance management arrangements are weakening accountability and limiting effective scrutiny of third sector activity and performance. To strengthen oversight of the third sector, we recommend that elected members scrutinise the review checklist completed by officers, and regularly challenge performance by officers and the local authority in addressing gaps and weaknesses.</p>

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Assessments (EIS) that are produced are of a consistently high quality	and Gateway approval processes specifically including Equality Impact Assessments will improve consistency and quality of all impact assessments and their interdependencies.	
P3. Reviewing, and where necessary improving, the effectiveness of its decision-making arrangements explicitly in relation to service change.	Further refining to improve: <ul style="list-style-type: none"> - Consistently high quality business cases - Incorporation of evaluation post implementation within business planning methodology - Evaluation of key changes post implementation considered by Programme Boards, Cabinet and Overview and Scrutiny - Annual review of the quality of the budget-led service change decision-making process 	G

Proposal for Improvement	Response	Progress Status
Council's Effectiveness of the Efficiency Savings Programme		
Introduce a more robust and systematic approach to post-project evaluation, suitable for:		
- evaluating the non-financial impact of efficiency / change initiatives	- Integrated impact assessment tool developed and being used by portfolios	G
	- Tool provides end to end process of defining service change, impact of service change, risks and mitigation plus transition plans and evaluation.	G
	- Gateway approval processes built into Integrated Impact Assessment for all service changes prior to consideration by members.	G
- capturing, sharing and promoting learning and good practice.	Further refining to improve: <ul style="list-style-type: none"> - Consistently high quality business cases - Incorporation of evaluation post implementation within business planning methodology - Evaluation of proposals post implementation considered by Programme Boards and Cabinet - Overall effectiveness of decision-making reviewed by Corporate Resources Overview and Scrutiny 	A A A A

	Committee.	
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Cabinet

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Wales Audit Office Study Reports
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Wales Audit Office (WAO) have recently completed three reviews of the Council as part of their performance audit work:

- Corporate Assessment follow-up;
- Good Governance when determining service changes; and
- Effectiveness of the Council's efficiency savings programme.

The outcomes of the reviews are a fair reflection of the Council's practices and arrangements.

None of the reviews make any new statutory recommendations.

There are four new voluntary proposals for improvement.

An executive response to the reviews is set out.

RECOMMENDATIONS

1	To endorse the executive response to the reviews of the Wales Audit Office.
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REPORT DETAILS

1.00	EXPLAINING THE WALES AUDIT OFFICE REVIEWS
1.01	<p>During 2016-17 the Wales Audit Office undertook work on three different topics and presented their findings to the Council. The Good Governance review was held across all 22 councils. The other two reviews were local to Flintshire and complemented earlier work.</p>
1.02	<p>The Corporate Assessment follow-up reviewed progress against the seven Proposals for Improvement issued in the 2015 Corporate Assessment report. It concentrated on actions which were incomplete at an earlier follow-up in 2016. These latter actions included the Council's approach to business planning, progress with Corporate strategies (People, ICT, and Asset Management strategies), consistency of risk management approaches and workforce planning.</p> <p>The overall conclusion was:</p> <p><i>"The Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement."</i></p> <p>No further proposals for improvement were included. The final report is attached at Appendix 1 and the executive response is set out at Appendix 4.</p>
1.03	<p>The Good Governance review covered governance arrangements in circumstances where there have been significant service changes. The overall conclusion was:</p> <p><i>"The Council's governance arrangements for determining significant service change are generally effective, with some opportunities to further strengthen its approach."</i></p> <p>WAO identified three proposals for improvement:</p> <p>P1. Clearly defining the arrangements for scrutinising the impact of individual service changes;</p> <p>P2. Ensuring that Equality Impact Assessments (EIA) that are produced are of a consistently high quality; and</p> <p>P3. Reviewing, and where necessary improving, the effectiveness of its decision-making arrangements explicitly in relation to service change.</p> <p>The final report is attached at Appendix 2 and the executive response is set out at Appendix 4.</p>
1.04	<p>The review of the Council's effectiveness of the efficiency savings programme complements an earlier Financial Resilience review. The overall conclusion was:</p> <p><i>"Arrangements for planning and monitoring efficiency savings are effective, but arrangements for evaluating non-financial impact and for sharing post-</i></p>

	<p><i>project learning are under-developed.”</i> WAO identified one proposal for improvement:</p> <p><i>“Introduce a more robust and systematic approach to post-project evaluation, suitable for:</i></p> <ul style="list-style-type: none"> • <i>evaluating the non-financial impact of efficiency / change initiatives; and</i> • <i>capturing, sharing and promoting learning and good practice.”</i> <p>The final report along with the Council’s response is attached at Appendix 3 and the executive response is set out at Appendix 4.</p>
1.05	Proposals for improvement, where agreed with the Wales Audit Office reviews, are actioned and monitored.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Wales Audit Office consult internally in the course of producing their reports.

4.00	RISK MANAGEMENT
4.01	There are no new risks raised in the reviews.

5.00	APPENDICES
5.01	<p>Appendix 1 – Corporate Assessment follow-up (July 2017)</p> <p>Appendix 2 – Good Governance when determining significant service changes (June 2017)</p> <p>Appendix 3 – Review of the effectiveness of the Council’s efficiency savings programme (August 2017)</p> <p>Appendix 4 – Council Executive response.</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Wales Audit Office: Annual Improvement Report incorporating the Corporate Assessment report (March 2015)</p> <p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer Telephone: 01352 702740</p>

E-mail: karen.armstrong@flintshire.gov.uk
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7.00	GLOSSARY OF TERMS
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7.01	Wales Audit Office (WAO) - Works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.
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WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru
Auditor General for Wales

Corporate Assessment Follow-up – Flintshire County Council

Audit year: 2016/17

Date issued: July 2017

Document reference:

Purpose of this document

This document is a draft supplied in confidence solely for the purpose of verifying the accuracy and completeness of the information contained in it and to obtain views on the conclusions reached.

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We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

The team who delivered the work comprised Charlotte Owen, Paul Goodlad and Jeremy Evans, under the direction of Huw Rees

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The Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement

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Detailed report

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Corporate strategies are well aligned and the Council has implemented its revised asset management strategy, but progress on the new people and digital strategies has been slower than planned x

The Council is improving its risk management processes but work to align project and savings plan risks to the Council's revised risk matrix has been delayed x

Workforce planning is a key element of the Council's new people strategy and although work is underway to develop workforce plans, it is too early to assess their impact x

Summary report

Summary

- 1 In March 2015, the Auditor General published his Annual Improvement Report (AIR)¹ for Flintshire County Council (the Council). The report, which included findings from the September 2014 Corporate Assessment (CA), concluded that the Council had made significant progress in a number of difficult areas, but needed to strengthen some aspects of its arrangements. Although the Council was reasonably well placed to continue to deliver its priorities in the face of further financial challenges, the report made seven proposals for improvement (PFIs). Action to address four of the seven PFIs was still underway at the start of 2016-17.
- 2 In early 2016 we reviewed the Council's progress against the PFIs and reported our findings in the AIR published in June 2016²; Overall, we found the Council:
 - had made good progress in addressing the governance-related PFIs;
 - was strengthening its management of financial resources, but had made less consistent progress revising other resource management strategies; and
 - had made some progress to improve the consistency of its approach to workforce planning, but further work was required to complete the arrangements.
- 3 During early 2017, we revisited the actions which were incomplete at the time of our earlier follow-up. This second follow-up found that the Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement.
- 4 We came to this conclusion because:
 - the Council is promoting staff ownership of key objectives which will be supported by a new integrated approach to business planning in 2017-18;
 - corporate strategies are well aligned and the Council has implemented its revised asset management strategy, but progress on the new people and digital strategies has been slower than planned;
 - the Council is improving its risk management processes, but work to align project and savings plan risks to the Council's revised risk matrix has been delayed; and
 - workforce planning is a key element of the Council's new people strategy and although work is underway to develop workforce plans, it is too early to assess their impact.

¹ [Flintshire County Council – Annual Improvement Report 2014-15](#) Published March 2015 Source: Wales Audit Office

² [Flintshire County Council - Annual Improvement Report 2015-16](#) Published June 2016 Source: Wales Audit Office

Proposals for improvement

The Council has made significant progress against many of the proposals for improvement arising from the 2015 corporate assessment report. However, some actions have only recently been implemented and some are scheduled for completion during 2017. So, it is too soon to assess their overall impact. Our Audit Plan for 2017-18 includes further follow-up work during late 2017-18, to review the impact of recent and imminent changes.

There are no additional proposals for improvement arising from this follow-up audit. However, we expect the Council to continue making progress against the original proposals.

DRAFT

The Council continues to make progress in addressing the 2015 corporate assessment proposals for improvement

The Council is promoting staff ownership of key objectives which will be supported by a new integrated approach to business planning in 2017-18

Summary text 'Description of the Proposal for Improvement included in the original 2015 corporate assessment report'

Corporate Assessment Proposal for Improvement P1 (from the 2015 CA report)

The Council should develop and implement a consistent approach to business planning that promotes the ownership by staff of key objectives and targets.

- 5 The Council continues to improve its business planning arrangements and intends to implement a new approach during 2017-18:
 - Each portfolio will produce a comprehensive five-year business plan to support service planning and performance management; and
 - The business plans will incorporate corporate initiatives and strategies and demonstrate fit with the Medium Term Financial Strategy.
- 6 The Council anticipates that the new business plans will support workforce engagement and staff ownership of key objectives by clarifying how corporate objectives relate to individual service areas. A standard business plan format intended to promote consistency across portfolios and plans will be formally reviewed and updated twice a year.
- 7 The Council's integrated performance management system places greater responsibility on chief officers and service managers for data input and promotes ownership of the objectives. The system, and the reports it generates, identifies the officers responsible for meeting objectives and specific targets. As always, the quality of the reports produced is dependent on the data input into the system; the Council reports that data quality is variable, but is improving. The system's automated reporting function provides the Policy and Performance Team with more opportunity to monitor the quality and consistency of data.
- 8 The Council has rolled out an updated staff appraisal model. The model now includes the option of a 'light touch' approach, more appropriate for staff on low-hour contracts, who do not require a full appraisal. Appraisal completion figures for 2016-17 were not available at the time of our review, but the Council expects this dual approach to increase the number of appraisals completed. The full appraisal model encourages staff to consider how their role contributes to the Council's corporate and service-level priorities and objectives. The Council expects this to promote greater awareness and ownership of the priorities and objectives.

- 9 The new business plans are intended to complement this approach by including more explicit links to corporate objectives. The Council has also taken steps to ensure that new corporate strategies, such as the People Strategy 2016-2019, are accessible, to encourage buy-in from staff at all levels of the organisation.
- 10 We will revisit the actions being taken to address this PFI during late 2017-18 to assess whether their intended impact has been achieved.

Corporate strategies are well aligned and the Council has implemented its revised asset management strategy, but progress on the new people and digital strategies has been slower than planned

Summary text 'Description of the Proposal for Improvement included in the original 2015 corporate assessment report'

Corporate Assessment Proposal for Improvement P3 (from the 2015 CA report)

The Council should ensure that, in implementing its revised strategies for People, ICT and Asset Management:

- their financial implications feed into the medium-term financial plan; and
- the links between the strategies are fully considered so that specialist staff are available when required.

- 11 Progress on revising and implementing the people and digital strategies has been slower than planned. The Capital Strategy and Asset Management Plan 2016-2020 (CS&) was approved in February 2016 and implemented during 2016-17. The Council's Capital Programme for the period 2017-18 to 2019-20 follows the framework set out in the capital strategy. The Council has evaluated proposals for capital expenditure against the asset management plan to ensure they support delivery of its priorities.
- 12 Our previous follow-up review acknowledged that an ICT service restructure and reduced capacity in the Human Resources and Organisational Development (HR & OD) team had delayed progress of the new digital and people strategies. The Council originally expected to finalise its digital strategy during summer 2016. However, further delays meant the Council did not approve its Digital Flintshire 2017-2022 strategy until February 2017; and the People Strategy 2016-2019 was approved in November 2016. The Council is now developing action plans to support implementation of both strategies. Until the action plans are completed, the scale of actions and timescales associated with the implementation is unclear.
- 13 The financial implications of the Digital Flintshire strategy are not yet clear. Capital investment in IT equipment, necessary to maintain the current infrastructure's functionality, was approved as part of the Council's Capital Programme. The capital investment required to realise the strategy will become clearer once the Council has determined the extent of its programme of changes. The Council intends to run each potential project through a cost-benefit assessment before

taking a decision to proceed. The Council expects to deliver its People Strategy within current resource levels.

- 14 There are clear links between the Council's key corporate strategies. Both the people and digital strategies provide a clear vision of how the workforce and digital information and technology will contribute towards improvement priorities and strategic plans. Enabler strategies are also better integrated and the Council has taken a collaborative approach to developing the revised people and digital strategies; corporate services staff liaise closely and consult with officers at a portfolio level. The Council also expects supporting action plans to take account of relevant departments' capacity when scheduling projects, with relevant actions embedded within portfolio business plans.
- 15 The Council originally planned to produce a corporate resourcing strategy that would provide an overarching strategic focus on capability, capacity and risks. We agreed that this approach could provide an effective way to link the Council's enabler strategies. However, the Council subsequently decided not to proceed. Instead, the Council's new business plans, which are being introduced during 2017-18, will link to the suite of corporate strategies. The Council expects this approach to provide improved connectivity between its strategies and planning arrangements.
- 16 We will follow up these arrangements during late 2017-18 to assess the extent to which the intended linkages are working in practice.

The Council is improving its risk management processes but work to align project and savings plan risks to the Council's revised risk matrix has been delayed

Summary text 'Description of the Proposal for Improvement included in the original 2015 corporate assessment report'

Corporate Assessment Proposal for Improvement P6 (from the 2015 CA report)

The Council should:

- adopt a consistent approach to managing risk, ensuring that all staff involved use a similar approach to record impact, likelihood and mitigating actions; and apply this approach to its future savings plans.

- 17 In May 2016, Internal Audit (IA) provided reasonable assurance³ of the Council's risk management processes. The IA review focussed on the Council's use of its integrated performance management system to provide a more consistent approach to risk management. During 2016-17, a number of the planned improvements arising from the IA review were completed. Although the Council originally anticipated completing all actions during 2016, some were delayed and

³ The Council's Internal Auditor defines reasonable assurance as "Key Controls in place but some fine tuning required; key controls generally operating effectively" Source: Internal Audit routine reports to Audit Committee

now have revised completion dates between March and September 2017. The Council's IA team continues to track progress against the action plan.

- 18 The Council reports that the integrated performance management system is supporting a more consistent and sophisticated approach to risk. All operational risks have been added to the system, promoting consistent use of the revised risk matrix. However, less progress has been made in adding project risks to the system due to capacity issues and the need for further work to build and develop the Council's risk framework for projects. The Council now expects to complete this work by the end of March 2017.
- 19 Portfolio business plans have integrated risk management into service planning and monitoring processes. For example, Programme Board meetings routinely discuss both existing and emerging risks. The Council also delivered risk management training during 2016-17 to support a consistent approach to risk escalation across portfolios, and is updating its risk management guidance.
- 20 Savings plans do not currently use the risk matrix. Instead, efficiencies are risk-assessed in terms of their deliverability and acceptability. The Council also assesses the financial robustness of planned efficiencies. This provides further assurance on likely deliverability; better-developed costings increase the likelihood of achieving the planned efficiency. Once planned work to support project-level risks within the integrated performance management system is complete, the Council intends to add new portfolio business plans and efficiencies to the system. The Council expects these changes to align efficiency plans to the risk matrix and integrate risk management with efficiency reporting.
- 21 The Council provided a mid-year update on the strategic risks contained in its 2016-17 Improvement Plan to Audit Committee in January 2017. The Council's report concluded that the Council's approach to management of risk was effective; there was a significant reduction in the proportion of major risks and an increase in the number of risks classified as minor or insignificant.
- 22 We will assess the effectiveness of the updated risk management arrangements during a follow-up review in late 2017-18.

Workforce planning is a key element of the Council's new people strategy and although work is underway to develop workforce plans, it is too early to assess their impact

Summary text 'Description of the Proposal for Improvement included in the original 2015 corporate assessment report'

Corporate Assessment Proposal for Improvement P7 (from the 2015 CA report)

The Council should ensure a consistent approach to workforce planning and use the results to inform future reductions in staff.

- 23 The Council's approach to workforce planning is set out in its new People Strategy 2016-2019. Effective workforce planning is a Council priority and work has recently

begun to implement this part of the strategy; the Human Resources (HR) team are working with managers to develop service level workforce plans. The Council considers that its approach to engaging with senior managers on implementation of the strategy has been effective. An outline template ensures consistency of approach across services and HR have provided service managers with the management information they require to develop the plans. A key planned outcome of the Council's people strategy is a single consolidated workforce plan and supporting action plans. The Council expects this to promote a consistent approach to workforce planning.

- 24 Although it is too early to assess the workforce plans and their impact on future reductions in staff, the People Strategy is clear about their intended purpose. The Council expects its workforce plans to set out and address the gap between current workforce arrangements and those required to deliver future service plans. Workforce plans will inform Council decisions around future workforce numbers and help it to develop job roles and flexible working patterns that support future service delivery models. The plans will form an integral part of the Council's business planning approach and portfolio business plans will be required to demonstrate how workforce requirements are being addressed.
- 25 We will review the effectiveness of the actions taken to improve the consistency of workforce planning arrangements during a follow-up review in late 2017-18.

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WALES AUDIT OFFICE
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Auditor General for Wales

Good Governance when Determining Significant Service Changes – **Flintshire County Council**

Audit year: 2016-17

Date issued: June 2017

Document reference: 269A2017

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Ni fydd gohebu yn Gymraeg yn arwain at oedi.

The team who delivered the work comprised Paul Goodlad and Non Jenkins under the direction of Jane Holownia.

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The Council's governance arrangements for determining significant service change are generally effective with some opportunities to further strengthen its approach.

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The Council has a clear vision and strategic approach for determining service change	6
Governance and accountability arrangements for service change decision-making processes are clear, comprehensive and well-understood	7
Options appraisals relating to service change are robust, transparent and wide-ranging	8
The Council has effective arrangements to engage with, and inform, stakeholders about service change proposals, their potential implications and the processes involved in reaching a decision	10
Corporate arrangements for monitoring the impact of service change are generally clear, but there is scope to clarify the role of scrutiny	11
The Council continues to review and refine its governance and decision-making arrangements and responds positively to external audit feedback	12

Summary report

Summary

- 1 Governance is about how public bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and cultures and values, by which public bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.¹
- 2 Good governance is essential for the effective stewardship of public money and the continued delivery of efficient and trusted public services. The current financial climate and reduced settlements for local government as well as rising demand for some services mean that all councils are likely to continue to need to make decisions regarding the future configuration and level of service delivery. It is appropriate that public bodies continuously seek to improve. Small, incremental changes to service delivery are made at a managerial and operational level as part of normal, operational decision making. However, good governance supported by effective planning and rigorous processes is critical when determining significant service changes. Such decisions are often controversial, generate considerable local interest and can have significant impacts on the individuals and groups affected.
- 3 From April 2016, councils are required to comply with the Well-being of Future Generations (Wales) Act and associated Statutory Guidance. The Statutory Guidance states that: 'Together, the seven well-being goals and five ways of working provided by the Act are designed to support and deliver a public service that meets the needs of the present without compromising the ability of future generations to meet their own needs'.² This legislation emphasises the importance of effective governance in achieving well-being goals.
- 4 The focus of this review is on the effectiveness of Flintshire County Council's (the Council) governance arrangements for determining significant service changes. We define this as any significant change in delivering services and/or any significant change in how services are experienced by external service users. This could include, for example, significant changes to the way the service is delivered, the level of service provided, the availability of the service or the cost of the service.

¹ CIPFA/SOLACE: **Delivering Good Governance in Local Government: Framework 2007**

² Welsh Government: **Shared Purpose: Shared Future, Statutory guidance on the Well-being of Future Generations (Wales) Act 2015**

5 Taking the Chartered Institute of Public Finance and Accountancy's (CIPFA) revised framework for **Delivering good governance in local government** as an appropriate standard, this review provides the Council with a baseline, from which to plan further improvement. In this assessment, undertaken during the period September to November 2016, we looked at aspects of decision-making arrangements in relation to a range of significant service change proposals. The examples of service changes we looked at included:

- household recycling sites
- day care and work services
- libraries
- property, valuation and estates
- facilities management

We did not look in detail at each of the individual service change decisions, but rather used them as examples to draw from and inform how the Council goes about making decisions in relation to service changes.

6 In this review, we concluded that **the Council's governance arrangements for determining significant service change are generally effective, with some opportunities to further strengthen its approach.**

Proposals for improvement

Exhibit 1: proposals for improvement

The table below sets out the areas for improvement identified through our review:

Proposal(s) for improvement	
The Council's governance arrangements could be strengthened by:	
P1	Clearly defining the role of Scrutiny Committees in reviewing the impact of individual service changes, and by encouraging committees to reflect this role in their Forward Work Plans.
P2	Ensuring that Equality Impact Assessments associated with service change are of a consistently high quality.
P3	Ensuring that internal reviews of its governance arrangements – such as the Annual Governance Statement – explicitly consider governance in relation to decisions about service change.

Detailed report

The Council's governance arrangements for determining significant service change are generally effective, with some opportunities to further strengthen its approach

The Council has a clear vision and strategic approach for determining service change

- 7 The Council has a clear framework for determining service change proposals linked to its eight strategic priorities, particularly its priority to be a 'modern and efficient council'. The Council's Medium Term Financial Plan (MFTP) outlines a three-pronged approach to meeting the financial challenge associated with budget pressures, through service reform, corporate financial stewardship, and working with Welsh Government. Our review focuses on actions taken by the Council to support and promote service change.
- 8 Stakeholders were actively involved in the development of the Council's vision for service change; the Council's Code of Governance (the Code) requires it to demonstrate inclusivity by communicating and engaging with all sections of the community to encourage active participation. The vision for service change is embedded within the Council's Corporate Plan, which was informed by consultation with stakeholders, during the development of its 2016-17 budget.
- 9 The Council sets clear objectives for service change proposals that are consistent with its long-term plans and strategies, including an ambition to sustain important services whilst reducing costs to the Council³. For example, the Council has adopted principles for Alternative Delivery Models (ADMs) intended to promote a common understanding of what it is trying to achieve. Officers and councillors have a shared understanding of the wider aims and objectives, based on sustaining important services that might otherwise be lost.
- 10 As well as promoting local priorities, the Council's approach to service change also takes account of national priorities. For example, its vision for service change takes account of cross-cutting issues, supported by its Strategic Equality Plan (SEP). This approach is emphasised within the Council's Constitution, which requires all decisions, including, by default, those associated with significant service change, to conform to a guiding set of the principles, that includes 'clarity of aims and desired outcomes'.

³ Flintshire County Council, **Annual Governance Statement 2015-16**, FCC, July 2016

- 11 The Council is also developing its approach to service change to reflect the requirements of the Well-being of Future Generations (Wales) Act 2015 (the WFG Act). Officers and councillors we spoke to demonstrate a growing awareness of sustainable development principles. However, the Council recognises the need to continue embedding sustainability considerations into the service change process.

Governance and accountability arrangements for service change decision-making are clear, comprehensive and well-understood

- 12 Roles and responsibilities of councillors and officers are comprehensively described and clearly set out in the Council's Constitution and associated documents. The arrangements are reinforced within service-change specific documents, such as those that explain the role of officers and councillors within the Council's transition boards associated with its ADMs. These provide additional clarity about roles during each stage of the change process, from initial project development, through to impact monitoring and evaluation. Councillors and senior officers demonstrate a good understanding of their own roles and responsibilities, and those of their peers, in the decision-making process.
- 13 The Council has comprehensive arrangements to enable it to verify compliance with constitutional and legal requirements, including those associated with significant service change. For example, appropriately qualified members of the chief officer team and committee support officers pre-screen draft committee papers, including those related to service change proposals, for compliance.
- 14 The Council proactively develops the capacity and capability of those charged with decision making in relation to service changes. For example, councillor development workshops during 2016-17 provided guidance on ADMs and the MTFP. Other councillor development initiatives have included training on equalities, Welsh language and budget preparation.
- 15 The Council has also sought to ensure that those charged with key governance roles understand the implications of the Council's Public Sector Equality duty. For example, it commissioned Stonewall Cymru to deliver training, and introduced e-learning modules to improve understanding of the Equality Act 2010 and all committee reports include a mandatory 'Equality Impact' section.
- 16 The Council acknowledges that the quality of some EIAs needs to improve, so that they are of a consistently high standard. The Council is addressing this inconsistency as it also begins to embrace the wider sustainability requirements of the WFG Act.

- 17 The Council's approach to service change takes account of the stakeholder feedback it receives. For example, the Council withdrew or significantly amended several of the service changes proposed as part of the budget-setting consultation for 2016-17, in response to stakeholder feedback.

Options appraisals relating to service change are robust, transparent and wide-ranging

- 18 The Council considers a reasonable range of options at an initial filtering stage when developing options for service change; senior officers filter out options they deem to be unviable or unrealistic options unable to meet the agreed criteria. The criteria used to appraise service change are comprehensive and reflect the type of proposal under consideration. The Council appraises complex proposals against a more comprehensive range of criteria, particularly where a proposal involves options to either retain a service in-house or outsource the delivery.
- 19 Service change decision-makers receive comprehensive information, proportionate to the scale of change proposed, to inform their decisions. All councillors receive basic training on how to understand and use cost information. Supplementary training is also available to councillors who require, or who wish to develop, a more robust understanding of financial planning, budgeting and analysis. Officers who produce reports aim to anticipate and provide the information required to support robust decision making, assisted by input from the appropriate lead councillor. Councillors told us that the quantity and quality of information provided to support and scrutinise service change decisions is usually sufficient for their needs.
- 20 Decision-makers generally receive clear and sometimes detailed, financial information from the project lead officers. Complex proposals, such as those associated with the ADMs, involve 'commercial' business plans, which can be challenging to interpret. Where appropriate, senior officers produce a critique of the business case (such as a professional commentary on the financial viability of a proposal) which helps to inform councillors' decision making.
- 21 The Council's service business plans are reviewed through its common governance structure of programme boards; both officers and councillors contribute to this review process. Senior officers also provide comprehensive peer challenge to their colleagues as proposals evolve from initial idea to formal business case. Councillors and officers told us that the combination of formal and informal review as proposals evolved helped them to anticipate and avoid potential problems at an early stage.

- 22 Councillors take a robust, proactive approach to decisions about service change. Whilst they clearly value the information and insight provided by officers, councillors occasionally ask for additional information or approve proposals subject to certain conditions. For example, councillors recently approved service changes, subject to the production of implementation plans to demonstrate financial viability and robust risk management, and clarity about the arrangements to deal with any subsequent underperformance.
- 23 The business cases associated with service change proposals explain the anticipated implications for service users. Some proposals include detailed operational information as well as covering more strategic issues, such as changes likely to affect vulnerable service users. In such cases, the information provided is intended to reassure service users and their families, and Council staff directly involved in delivering the service, as well as supporting well-informed decision making. Recent examples of this approach include proposals to externalise the delivery of some work opportunity schemes by supporting the creation of social enterprise initiatives.
- 24 The Council's arrangements support robust scrutiny and challenge of service change proposals and the options appraisal process. Occasionally, robust input by a scrutiny committee has prompted the Council to reconsider and amend service change proposals. For example, proposals to rationalise the style and location of household waste recycling centres across the county, based on external advice, were revised following robust input from the relevant scrutiny committee.
- 25 Decisions about service change proposals we looked at are transparent and recorded appropriately; the Constitution includes clear and comprehensive guidance about the arrangements for recording decisions and for providing access to those records. Council, Cabinet and committee minutes we reviewed clearly set out the rationale for the decisions and recommendations made. Minutes, agendas and background documents are accessible to internal and external stakeholders and available in a range of formats.
- 26 Although committee agenda papers are well signposted, some strategic documents, such as the Annual Governance Statement, are not always easy to locate on the Council's website. Once located, reports and associated documents in the public domain are generally clear, particularly after recent efforts by the Council to improve the style, readability and consistency of its documentation.

The Council has effective arrangements to engage with, and inform, stakeholders about service change proposals, their potential implications and the processes involved in reaching a decision

- 27 The Council engages with internal and external stakeholders at an early stage of the service change process, maintains this throughout the process and provides opportunities for key stakeholders to shape proposals as they mature. For example, as part of its initial budget-setting process, exploring potential service changes, the Council consulted widely with scrutiny committees, trade unions, business ratepayers, citizens, employees, the Local Strategic Partnership and other regional partners. These arrangements involved web-based consultation and workshops; this included a workshop involving individuals and organisations representing people with protected characteristics⁴. To promote transparency, the Council publishes summaries of initial EIA associated with individual service change proposals that may have a significant impact on protected groups, on its website. Detailed EIAs are subsequently completed and reported, to support proposals that move forward to the business case stage.
- 28 The Council has placed importance on early engagement with stakeholders likely to be affected by changes, either real or perceived, to the service they receive. For example, the Council consulted stakeholders when developing proposals to move from in-house delivery of some adult social services initiatives⁵, to delivery by social enterprise. During a series of consultation workshops, officers explained the process and the opportunities for staff and service users to influence the new arrangements. The Council also actively consults with its staff and encourages their input into the design of service changes, particularly from staff directly affected by service change proposals.

⁴ Councils have a specific equality duty to assess the likely impact of proposed policies and practices on people with protected characteristics, defined by the Equality Act 2010.

⁵ The Council arranged a series of consultation meetings with service users and their families, Council staff involved in service delivery and other stakeholders to explore proposals for transferring delivery of a range of Work Opportunity services to a Social Enterprise model.

Corporate arrangements for monitoring the impact of service change are generally clear, but there is scope to clarify the role of scrutiny

- 29 Overall, the Council has effective monitoring arrangements to assess the impact of decisions about service change. It routinely identifies monitoring and evaluation needs, to assess the impact of its decisions. For example, Cabinet requested a review of a new car parking strategy 12 months after its introduction. The review was subsequently completed and reported, with recommendations to amend some aspects of the strategy based on experience of operating the new arrangements.
- 30 Sometimes, impact-monitoring arrangements recognise the need for flexibility to respond to emerging circumstances. For example, a recent service change noted that tenant groups ‘...will continue to work with staff to ‘reality check’ that our policies and procedures are fit for purpose, this may include getting views from tenants who have received the service’. The Council anticipates that building this type of flexibility into the monitoring arrangements will help it to identify both intended and unintended consequences of service change. The Council also anticipates that fulfilling its specific equalities duty to assess impact will contribute to its understanding of those consequences.
- 31 The responsibility for monitoring the impact and benefits arising from service changes is normally defined as part of the decision-making process. However, the specific role of scrutiny committees in the change review process is not always explicit. By default, the Council’s Code of Governance explains that scrutiny committees should have a significant input into the review and development of service delivery issues and policy development. This responsibility includes the examination of performance out-turn and budget monitoring. However, such arrangements tend to focus on the internal impact, particularly about whether the anticipated efficiency savings were achieved.
- 32 The Council produces comprehensive transition plans when significant changes to service delivery arrangements occur; this helps to minimise any short-term disruption experienced by service users. For example, Cabinet approved the proposal to establish the Flintshire Crèche Service as a childcare social enterprise, subject to a range of conditions, including the creation of an internal Transitional Board involving senior officers and councillors.
- 33 Business cases presented to Cabinet identify the arrangements for monitoring and reporting the financial savings arising from service change. The Council’s business efficiency plans are one of three elements within the medium-term financial strategy intended to reduce the budget-funding gap. Progress against these efficiency plans is reported regularly.

- 34 Our 2016-17 review⁶ of the Council's savings planning arrangements noted that 'regular budget monitoring reports to Cabinet provide an update on forecast savings achievement and detail variances against target'. Based on our work to date, the arrangements for monitoring the realisation of anticipated budget savings, including those associated with significant service change, appear sound. However, a separate, more comprehensive review of efficiency savings⁷ reported by the Council is underway; we expect to report the outcome from that review during spring 2017.

The Council continues to review and refine its governance and decision-making arrangements and responds positively to external audit feedback

- 35 The Council responds positively to audit findings and proposals for improvement. For example, it promptly addressed the governance-related proposals for improvement included in our 2015 Corporate Assessment report. The Council also regularly reviews its corporate governance arrangements, informed by an annual self-assessment completed by senior officers. This self-assessment contributes to the Annual Governance Statement presented to the Council's Audit Committee and Council.
- 36 The Council has not explicitly reviewed the effectiveness of its decision-making arrangements, or formally evaluated the lessons learnt, in relation to recent service changes. However, the Council does demonstrate a willingness to learn from its experiences. Both councillors and officers told us about enhancements made to the service change process as a consequence of individual and corporate experiences. For example, the rigour associated with the Council's approach to ADMs now supports less complex change initiatives, where for example, these might benefit from robust transition arrangements. The Council has also improved the range of options it considers when determining and developing service changes and is taking action to embed sustainable development principles into its decision-making arrangements.

⁶ Flintshire County Council: Report to Cabinet 8 February 2017 – Financial Resilience Savings Planning

⁷ The Council has reported significant efficiency savings over the last ten years; since 2008-09, the Council has reported efficiency savings of almost £60 million. In 2016, the Wales Audit Office agreed, as part of its Audit Plan for the Council, to review the impact and outcomes arising from a sample of recently completed efficiency-related projects.

- 37 The Council routinely reviews the effectiveness of its approach to risk management, though not explicitly in relation to decisions about service change. The Constitution notes that Risk Management is an integral part of the Council's Governance Framework and Internal Control; it includes a monitoring process to review regularly the effectiveness of risk reduction strategies and the operation of these controls.

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Review of the Effectiveness of the Council's Efficiency Savings Programme – **Flintshire County Council**

Audit year: 2016/17

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This document is also available in Welsh.

The team who delivered the work comprised Charlotte Owen, Paul Goodlad and Jeremy Evans, under the direction of Huw Rees.

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Summary report

Summary

- 1 Flintshire County Council (the Council) has reported significant efficiency savings over the last 10 years; its Medium Term Financial Strategy notes how the need to achieve savings has accelerated in response to increasing budget pressures. Since 2008-09, the Council has reported efficiency savings of almost £60 million, including nearly £25 million for 2014-15 and 2015-16 alone – over 40% of the total savings reported since 2008-09.
- 2 In 2016-17, the Wales Audit Office reported on the extent to which the Council's financial and savings planning arrangements supported financial resilience. In this review, we look more closely at the Council's arrangements for planning, monitoring, evaluating and reporting outcomes from its efficiency savings programme. We also assess whether the Council's post-project evaluation effectively identifies and replicates good practice, helping it to avoid repeating potentially costly mistakes.
- 3 Between February and May 2017, we sampled four recently-completed 'change' projects, including projects that benefitted from initial pump-priming, to assess the Council's arrangements. The efficiency projects we sampled were:
 - corporate operating model;
 - changes to the library network;
 - in-house enforcement agent service; and
 - review of fleet arrangements.
- 4 We found that arrangements for planning and monitoring efficiency savings are effective, but arrangements for evaluating non-financial impact and for sharing post-project learning are under-developed.
- 5 We came to this conclusion because:
 - the Council has effective arrangements for planning and monitoring the financial impact of its efficiency savings programme;
 - arrangements for evaluating the non-financial impact of efficiency initiatives are not systematic, but are being strengthened; and
 - arrangements for capturing and sharing good practice are under-developed.

Proposals for improvement

- 6 It would be unusual if we did not find things that can be improved and, where we do, the Auditor General can take a variety of steps. In this case, we have made a proposal for improvement that we expect the Council to respond to in an appropriate way.

Exhibit 1: Proposals for improvement

Proposals for improvement	
P1	<p>Introduce a more robust and systematic approach to post-project evaluation, suitable for:</p> <ul style="list-style-type: none">• evaluating the non-financial impact of efficiency/change initiatives; and• capturing, sharing and promoting learning and good practice.

Detailed report

Arrangements for planning and monitoring efficiency savings are effective, but arrangements for evaluating non-financial impact and for sharing post-project learning are under-developed

The Council has effective arrangements for planning and monitoring the financial impact of its efficiency savings programme

- 7 Our review found that the Council has effective and transparent planning arrangements. The savings we reviewed were well considered and supported by robust business cases and costings. Expected benefits were clearly set out and approved by Cabinet. External consultants provided independent advice on the corporate operating model and fleet review efficiencies; the Council investigated the arrangements in place at other local authorities when assessing whether to establish an in-house enforcement service.
- 8 We noted in our 2016-17 report on Financial Resilience at Flintshire that the Council continues to refine its approach to stakeholder engagement. The savings proposals reviewed as part of this review were supported by appropriate consultation processes with a range of relevant stakeholders, including residents, staff, trade unions and external regulatory bodies.
- 9 The Council adjusts its efficiency proposals in response to consultation feedback. For example, corporate customer services was moved to a more customer-focused portfolio following feedback on the proposed corporate operating model. Similarly, the Council incorporated public feedback into the design of Deeside Library, and public consultation on rural library closures led to expressions of interest from community groups to take over operation of the libraries.
- 10 The Council's budget monitoring processes enable it to track the savings achieved. Savings are monitored monthly and variances against target are reported in regular budget monitoring updates to Cabinet and Corporate Resources Overview and Scrutiny Committee. Programme Boards monitor each portfolio's progress against savings and budgetary targets. Boards meet regularly and provide senior officers and councillors with the opportunity to review performance against savings targets and to provide challenge.
- 11 Budget monitoring documents confirm that most planned savings were achieved for the sample plans we reviewed. Some savings were lower than planned in the first year due to later-than-anticipated project starts, but were achieved in full, or expected to be, in subsequent years. Up-front investments by the Council have either been recouped already or are expected from the cumulative effect of

recurring savings. Further detail on the financial impact of each of the efficiencies is set out below.

- 12 In 2014-15, the Council included £3.1m of workforce efficiencies in its savings plan. We reviewed the senior management efficiencies related to the new, leaner corporate operating model, which was expected to contribute £460,000 to the planned savings total. Invest to save funding of £440,000 supported the upfront costs of these changes, such as exit costs. The revised Chief Officer structure successfully delivered savings, achieving £605,000 in 2014-15. The Council expects the annual savings against the previous operating model to rise to £668,000 once all Chief Officers reach the top of the new salary scale. The new operating model also led to a review of senior management support staff as part of a wider review of administration staff; this generated further savings of £116,000.
- 13 Despite these achievements, the planned changes alone did not generate savings of £3.1 million. But the target of £3.1 million was met by supplementary savings arising from unfilled vacancies and additional one-off efficiencies within portfolios.
- 14 Council plans to relocate three libraries to a new library hub in Deeside were expected to generate savings on running costs¹ of £30,000 in 2016-17. The Council received Welsh Government capital grant funding to co-locate the hub library within the Deeside leisure centre building. Fit out costs of £40,000 were funded from the existing library service budget in 2015-16. Efficiency savings should exceed this investment in less than two years; a saving of £30,000 was achieved in 2016-17, which the Council expects to rise to £50,000 in 2017-18.
- 15 The Council also funded the co-location of a library within Holywell leisure centre using £120,000 from its Community Asset Transfer Capital Grant Fund to match Welsh Government grant funding. The leisure centre was transferred to a community group by Community Asset Transfer (CAT) and the Council now rents library space from the community group. This arrangement provided a part-year saving of £4,000 in 2016-17, which the Council expects to increase to £16,000 a year from 2017-18 onwards.
- 16 The Council initially expected savings from these particular initiatives of around £142,000 in 2016-17. Delays to some CATs reduced the actual savings to £105,000. The savings shortfall in 2016-17 was covered from reserves² and from additional savings generated within the library service.
- 17 In 2015-16, the Council created an in-house enforcement agent team which was expected to generate net income of £100,000 each year. The Council reported savings of £70,000 from this initiative during 2015-16, attributing the shortfall to delays in establishing the new arrangements. In 2016-17, the service was expected to generate a further £60,000 of net income by undertaking enforcement

¹ Running costs include staffing, rates, utilities, cleaning costs etc.

² In September 2016, Cabinet approved the use of £200,000 of reserves to offset lost savings caused by a three month delay to the timescales set for the CATs of two leisure centres. £22,000 of this was used to offset library CAT savings.

work for a neighbouring council. Monitoring documents show that after costs of £210,000, the initiative generated net income of £179,000 – some £19,000 more than originally anticipated.

- 18 Following an external review of its fleet services in 2013, the Council began implementing recommendations to change the ownership model and operational management and maintenance arrangements for its vehicle fleet. Planned savings of £350,000 were achieved in 2014-15, with a further £175,000 of savings anticipated during 2015-16. Delays with the procurement process meant that changes were not introduced until October 2016, but the service identified alternative savings to plug the gap. The fleet savings are generated through fixed price contracts for vehicle hire and maintenance. This provides the Council with confidence in the level of annual savings it can expect.

Arrangements for evaluating the non-financial impact of efficiency initiatives are not systematic, but are being strengthened

- 19 The Council's arrangements for monitoring and evaluating the impact of efficiency initiatives on stakeholders are not consistent. However, the Council is taking action to ensure that non-financial impact is evaluated more systematically. For example, the chief officer team has established a culture of conversational learning, where chief officers routinely discuss hot issues, share information and work collaboratively. The Council intends to formally review the corporate operating model with the new Administration, to ensure that it remains valid.
- 20 The Council continues to monitor and support community-run libraries. However, it expects to better understand the impact of recent changes when the first annual community benefit report is produced by the community groups involved, later in 2017-18. Existing evidence³ suggests that the changes have had a minimal impact on the number of library users. Anecdotal evidence also suggests that the changes have attracted some new library users. For example, the co-located library in Deeside appears to be attracting visits from leisure centre users who did not previously use their local library. The Council intends to carry out a user impact survey during 2017 to formally evaluate the impact of the changes on stakeholders. The next annual assessment against Welsh Public Library Standards will demonstrate the impact of the changes on library performance. The Council also intends to formally review the CAT savings, including library-related transfers, at the end of 2017-18 when the current business plans end.

³ Visitor numbers to enclosed areas of Deeside library are approximately 9% lower than combined visits to the three relocated libraries in the prior year. Although visits to the open area of the library are not recorded, the Council conservatively estimates the total number of visits to both the open and enclosed areas of the library as 5% higher than before. Source: Flintshire County Council

- 21 The Council measures the success of its enforcement service by monitoring collection rates for council tax and business rates. In 2015-16, following the introduction of an in-house service, collection rates increased to 98%. This was the highest collection rate in Wales that year and the highest rate ever achieved at the Council. The Council believes that the in-house service also provides it with greater control of the revenues recovery process, such as the ability to take a proportionate response to sensitive cases.
- 22 A fleet project board manages the contracts and oversees progress in relation to this efficiency. Services' fleet requirements are regularly reviewed to ensure their needs are met and that there is no detrimental effect on services or the public from the changes to fleet hire and maintenance arrangements.

Arrangements for capturing and sharing post-project learning are under-developed

- 23 Our discussions with officers confirm that informal reflection and evaluation takes place during and after efficiency-related changes are made. For example, the corporate operating model, with its portfolio approach to grouping services under a single chief officer, supports shared learning across service areas. There are also opportunities for managers to share learning and good practice at the Council's regular Change Exchange and Academi⁴ meetings. However, post-project learning does not routinely happen and the arrangements for capturing and sharing the learning are not always robust.
- 24 The evidence we gathered about the way prior learning informs future efficiency projects has generally been anecdotal. For example, officers told us that:
- implementation of the corporate operating model has supported development opportunities and raised corporate awareness of lean management thinking. This, in turn, led to a corporate administrative staff review and encouraged chief officers to adopt a lean approach when applying workforce efficiencies within their portfolios;
 - officers we spoke to acknowledged the importance of stakeholder engagement to the success of a project and confirmed their intention to continue refining the engagement process when planning future efficiencies;
 - changes to the library network have provided the Council with valuable experience of alternative delivery models. The success of co-locating libraries within leisure centres has demonstrated the potential synergies

⁴ The Change Exchange is an informal senior officer forum for sharing local, regional and national updates and case studies which have the potential to impact the way the Council works.

The Academi is a senior management developmental network that provides opportunities for senior officers to assist, analyse and challenge key projects. It enables collective working on major strategies and internal practice sharing.

between related services - an approach the Council intends to revisit in future business plans; and

- delays to planned CATs timescales have prompted the Council to create a specific reserve to mitigate against future transfer slippages.

25 It is encouraging to see examples of the Council using post-project learning to influence future initiatives. Nevertheless, an over-reliance on informal arrangements is unlikely to maximise knowledge transfer - particularly between portfolios. A systematic process of evaluating efficiencies and of sharing good practice is more likely to help the Council replicate its successes and avoid repeating any mistakes.

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P2. Ensuring that Equality Impact Assessments (EIS) that are produced are of a consistently high quality	Integrated Impact Assessment tool and Gateway approval processes specifically including Equality Impact Assessments will improve consistency and quality of all impact assessments and their interdependencies.	A
P3. Reviewing, and where necessary improving, the effectiveness of its decision-making arrangements explicitly in relation to service change.	<p>Further refining to improve:</p> <ul style="list-style-type: none"> - Consistently high quality business cases - Incorporation of evaluation post implementation within business planning methodology - Evaluation of key changes post implementation considered by Programme Boards, Cabinet and Overview and Scrutiny - Annual review of the quality of the budget-led service change decision-making process 	G

Wales Audit Office
Corporate Assessment Follow-up
July 2017
Executive Response

The Auditor General for Wales undertook a second follow-up of the Council's Corporate Assessment completed in 2015. This review focused on Business planning, Corporate strategies, risk management and workforce planning.

The report is positive with no further proposals for improvement.

There are no new statutory recommendations.

Listed below are the original Proposals for Improvement of the Corporate Assessment along with our response and current status of progress.

Proposal for Improvement (P1-7) Including overall lead¹.	Action Update	RAG Status
<p>P1 The Council should develop and implement a (more) consistent approach to business planning that promotes the ownership by staff of key objectives and targets.</p> <p>Lead: Chief Executive</p>	<p>P1.1 Mapping of current service planning and strategies etc. to show strength and gaps (complete). Further analysis to show intentions to strengthen arrangements (complete) with a full set of operational plans being in place (for mid-2017/18)</p> <p>P1.2 Plans using the new performance management solution (CAMMS) to be piloted (09.15) with full roll out (04.18)</p> <p>P1.3 Personal appraisal model is being extended to build in service/ team service plan objectives (from 04.16). Evaluation and implementation of the new appraisal model (ongoing)</p>	<p style="text-align: center;">G</p> <p style="text-align: center;">G</p> <p style="text-align: center;">G</p>
<p>P2 The Council should improve the quality of its reports to committees and Cabinet to ensure that:</p> <ul style="list-style-type: none"> • where necessary, reports enable councillors to refer easily to relevant policies and previous decisions and discussions • key messages and 	<p>P2.1 A review of report format, style and quality of presentation (complete). Improved format used for Cabinet and Overview and Scrutiny reports (complete). The improved format includes use of executive summaries and fuller exploration of risk in assessing options for decisions. Fuller use of hyperlinks are made avoiding publishing extensive appendices where this can be avoided.</p>	<p style="text-align: center;">G</p>

<p>recommendations are clear and succinct; and</p> <ul style="list-style-type: none"> reports to scrutiny committees include recommendations or options that committees might endorse. <p>Lead: Chief Officer (Governance)</p>	<p>P2.2 Updated report writing guidelines have been produced and issued. Refresher report writing training is being organised (complete)</p> <p>P2.3 Quality assurance systems for report approval have been implemented (complete and being monitored)</p>	<p>G</p> <p>G</p>
<p>P3</p> <p>The Council should ensure that, in implementing its revised strategies for People, ICT, Finance and Asset Management:</p> <ul style="list-style-type: none"> their financial implications feed into the medium-term financial plan; and the links between the strategies are fully considered so that specialist staff are available when required. <p>Lead: Chief Executive</p>	<p>As P1 above noting:-</p> <p>P3.1 A single corporate resourcing plan is being developed (by summer 2016) as part of the suite of key corporate documents. This plan will prioritise the allocation of corporate resources for change projects (replaced by changes to corporate business planning arrangements and review of core strategies).</p> <p>P3.2 Set of 7 Programme Boards (for officer portfolios where significant change needs to be led, co-ordinated and managed) all now meeting and settled with good evidence of impact. (complete).</p> <p>P3.3 A comprehensive and more usable Medium Term Financial Strategy in a new graphic format has been published for 2015 and 2016 in 2 parts. (complete) This is being updated for 2017.</p>	<p>G</p> <p>G</p> <p>G</p>
<p>P4</p> <p>Group Leaders should strongly encourage members to take advantage of the Member Development Scheme.</p> <p>Lead: Chief Officer (Governance)</p>	<p>P4.1 A review of the member development programme is ongoing with the aim of having a broader offer for members in partnership with the Welsh Local Government Association. (ongoing)</p> <p>P4.2 Group Leaders have been requested to take-up training opportunities amongst their respective groups (ongoing)</p>	<p>G</p> <p>A</p>
<p>P5</p> <p>The Council should take the opportunity of its review of scrutiny structures to ensure that Overview and Scrutiny committees can add real value to Council decision-making by aligning agendas more explicitly to Council priorities and risks.</p> <p>Lead: Chief Officer (Governance)</p>	<p>P5.1 A Task and Finish Group set up by the Constitution Committee has reviewed the number and terms of reference of Overview and Scrutiny Committees. The Group reported to the Annual General Meeting of the Council and the new Overview and Scrutiny Committees are in place (complete).</p> <p>P5.2 Forward work programmes are being developed to include major and higher risk annual budget proposals which require monitoring and assessment of impact, major service reviews included in the budget, and periodic review of the achievement of improvement priorities. Report formats are being reviewed as P2 above to make</p>	<p>G</p> <p>G</p>

	<p>reports more purposeful (ongoing)</p> <p>P5.3 More purposeful Forward Work Programmes; reports with 4 typologies (information, assurance, policy development or options consultation) and improved report format; clearer protocol on pre-decision scrutiny for policy development and options consultation type items); purposeful recommendations and more managed chairing and debate of meetings, including precise summing up, geared toward the report purpose; training and information support programme for scrutiny; periodic committee self-assessments with feedback to chair and reporting officers on areas for improvement. A special meeting of the six new chairs was convened to plan immediately post-AGM (05.15). A Member workshop was held to develop Forward Work Programmes (07.15). Ongoing liaison with Overview and Scrutiny Chairs (ongoing)</p>	G
<p>P6</p> <p>The Council should:</p> <ul style="list-style-type: none"> • adopt a consistent approach to managing risk, ensuring that all staff involved use a similar approach to record impact, likelihood and mitigating actions; and • apply this approach to its future savings plans <p>Lead: Chief Executive</p>	<p>P6.1 Following an earlier internal review of risk management led by Internal Audit a number of actions are in train to implement the recommendations for the organisation to be more consistent and effective in the identification and reporting of risk at strategic, operational, project and partnership levels. P1 and P3 above will contribute. The most recent Internal Audit review provides a “reasonable” level of assurance (ongoing).</p>	G
<p>P7</p> <p>The Council should ensure a consistent approach to workforce planning and use the results to inform future reductions in staff</p> <p>Lead: Chief Executive</p>	<p>P7.1 The new appraisal model (as P1.3) has been run for all senior managers and has worked through the rest of the organisation. Intelligence from this renewed appraisal programme will inform the training and development programme, talent recognition, retention and progression. Evaluation of the appraisal model and further development has taken place (ongoing).</p> <p>P7.2 Workforce planning risks have been assessed in each Chief Officer portfolio area as part of the revised People Strategy (ongoing)</p>	G

Wales Audit Office

Council's effectiveness of the efficiency savings programme

August 2017

Executive Response

The Auditor General for Wales undertook a review of the Council's Governance arrangements specifically about how the Council determines significant service change.

The report is generally positive one new Proposals for Improvement.

There are no new statutory recommendations.

In our response we set out how we will make improvements to ensure full compliance with the spirit and detail of the report.

Listed below is the Proposal for Improvement along with our response and current status of progress.

Proposal for Improvement	Response	Progress Status
Introduce a more robust and systematic approach to post-project evaluation, suitable for:		
- evaluating the non-financial impact of efficiency / change initiatives	- Integrated impact assessment tool developed and being used by portfolios	G
	- Tool provides end to end process of defining service change, impact of service change, risks and mitigation plus transition plans and evaluation.	G
	- Gateway approval processes built into Integrated Impact Assessment for all service changes prior to consideration by members.	G
- capturing, sharing and promoting learning and good practice.	Further refining to improve:	
	- Consistently high quality business cases	A
	- Incorporation of evaluation post implementation within business planning methodology	A
	- Evaluation of proposals post implementation considered by Programme Boards and Cabinet	A
	- Overall effectiveness of decision-making reviewed by Corporate Resources Overview and Scrutiny Committee.	A

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CABINET MEETING

Date of Meeting	Tuesday, 26 September 2017
Report Subject	Revenue Budget Monitoring 2017/18 (month 4)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the current revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. This is the first full monitoring report for the year and presents the position, based on actual income and expenditure, as at Month 4 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

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

Council Fund

- Net in year expenditure forecast to be £1.256m more than budget
- Projected contingency reserve balance as at 31 March 2018 of £3.878m

Housing Revenue Account

- Net in-year expenditure forecast to be £0.026m higher than budget
- Projected closing balance as at 31 March 2018 of £1.090m

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2018.
2	To note the projected final level of balances on the Housing Revenue

	Account (HRA).
3	To agree a budget virement within Social Services to realign the budget to meet service needs (paragraph 1.10).
4	To approve an allocation of £0.052m from the contingency reserve to provide financial support to meet in-year budget pressures anticipated for 2017-18 in respect of regional economic development structures and support for events (paragraph 1.29).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 4 POSITION																																																																									
1.01	<p><u>Council Fund Overall Position</u></p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows;</p> <ul style="list-style-type: none"> • Net in year expenditure forecast to be £1.256m • Projected contingency reserve balance of £3.878m 																																																																									
1.02	<p>Council Fund Latest In-Year Forecast</p> <p>The table below shows the projected position by portfolio.</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>61.471</td> <td>62.945</td> <td>63.259</td> <td>0.314</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.518</td> <td>12.540</td> <td>11.970</td> <td>(0.570)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.467</td> <td>27.480</td> <td>29.391</td> <td>1.910</td> </tr> <tr> <td>Planning & Environment</td> <td>5.043</td> <td>4.932</td> <td>5.436</td> <td>0.503</td> </tr> <tr> <td>Education & Youth</td> <td>10.966</td> <td>10.934</td> <td>10.858</td> <td>(0.076)</td> </tr> <tr> <td>Schools</td> <td>88.862</td> <td>88.862</td> <td>88.862</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.283</td> <td>4.147</td> <td>4.604</td> <td>0.457</td> </tr> <tr> <td>Governance</td> <td>7.675</td> <td>7.651</td> <td>7.896</td> <td>0.246</td> </tr> <tr> <td>Organisational Change 1</td> <td>5.801</td> <td>5.821</td> <td>5.900</td> <td>0.079</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.422</td> <td>2.288</td> <td>2.100</td> <td>(0.189)</td> </tr> <tr> <td>Chief Executive</td> <td>3.008</td> <td>2.940</td> <td>2.824</td> <td>(0.116)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>25.642</td> <td>24.616</td> <td>23.312</td> <td>(1.303)</td> </tr> </tbody> </table>				TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	£m	Social Services	61.471	62.945	63.259	0.314	Community & Enterprise	12.518	12.540	11.970	(0.570)	Streetscene & Transportation	27.467	27.480	29.391	1.910	Planning & Environment	5.043	4.932	5.436	0.503	Education & Youth	10.966	10.934	10.858	(0.076)	Schools	88.862	88.862	88.862	0.000	People & Resources	4.283	4.147	4.604	0.457	Governance	7.675	7.651	7.896	0.246	Organisational Change 1	5.801	5.821	5.900	0.079	Organisational Change 2	2.422	2.288	2.100	(0.189)	Chief Executive	3.008	2.940	2.824	(0.116)	Central & Corporate Finance	25.642	24.616	23.312	(1.303)
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	Total	255.156	255.156	256.412
				1.256
1.03	<p>The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.08 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting variance is managed corporately with the relevant portfolio not expected to meet any shortfall.</p>			
1.04	<p><u>Streetscene & Transportation</u></p> <p>There is a projected overspend of £1.910m within this portfolio.</p> <p>The overspend partly comprises of the materialisation of some of the known significant risks identified when the 2017/18 budget was set by Council and include additional costs of £0.675m following re-procurement for covering various public transport routes and the confirmed reduction of the Single Environment Grant of £0.111m.</p> <p>Further variations relate to various conscious decisions including a delay in the decision to review subsidised bus routes (£0.205m), additional transport costs arising from a school closure (£0.200m), a reduction in car parking income in Flint (£0.050m), and the none achievement of efficiencies for Shared specialist Plant with Neighbouring Authorities (£0.050m) and transferring some service maintenance responsibilities to other organisations (£0.050m).</p> <p>The net position on the projected overspend excluding the above decisions is a net operating deficit of £0.569m.</p> <p>Major variations affecting the above operating deficit include a further decrease of £0.200m in the level of income from Renewable Energy Production over and above the pressure included in the 2017/18 budget (£0.150m for Gas Engines), anticipated increases in Motor insurance premiums (£0.100m) and street lighting (£0.131m) reflecting a 16% increase.</p> <p>Work is ongoing to assess any potential impact on these in year variances on the Medium Term Financial Strategy (MTFS) forecast for 2018/19.</p>			
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children’s Services is currently £0.625m due to the number of Child and Parent placements. This overspend is being partly mitigated by underspends within the Social Services portfolio. The volatility and risk of this service to the in-year and ongoing financial position will need to be closely monitored and any potential impact on 2018/19 considered.</p>			
1.06	<p><u>Planning & Environment</u></p>			

	<p>There is a projected in-year Planning Fee Income shortfall of £0.325m. The impact of the Welsh Government requirements for major developers to enter into pre consultation for a period of 28 days prior to submitting an application has delayed the submission of some high value applications which in turn will affect the fee income received. This is resulting in lower numbers of applications submitted than previously predicted. This will need to be kept under review in year though it has been highlighted as a potential pressure for 2018/19.</p>												
1.07	<p><u>Community & Enterprise</u></p> <p>There is currently a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.407m based on existing demand which will need to be kept under review throughout the year together with a favourable variance on the Council Tax Collection fund of £0.153m.</p>												
1.08	<p><u>Central & Corporate Finance</u></p> <p>There is a positive variance of £1.303m projected within this area which is mainly due to one off additional funding from the Intermediate Care Fund from Health (£0.500m), the impact of estimated additional funding announced by Welsh Government for Social Services Pressures (£0.595m) and a positive variance on other Social Care pressures as referenced in the budget report for 2017/18 (£0.512m).</p> <p>Other major variances within this area include a positive variance on the pension fund contributions due to a lower than anticipated pressure to fund the in-year increase due to the actuarial review of £0.288m. However, this is offset by a current shortfall in the income target of £0.412m and lower than anticipated levels of car parking income from car parking permits at County Hall of £0.080m.</p>												
1.09	<p><u>Significant Movements between Original and Revised Budget</u></p> <p>There has been an accounting adjustment to transfer £1.696m from Central & Corporate Finance to Social Services. This is the amount required to meet the 2017/18 independent care fee increase.</p>												
1.10	<p><u>Proposals for budget realignment – Social Services</u></p> <p>Following a review of services within Social Services for Adults, it is considered appropriate to seek Cabinet approval for realignment of budget between some areas of Older People, which are currently reflecting underspends, and Learning Disabilities which is experiencing some significant demand influenced pressures as shown in the table below.</p> <table border="1"> <thead> <tr> <th>Service area :</th> <th>Increase in budget : £(m)</th> <th>Decrease in budget : £(m)</th> </tr> </thead> <tbody> <tr> <td>Older People - Locality teams (Residential Care)</td> <td></td> <td>(0.200)</td> </tr> <tr> <td>Older People - Locality teams (Domiciliary Care)</td> <td></td> <td>(0.100)</td> </tr> <tr> <td>Disability Services – Resources & Regulated</td> <td>0.242</td> <td></td> </tr> </tbody> </table>	Service area :	Increase in budget : £(m)	Decrease in budget : £(m)	Older People - Locality teams (Residential Care)		(0.200)	Older People - Locality teams (Domiciliary Care)		(0.100)	Disability Services – Resources & Regulated	0.242	
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Disability Services – Resources & Regulated	0.242												

	Services		
	Older People - Resources & Regulated Services (Supporting People)	0.058	
	Total :	0.300	(0.300)
1.11	Within Older People, purchased Residential & Nursing Care is currently projected to underspend by £0.349m due to a decrease in service users and additional income from service user properties and free nursing contributions from BCUHB. It is considered that £0.200m from within this underspend can be realigned to address pressures in other areas of Adults Social Services.		
1.12	Also within Older People, purchased Domiciliary Care is projected to underspend by £0.206m due to demand influences. It is considered that £0.100m from this underspend can be realigned to address pressures in other areas of Adults Social Services.		
1.13	It is recommended that £0.242m of the total be allocated to Domiciliary Day Care and Direct payments Supported Living group of services within Learning Disabilities - Resources & Regulated Service which is currently projecting an overspend of £0.319m.		
1.14	The remaining £0.058m is recommended to be allocated to meet a shortfall of Supporting People grant income within Older People – Resources & Regulated Services. There is currently a projected shortfall arising from the Councils overall allocation due to meeting the eligibility criteria.		
1.15	<p>Tracking of In Year Risks and Emerging Issues</p> <p>At the time of setting the Budget for 2017/18 a number of significant risks were identified and an update is provided below:</p>		
1.16	<p><u>Single Environment Grant</u></p> <p>As part of the 2017/18 budget, Council undertook a decision to manage the in year risk of any potential reduction in this grant. The actual reduction for 2017/18 has been confirmed as £0.111m (3.83%) which has been incorporated as a projected overspend in the outturn.</p> <p>In Year Risk status: Green Longer Term Risk Status: Red</p>		
1.17	<p><u>Transportation Costs</u></p> <p>Another identified risk were the costs of procuring the local public and school bus services. It is projected that additional costs of £0.675m will be incurred in 2017/18 as there are unlikely to be any mitigating factors to resolve this in the current financial year.</p> <p>In Year Risk status: Green Longer Term Risk Status: Red</p>		
1.18	<u>Social Care Fees</u>		

	<p>Within the 2017/18 budget it was agreed that the level of fee increases to the Independent Sector would be contained within the budget provided and that any remaining amount be set aside as a risk contingency to assist with managing the ongoing budget risks identified above. Negotiations have been concluded and the increase has been able to be met within the available resources.</p> <p>In Year Risk Status: Green Longer Term Risk Status: Red</p>
1.19	<p><u>Out of County Placements</u></p> <p>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 which at M4 is projecting an overspend of £0.625m. Legal and Social Service Managers will be making a compelling case for alternative care arrangements to placements at forthcoming court cases, to reduce the financial impact.</p> <p>In Year Risk Status: Green Longer Term Risk Status: Red</p>
1.20	<p>Other Tracked Risks</p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p> <p><u>Achievement of Planned In-Year Efficiencies</u></p> <p>The Council set a challenging target for the level of efficiencies to be achieved in year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. The 2017/18 budget contains £8.433m of specific efficiencies which are tracked and monitored. In recent years the level of efficiency achievement has averaged at around 85% though the council aspires to raise this to 95% in 2017/18 as reflected in the recent MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2017/18 shows that £7.171m (85%) of the efficiencies would be achieved which is lower than the target. There is a further risk that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2018/19 budget. Further details on the current status on efficiencies can be seen in Appendix 2 with the overall impact in relation to any impact for 2018/19 being reviewed as part of the ongoing work on the MTFS.</p> <p>In Year Risk status: Amber Longer Term Risk Status: Red</p>
1.21	<p><u>Inflation</u></p> <p>The 2017/18 budget includes Non Standard Inflation for Energy, Food and Fuel at 2% however this will need to be kept under review due to the volatility of markets which may be affected by global events and the impact of negotiations relating to Brexit. MTFS projection for Inflation for 2018/19</p>

	reflects an increasing pressure. In Year Risk status: Amber Longer Term Risk Status: Amber																																
1.22	<p><u>Income</u></p> <p>The Council is continuing to increase its Income from Fees and Charges and a new Income Strategy is due to go to Cabinet in the Autumn. A target of £0.500m was included in the 2016/17 budget of which so far £0.088m has been met leaving a balance of £0.412m to be found. Work is ongoing to revise existing charges where possible and to identify new opportunities for generating income, which will be kept under review throughout the year.</p> <p>In Year Risk Status: Red Longer Term Risk Status: Red</p>																																
1.23	<p>New Emerging Risks in 2017/18</p> <p>In addition to the known risks referred to above there are also a number of new risks emerging in-year which have been incorporated into the projected outturn and will also need carefully assessing for the potential impact on the 2018/19 budget.</p> <p>These new issues are being monitored as part of the ongoing review of the Councils financial position and are shown in the table below with the current M4 variances included as part of the overall position:</p> <table border="1"> <tr> <td>Council Tax Reduction Scheme (CTRS) – Reduction in demand</td> <td>(0.407)</td> </tr> <tr> <td>Council Tax Collection in year efficiency</td> <td>(0.153)</td> </tr> <tr> <td>Social Care Additional Funding in 17/18 – Estimated amount</td> <td>(0.595)</td> </tr> <tr> <td>Intermediate Care Fund (ICF) – Continuation of funding</td> <td>(0.500)</td> </tr> <tr> <td>Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review</td> <td>(0.288)</td> </tr> <tr> <td>Markets Income – Decline in levels of income</td> <td>0.050</td> </tr> <tr> <td>Gas Engine Income – Further decrease to level of income over and above pressure included in 2017/18 budget (£0.150m)</td> <td>0.200</td> </tr> <tr> <td>Planning Fee Income – In year shortfall due to pre consultation</td> <td>0.325</td> </tr> <tr> <td>Shared Specialist Plant – Previous year efficiency not achieved</td> <td>0.050</td> </tr> <tr> <td>Motor Insurance Premium Increase - In year increase not anticipated</td> <td>0.100</td> </tr> <tr> <td>Street Lighting increase in 2017/18 of 16%</td> <td>0.131</td> </tr> <tr> <td>County Hall Parking – Lower than anticipated efficiency on parking permits</td> <td>0.080</td> </tr> <tr> <td>Procurement Supplier Charging – Previous year efficiency not achievable</td> <td>0.116</td> </tr> <tr> <td>Environmental Health Officer temporary posts</td> <td>0.120</td> </tr> <tr> <td>Central and Corporate Support Service pressure offset by efficiency on Audit Fees</td> <td>0.107</td> </tr> <tr> <td>Total New Emerging Risks</td> <td>(0.664)</td> </tr> </table>	Council Tax Reduction Scheme (CTRS) – Reduction in demand	(0.407)	Council Tax Collection in year efficiency	(0.153)	Social Care Additional Funding in 17/18 – Estimated amount	(0.595)	Intermediate Care Fund (ICF) – Continuation of funding	(0.500)	Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review	(0.288)	Markets Income – Decline in levels of income	0.050	Gas Engine Income – Further decrease to level of income over and above pressure included in 2017/18 budget (£0.150m)	0.200	Planning Fee Income – In year shortfall due to pre consultation	0.325	Shared Specialist Plant – Previous year efficiency not achieved	0.050	Motor Insurance Premium Increase - In year increase not anticipated	0.100	Street Lighting increase in 2017/18 of 16%	0.131	County Hall Parking – Lower than anticipated efficiency on parking permits	0.080	Procurement Supplier Charging – Previous year efficiency not achievable	0.116	Environmental Health Officer temporary posts	0.120	Central and Corporate Support Service pressure offset by efficiency on Audit Fees	0.107	Total New Emerging Risks	(0.664)
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Shared Specialist Plant – Previous year efficiency not achieved	0.050																																
Motor Insurance Premium Increase - In year increase not anticipated	0.100																																
Street Lighting increase in 2017/18 of 16%	0.131																																
County Hall Parking – Lower than anticipated efficiency on parking permits	0.080																																
Procurement Supplier Charging – Previous year efficiency not achievable	0.116																																
Environmental Health Officer temporary posts	0.120																																
Central and Corporate Support Service pressure offset by efficiency on Audit Fees	0.107																																
Total New Emerging Risks	(0.664)																																

1.24	<p>Inflation</p> <p>Included within the 2017/18 budget are provision for pay (£0.915m), targeted price inflation (£0.313m), food (£0.051m), fuel (£0.033m) and Energy (£0.061m).</p>
1.25	<p>Portfolios have received their allocations for pay and price and there is a remaining balance of £0.014m which is included within the overall outturn figure.</p>
1.26	<p>No allocations have been made so far for non-standard inflation (NSI) in 2017/18. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports though at present it is anticipated that the allocation will be spent in full.</p>
1.27	<p>Reserves and Balances</p> <p><u>Un-earmarked Reserves</u></p> <p>The 2016/17 outturn reported to Cabinet on 18 July 2017 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £5.133m.</p>
1.28	<p>Taking into account the current projected overspend at Month 4 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £3.878m as detailed in appendix 3.</p>
1.29	<p>There is a request for approval of an allocation of £0.052m from the contingency reserve to provide financial support to meet in-year budget pressures anticipated for 2017-18 in respect of regional economic development structures and support for events as described in paragraphs 1.30 and 1.31.</p>
1.30	<p>The Council is a partner in two regional economic development structures; the North Wales Economic Ambition Board (NWEAB) and the Mersey Dee Alliance (MDA). Through both structures, the Council has been able to play a major role in creating a shared economic policy for the region and there are positive signs that significant Government investment in the area will be forthcoming as a result. The Council pays an annual contribution towards the costs of each of these bodies from the economic development budget but the scale of contribution is expected to increase for 2017/18 to a level beyond the ability of the service to absorb. It is proposed that the economic development service continues to pay £0.030m of the annual costs of supporting the NWEAB and MDA and that the remaining £0.022m is funded from the contingency reserve.</p>
1.31	<p>Historically the Council has supported county wide and town focussed events. Streetscene provides signage and waste management services to events at a cost to the Authority that, with tightening budgets, has become unsustainable. It is recommended that a corporate contribution is made to</p>

	the service of £0.030m to enable them to support major events in 2017/18.
1.32	<u>Earmarked Reserves</u> A summary of earmarked reserves as at 1 April 2017 and an estimate of projected balances as at the end of the financial year will be included in the month 5 report.
1.33	Housing Revenue Account The 2016/17 Outturn Report to Cabinet on 18 July 2017 showed an un-earmarked closing balance at the end of 2016/17 of £1.116m and a closing balance of earmarked reserves of £0.526m.
1.34	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.
1.35	The Month 4 monitoring for the HRA is projecting in year expenditure to be £0.026m lower than budget and a closing un earmarked balance as at 31 March 2018 of £1.090m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	There are three categories of risks which are covered in the main section of the report from paragraph 1.15 to 1.23.

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

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

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.
7.02	Council Fund: the fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year: the period of twelve months commencing on 1 April.
7.04	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.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	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.
7.07	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.
7.08	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.
7.09	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.
7.10	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.
7.11	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 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Social Services					
Older People					
Localities	16.727	15.903	(0.823)	Residential and Nursing Care shows a projected underspend of £0.349m, due to a decrease in service users, increase in free nursing income from Betsi Cadwaladr University Health Board (BCUHB) and additional property income. Domiciliary Care reflects a projected underspend of £0.206m based on existing service users. There is an underspend of £0.093m on Intake/First Contact of which £0.064m is due to part year vacancy savings from the Single Point of Access team. Locality Teams reflect an underspend of £0.165m due to short term vacancy savings. Minor variances £0.010m.	The level of projected underspends on some areas of this service have been critically reviewed and it is recommended that £0.300m is realigned to meet service pressures within other areas of the Adults Services budget as detailed within the report.
Reablement Services	0.469	0.376	(0.093)	Additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Community Equipment Contribution	0.503	0.393	(0.110)	Following implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners has resulted in a reduced level of contribution from FCC. From 2018/19 this saving has been earmarked for funding of some of the revenue costs of the new extra care facilities.	Future utilisation of the excess of budget to meet some of the revenue costs of the new extra care facilities.
Resources & Regulated Services	5.920	5.634	(0.286)	The main influences on the projected underspend are short term vacancy savings within provider home care services (£0.131m) and extra care schemes (£0.181m), due to recruitment and retention difficulties in the care sector. This underspend is partly offset by a pressure arising from the cessation of Supporting People grant allocation of £0.058m from the Councils overall allocation due to meeting the eligibility criteria. There is a further projected underspend of £0.034m on Residential Care due mainly to short term vacancy savings, with minor variances making up the balance of £0.002m.	Proposed realignment of £0.058m of budget to partly mitigate some of the pressure arising from the Supporting People grant income no longer being allocated.

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	0.234	0.232	(0.003)		
Disability Services					
Resources & Regulated Services	19.450	20.012	0.563	There are long standing and ongoing demand influenced pressures within the externally provided Supported Living services amounting to a total of £0.482m of the overall projected overspend. The next significant impact relates to Work Opportunities and Day Services which reflects a pressure of £0.169m, which is due partly to the delay in letting a new contract under an alternative delivery model (ADM) for these services. There is a projected underspend of £0.088m on externally purchased care on Physical Disabilities and Sensory Impairment (PDSI).	Proposed realignment of £0.242m of budget to address pressures within the supported group of services within Supported Living providing Domiciliary/Day care and direct payments
Disability Services	0.716	0.783	0.067	There is a pressure of £0.123m on the budget for school leavers in transition to adulthood which is offset by a projected underspend of £0.047m against the resource panel allocation for residential and domiciliary care. Minor variances £0.009m.	Continue to monitor and review

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Administrative Support	0.168	0.040	(0.128)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review
Transition & Disability Services	0.620	0.568	(0.052)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review
Minor Variances	0.072	0.072	0.000		
Mental Health Services					
Residential Placements	1.127	1.427	0.300	There is a long standing and ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Continue to monitor and review
Minor Variances	2.537	2.509	(0.028)		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Children's Services					
Family Placement	2.464	2.604	0.141	There is a long standing and ongoing pressure due to sustained demand influences beyond the level of the allocated budget.	Continue to monitor and review
Family Support	0.356	0.440	0.083	There are pay pressures due to a combination of new contractual arrangements having been implemented for sessional workers and a number of the staff working significant additional hours.	Continue to monitor and review
Professional Support	4.898	5.084	0.186	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	Continue to monitor and review
Out of County Placements	3.607	4.232	0.625	This pressure is a continuation of the experience in 2016/17, where there was a significant increase in the number of high cost placements which was partly influenced by interpretations of additional responsibilities under the Social Services and Well-being (Wales) Act 2014.	Continue to monitor and review
Minor Variances	1.330	1.294	(0.036)		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Development & Resources					
Charging Policy income	(2.641)	(2.756)	(0.115)	The projected underspend is due to surplus income which is mainly caused by the full year impact of changes to disregard rules on financial assessments which came into effect from August 2016	Continue to monitor and review
Safeguarding Unit	0.810	0.889	0.079	There are continued significant demand influenced pressures on this service particularly within Adults safeguarding due to a significant increase in the numbers of referrals and the ongoing impact of the Deprivation of Liberty Safeguarding (DoLS) assessments.	Continue to monitor and review
Good Health	0.896	0.837	(0.059)	The projected underspend is due to a number of short term vacancy savings	Continue to monitor and review
Minor Variances	2.681	2.686	0.005		
Total Social Services	62.945	63.259	0.314		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Community & Enterprise					
Customer And Housing Services	1.580	1.558	(0.021)	Minor variances.	Continue to monitor and review.
Council Fund Housing	(0.372)	(0.395)	(0.023)	Minor variances.	Continue to monitor and review.
Regeneration	0.412	0.459	0.047	Continuing shortfall of £0.050m in markets due to historical income targets which have increased in line with inflation and where charges have not increased at the same rate. Other minor variances (£0.003m).	Continue to monitor and review.
Revenues & Benefits	10.780	10.207	(0.573)	Underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.407m). Surplus on the Council Tax Collection Fund of (£0.153m). Other minor variances (£0.013m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.140	0.141	0.001	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	12.540	11.970	(0.570)		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation					
Ancillary Services & Performance					
Waste Collection	7.099	7.475	0.377	Adverse variance of £0.200m relating to lower than anticipated energy production at the Landfill sites and reduced electricity sales from reducing levels of gas extraction. Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%. Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.050m	Energy production income levels being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Board Efficiency Tracker Keep under review as part of MTFS Indicative reduction in ESD grant for 18/19 of 6.9% - £0.199m
Parking & Enforcement	(0.088)	(0.038)	0.050	Shortfall of income from Flint Car Parking £0.050m. Part year pressure against £0.100m target due to the town centre re-development being ongoing and impacting on the rollout of changes across the town.	Keep under review as part of MTFS Reported in Programme Board Efficiency Tracker
Other Minor Variances	0.795	0.796	0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<i>Highways Network</i>					
Highways Network	7.419	7.623	0.204	Due to ongoing discussions on Community Asset Transfers (CATs), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m has not yet been implemented. Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker. Continue to monitor street lighting energy prices.
<i>Transportation & Logistics</i>					
Logistics & Resource Services	4.488	4.656	0.167	Shared specialist plant with neighbouring Authorities has not materialised from 16/17 business planning proposal £0.050m. Increase in Fleet insurance premium for 17/18 £0.100m	Keep under review as part of MTFS
School Transport	4.722	5.107	0.385	Ongoing additional subsidy costs following re-procurement for covering various school transport routes following the previous operator going into liquidation £0.185m. The transport costs of additional pupils from John Summers High School to Connahs Quay £0.200m	No additional funding from WG due to Statutory provision requirements. Ongoing consideration will be required in the MTFS taking account of the cost for future years. Hoping to reduce cost through the Transportation retendering exercise currently ongoing.

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Transportation	1.615	2.310	0.695	Ongoing additional subsidy costs following re-procurement for covering various public transport routes following the previous operator going into liquidation £0.490m. The delay in introducing the Bus Subsidy efficiency in 17/18 £0.205m Bus Subsidy efficiency saving of £0.145m unlikely to be achieved in year. This is to be offset from any additional savings recognised from the School Transports re-procurement exercise if these come to fruition.	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker
Other Minor Variances	1.430	1.463	0.033		
Total Streetscene & Transportation	27.480	29.391	1.910		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment					
Business					
Pollution Control	0.479	0.574	0.096	An increase in prosecutions relating to unlicensed and unsafe residential properties has resulted in two temporary Environmental Health Officers being recruited to deal with this increase in demand.	Continue to monitor and review.
Minor Variances	1.087	1.081	(0.006)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Community					
Pest Control	0.004	0.040	0.035	Despite the fact that the service has seen an increase in referrals during 2016/17 and onwards into 2017/18, the income target is unlikely to be achieved, based on current projections.	Fees and charges have been subject to a review and Pest Control rates increased in line with an inflationary increase of 3%. Review the future of this service in Autumn 2017.
Minor Variances	0.898	0.873	(0.025)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
<i>Development</i>					
Development Management	(0.386)	(0.073)	0.314	The projected Planning Fee Income shortfall is currently £0.325m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast. The impact of the Welsh Government requirements for major developers to enter into pre consultation for a period of 28 days prior to submitting an application has delayed the submission of some high value applications which in turn will affect the Fee income received. This has resulted in a lesser volume of applications being submitted than previously predicted. The annual income target for Pre Application Fees has already been met by the end of the first quarter which is an indication of developer interest in sites which have not yet materialised into the start of the formal planning process and with it the application fee.	Monitor Planning Application Fee levels and Pre Application Fee levels and amend projection as required
Minor Variances	0.158	0.155	(0.003)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Access					
Greenfield Valley	0.326	0.275	(0.051)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.023	0.008		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Shared Services					
Minor Variances	0.177	0.177	(0.000)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Strategy					
Minor Variances	0.834	0.833	(0.001)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Management Strategy	0.340	0.476	0.136	Balance of Business Planning Efficiencies for Staffing	Efficiencies to be identified as part of the Service Review. Some vacancy savings will assist in achieving this on a temporary basis. Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Total Planning & Environment	4.932	5.436	0.503		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Education & Youth					
Inclusion & Progression	6.778	6.709	(0.069)	The underspend reflects the current level of Out of County placements. It is anticipated that the level of placements will increase during the year.	
Integrated Youth Provision	1.291	1.332	0.041	Minor variances	
School Improvement Systems	1.873	1.835	(0.038)	Minor variances	
Business Change & Support	0.400	0.390	(0.010)	Minor variances	
School Planning & Provision	0.592	0.592	0.000		
Total Education & Youth	10.934	10.858	(0.076)		
Schools	88.862	88.862	0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
People & Resources					
HR & OD	2.029	2.268	0.240	Overspend is due to partial achievement of business planning efficiency and loss of income contribution from Wrexham for Occupational Health Services.	
Corporate Finance	2.118	2.336	0.218	There is a potential in year shortfall on the Finance Modernisation efficiency at this stage of the year of £0.200m. This is due to the roll out of manager self serve and the operating model review taking longer than planned.	
Total People & Resources	4.147	4.604	0.457		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Governance					
Legal Services	0.688	0.724	0.037	Minor variances.	
Democratic Services	1.924	1.927	0.003	Minor variances.	
Internal Audit	0.443	0.443	0.000	No variance.	
Procurement	0.168	0.284	0.116	Overspend is due to conscious decision to no longer pursue supplier income for registration onto the payment portal.	
ICT	4.428	4.518	0.090	Overspend is mostly due to partial achievement of business planning efficiencies.	Continue to monitor and review. The unachieved efficiencies are expected to be achieved in full next financial year.
Total Governance	7.651	7.896	0.246		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1					
Public Libraries & Arts, Culture & Events	1.583	1.577	(0.006)	Minor variances.	Continue to monitor and review.
Museums	0.067	0.067	(0.000)	Minor variances.	Continue to monitor and review.
County Archives	0.286	0.286	0.000	Minor variances.	Continue to monitor and review.
Leisure	3.860	3.946	0.086	The establishment of Aura Leisure and Libraries is now set for 1st September. This has been delayed by 2 months due to a range of queries in 3 separate responses from the Financial Conduct Authority (FCA) in registering the company. Work with our legal advisors has shown that a number of these were not relevant and that the FCA should not have held up the application for this length of time. These issues are now resolved.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	Minor variances.	Continue to monitor and review.
Total Organisational Change 1	5.821	5.900	0.079		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 2					
Administrative Buildings	1.241	1.115	(0.126)	£0.126m estimated efficiencies resulting from the closure of phases 3 and 4 in County Hall.	
Agricultural Estates	(0.189)	(0.142)	0.046	Minor variances	
Property Holdings	0.015	0.021	0.006	Minor variances	
Property Asset And Development	0.446	0.388	(0.057)	£0.057m in year salary savings.	
CPM & Design Services	0.691	0.470	(0.221)	£0.139m projected additional fee income above target. £0.070m in year salary savings. Other minor variances £0.012m.	
Industrial Units	(1.153)	(0.982)	0.171	£0.171m as a result of unachieved rental income. This will be offset against office efficiencies.	
Minor Variances	1.238	1.230	(0.009)		
Total Organisational Change 2	2.288	2.100	(0.189)		
Chief Executive	2.940	2.824	(0.116)	There are one off vacancy savings for £0.059m. Specialists budgets for sustainable development, Your Community/Your Council and Public Relations are expected to underspend by £0.030m. Minor variances £0.026m.	

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	24.616	23.312	(1.303)	<p>Additional income generating activities, an underachievement of £0.412m, though work is continuing to identify areas of opportunity.</p> <p>Support Service recharge, has resulted in a shortfall of £0.234m due to a reduction in overall operating costs.</p> <p>Car parking permit income shortfall £0.080m.</p> <p>Reduced Audit fees, underspend of (£0.127m)</p> <p>Social Services, one off in year underspend of (£1.607m) held centrally to mitigate any in year overspends - (£0.512m) resulting from remaining pressure budgeted in 17/18 no longer required, (£0.500m) due to as funding was secured from the Regional Integrated Care Fund revenue grant allocation for a one off basis. An additional £0.595m of Welsh Government funding for Social Care recently confirmed.</p>	<p>Work is continuing to identify areas of opportunity to generate income. Keep under review as part of MTFS considerations</p> <p>Keep under review as part of MTFS considerations to assess 18/19 impact</p>

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
				Projected Pension fund variance (£0.288m) due to surplus of budget required for increase in contributions in 2017/18. Minor variances (£0.006m)	Keep under review in year to consider potential for mitigation of 18/19 pressure
Grand Total	255.156	256.412	1.256		

2017/18 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2017/18 £(m)	2017/18 £(m)	2017/18 £(m)
<u>People & Resources</u>			
Finance - Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies. Phased roll out of new finance model.	0.270	0.070	(0.200)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.148	0.052	(0.096)
DBS recharges	0.080	0.047	(0.033)
Total People & Resources	0.498	0.169	(0.329)
<u>Governance</u>			
ICT - Reduction in management, staff and non pay costs.	0.350	0.264	(0.086)
Total Governance	0.350	0.264	(0.086)
<u>Social Services</u>			
Develop a 'progression' model for Supported Living.	0.250	0.041	(0.209)
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.140	(0.110)
Total Social Services	0.500	0.181	(0.319)
<u>Organisational Change 1</u>			
Alternative Delivery Models	0.415	0.335	(0.080)
Total Organisational Change 1	0.435	0.355	(0.080)
<u>Streetscene & Transportation</u>			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.145	(0.205)
Total Streetscene & Transportation	0.450	0.145	(0.305)
<u>Planning & Environment</u>			
Staffing - management restructure.	0.125	0.062	(0.063)
Self financing for Public Protection Services.			
- Animal & Pest Control.			
- Licencing Charging.	0.030	0.000	(0.030)
Increase in planning fees (15% WG increase) and applications	0.015	0.000	(0.015)
Increase in number of planning applications	0.035	0.000	(0.035)
Total Planning & Environment	0.205	0.062	(0.143)
Total 2017/18 Budget Efficiencies		100	8.433
Total Projected 2017/18 Budget Efficiencies Underachieved		15	1.262
Total Projected 2017/18 Budget Efficiencies Achieved		85	7.171

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2017	10.953	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.184
Less – allocation from the Contingency Reserve to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM) agreed in 2016/17		(0.050)
Less – projected outturn overspend		(1.256)
Total Contingency Reserve as at 31st March 2018		3.878

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account					
Income	(33.598)	(33.558)	0.040	Minor Variance	
Capital Financing - Loan Charges	7.545	7.545	(0.000)	No variance	
Estate Management	1.633	1.656	0.023	Minor Variance	
Landlord Service Costs	1.318	1.314	(0.004)	Minor variance	
Repairs & Maintenance	9.929	9.754	(0.175)	A saving of £0.175m is anticipated on Repairs and Maintenance. £0.107m is savings on staff costs, £0.070m relates to subcontractor spend. The remaining £0.002m is minor variances.	
Management & Support Services	2.272	2.280	0.008	Minor variance	
Capital Expenditure From Revenue (CERA)	10.890	10.990	0.099	The variance of £0.099m is due 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 borrowing costs.	
HRA Projects	0.046	0.046		No variance	
Contribution To / (From) Reserves	(0.035)	(0.026)	0.009	Minor variance	
Total Housing Revenue Account		0.000	0.000		



CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Capital Programme Monitoring 2017/18 (Month 4)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report By	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2017/18 since it was set in February 2017 to the end of month 4 (July 2017).

The Capital Programme has seen a net increase of £9.659m during the period. This is comprised of:-

- Carry forward, as approved by Cabinet during 2016/17, of £3.589m;
- Additional ADM works of £1.964m;
- Confirmation of Local Transport Grant Allocation of £1.947m;
- Street Lighting works of £1.400m; and
- Other changes during the period of ££0.759m

Actual expenditure was £14.349m.

Whilst all funding for 2017/18 schemes is in place, there is still a shortfall in the total programme (2017/18 - 2019/20) of £0.566m. The options for funding this were kept flexible. Options included a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years that would be considered during 2017/18.

RECOMMENDATIONS

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the carry forward adjustments set out at 1.13.
(3)	Cabinet are requested to approve the additional allocation as set out at 1.15.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 4 CAPITAL PROGRAMME MONITORING POSITION- 2017/18																																																																											
	Background																																																																											
1.01	The Council approved a Housing Revenue Account (HRA) capital programme for 2017/18 of £27.744m and a Council Fund (CF) capital programme of £19.435m at its meeting of 14 th February, 2017.																																																																											
1.02	For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.																																																																											
	Changes since Budget approval																																																																											
1.03	Table 1 below sets out how the programme has changed during 2017/18. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-																																																																											
	<p>Table 1</p> <table border="1"> <thead> <tr> <th>REVISED PROGRAMME</th> <th>Original Budget 2017/18</th> <th>Carry Forward from 2016/17</th> <th>Changes - This Period</th> <th>Revised Budget 2017/18</th> </tr> <tr> <td></td> <td>£m</td> <td>£m</td> <td>£m</td> <td>£m</td> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0.100</td> <td>0</td> <td>0</td> <td>0.100</td> </tr> <tr> <td>People & Resources</td> <td>0.250</td> <td>0.153</td> <td>0</td> <td>0.403</td> </tr> <tr> <td>Governance</td> <td>0.620</td> <td>0.145</td> <td>0</td> <td>0.765</td> </tr> <tr> <td>Education & Youth</td> <td>7.792</td> <td>0.453</td> <td>0.612</td> <td>8.857</td> </tr> <tr> <td>Social Care</td> <td>2.145</td> <td>0</td> <td>0</td> <td>2.145</td> </tr> <tr> <td>Community & Enterprise</td> <td>5.044</td> <td>0</td> <td>0</td> <td>5.044</td> </tr> <tr> <td>Planning & Environment</td> <td>0</td> <td>1.011</td> <td>0</td> <td>1.058</td> </tr> <tr> <td>Transport & Streetscene</td> <td>2.110</td> <td>0.820</td> <td>3.347</td> <td>6.277</td> </tr> <tr> <td>Organisational Change 1</td> <td>0.524</td> <td>0</td> <td>2.064</td> <td>2.588</td> </tr> <tr> <td>Organisational Change 2</td> <td>0.850</td> <td>1.007</td> <td>0</td> <td>1.857</td> </tr> <tr> <td>Council Fund Total</td> <td>19.435</td> <td>3.589</td> <td>6.070</td> <td>29.094</td> </tr> <tr> <td>Housing Revenue Account Total</td> <td>27.744</td> <td>0.000</td> <td>0.000</td> <td>27.744</td> </tr> <tr> <td>Programme Total</td> <td>47.179</td> <td>3.589</td> <td>6.070</td> <td>56.838</td> </tr> </tbody> </table>	REVISED PROGRAMME	Original Budget 2017/18	Carry Forward from 2016/17	Changes - This Period	Revised Budget 2017/18		£m	£m	£m	£m	Chief Executives	0.100	0	0	0.100	People & Resources	0.250	0.153	0	0.403	Governance	0.620	0.145	0	0.765	Education & Youth	7.792	0.453	0.612	8.857	Social Care	2.145	0	0	2.145	Community & Enterprise	5.044	0	0	5.044	Planning & Environment	0	1.011	0	1.058	Transport & Streetscene	2.110	0.820	3.347	6.277	Organisational Change 1	0.524	0	2.064	2.588	Organisational Change 2	0.850	1.007	0	1.857	Council Fund Total	19.435	3.589	6.070	29.094	Housing Revenue Account Total	27.744	0.000	0.000	27.744	Programme Total	47.179	3.589	6.070	56.838
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1.04	<p>Carry Forward from 2016/17</p> <p>Carry forward sums from 2016/17 to 2017/18, totalling £3.589m (CF £3.589m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2016/17.</p>																																																															
1.05	<p>Changes during this period</p> <p>Changes during this period have resulted in a net increase in the programme total of £6.070m (CF £6.070m, HRA £0.000m). A summary of the changes, detailing major items, is shown in Table 2 below:-</p> <p>Table 2</p> <table border="1" data-bbox="391 638 1316 1724"> <thead> <tr> <th colspan="2" data-bbox="391 638 1165 728">CHANGES DURING THIS PERIOD</th> <th data-bbox="1165 638 1316 728">£m</th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="391 728 1165 817"><u>COUNCIL FUND</u></td> <td data-bbox="1165 728 1316 817"></td> </tr> <tr> <td colspan="2" data-bbox="391 817 1165 862">Increases</td> <td data-bbox="1165 817 1316 862"></td> </tr> <tr> <td data-bbox="391 862 1165 907">ADM - Additional work approved by Cabinet</td> <td data-bbox="1165 862 1316 907"></td> <td data-bbox="1165 862 1316 907">1.964</td> </tr> <tr> <td data-bbox="391 907 1165 952">Local Transport Grant - Confirmation of allocation</td> <td data-bbox="1165 907 1316 952"></td> <td data-bbox="1165 907 1316 952">1.947</td> </tr> <tr> <td data-bbox="391 952 1165 996">Street Lighting - Introduction of Salix Funding</td> <td data-bbox="1165 952 1316 996"></td> <td data-bbox="1165 952 1316 996">1.400</td> </tr> <tr> <td data-bbox="391 996 1165 1041">Schools modernisation - Connah's Quay HS Re-profiling of budget</td> <td data-bbox="1165 996 1316 1041"></td> <td data-bbox="1165 996 1316 1041">0.359</td> </tr> <tr> <td data-bbox="391 1041 1165 1086">Other Aggregate Increases</td> <td data-bbox="1165 1041 1316 1086"></td> <td data-bbox="1165 1041 1316 1086">0.400</td> </tr> <tr> <td data-bbox="391 1086 1165 1131"></td> <td data-bbox="1165 1086 1316 1131"></td> <td data-bbox="1165 1086 1316 1131">6.070</td> </tr> <tr> <td colspan="2" data-bbox="391 1131 1165 1176">Decreases</td> <td data-bbox="1165 1131 1316 1176"></td> </tr> <tr> <td data-bbox="391 1176 1165 1220">Other Aggregate Decreases</td> <td data-bbox="1165 1176 1316 1220"></td> <td data-bbox="1165 1176 1316 1220">0.000</td> </tr> <tr> <td data-bbox="391 1220 1165 1265"></td> <td data-bbox="1165 1220 1316 1265"></td> <td data-bbox="1165 1220 1316 1265">0.000</td> </tr> <tr> <td data-bbox="391 1265 1165 1310">Total</td> <td data-bbox="1165 1265 1316 1310"></td> <td data-bbox="1165 1265 1316 1310">6.070</td> </tr> <tr> <td colspan="2" data-bbox="391 1310 1165 1400"><u>HRA</u></td> <td data-bbox="1165 1310 1316 1400"></td> </tr> <tr> <td colspan="2" data-bbox="391 1400 1165 1444">Increases</td> <td data-bbox="1165 1400 1316 1444"></td> </tr> <tr> <td data-bbox="391 1444 1165 1489">Other Aggregate Increases</td> <td data-bbox="1165 1444 1316 1489"></td> <td data-bbox="1165 1444 1316 1489">0.000</td> </tr> <tr> <td data-bbox="391 1489 1165 1534"></td> <td data-bbox="1165 1489 1316 1534"></td> <td data-bbox="1165 1489 1316 1534">0.000</td> </tr> <tr> <td colspan="2" data-bbox="391 1534 1165 1579">Decreases</td> <td data-bbox="1165 1534 1316 1579"></td> </tr> <tr> <td data-bbox="391 1579 1165 1624">Other Aggregate Decreases</td> <td data-bbox="1165 1579 1316 1624"></td> <td data-bbox="1165 1579 1316 1624">0.000</td> </tr> <tr> <td data-bbox="391 1624 1165 1668"></td> <td data-bbox="1165 1624 1316 1668"></td> <td data-bbox="1165 1624 1316 1668">0.000</td> </tr> <tr> <td data-bbox="391 1668 1165 1724">Total</td> <td data-bbox="1165 1668 1316 1724"></td> <td data-bbox="1165 1668 1316 1724">0.000</td> </tr> </tbody> </table>	CHANGES DURING THIS PERIOD		£m	<u>COUNCIL FUND</u>			Increases			ADM - Additional work approved by Cabinet		1.964	Local Transport Grant - Confirmation of allocation		1.947	Street Lighting - Introduction of Salix Funding		1.400	Schools modernisation - Connah's Quay HS Re-profiling of budget		0.359	Other Aggregate Increases		0.400			6.070	Decreases			Other Aggregate Decreases		0.000			0.000	Total		6.070	<u>HRA</u>			Increases			Other Aggregate Increases		0.000			0.000	Decreases			Other Aggregate Decreases		0.000			0.000	Total		0.000
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1.06	<p>At its meeting on 18th July 2017, Cabinet approved additional expenditure on new health & fitness facilities and changing spaces at both Mold Leisure Centre and Jade Jones Pavilion in order to assist Aura Leisure & Libraries ADM in generating additional income. This is to be funded from Prudential Borrowing but offset by a reduction in the funding provided to Aura, resulting in a nil cost to the Council.</p>																																																															
1.07	<p>It is usual in the early part of the financial year to receive notification of</p>																																																															

funding allocations that were not available at budget setting time. This is the case with both the Local Transport Grant and Salix funding for Street Lighting.

1.08 As part of the overall funding for Band A schemes, budgets have been re-profiled to fund expenditure at Connah's Quay High School.

Capital Expenditure compared to Budget

1.09 Expenditure as at Month 4, across the whole of the capital programme was £14.349m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 25.25% of the budget has been spent (CF 13.77%, HRA 37.28%). Corresponding figures for Month 4 2016/17 were 30.05% (CF 35.50%, HRA 24.58%).

1.10 The table also shows an underspend (pending carry forward and other adjustments) of £2.156m on the Council Fund and an overspend of £3.219m on the HRA.

Table 3

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
Chief Executives	0.100	0	0.00	0.100	0
People & Resources	0.403	0	0.00	0.403	0
Governance	0.765	0	0.00	0.765	0
Education & Youth	8.857	1.617	18.26	8.857	0
Social Care	2.145	0.048	0.00	0.444	(1.701)
Community & Enterprise	5.044	0.957	18.97	5.044	0
Planning & Environment	1.058	0.126	11.87	0.508	(0.550)
Transport & Streetscene	6.277	0.775	12.34	6.372	0.095
Organisational Change 1	2.588	0.175	6.77	2.588	0
Organisational Change 2	1.857	0.309	16.64	1.857	0
Council Fund Total	29.094	4.006	13.77	26.938	(2.156)
Disabled Adaptations	1.030	0.198	19.22	1.030	0
Energy Schemes	0.500	0.141	28.20	0.500	0
Major Works	1.472	0.968	65.76	1.972	0.500
Accelerated Programmes	0.450	0.315	70.00	0.450	0
WHQS Improvements	16.588	7.168	43.21	16.088	(0.500)
SHARP Programme	7.704	1.553	20.16	10.923	3.219
Housing Revenue Account Total	27.744	10.343	37.28	30.963	3.219
Programme Total	56.838	14.349	25.25	57.901	1.063

1.11 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may

	be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2018/19 has been identified, this is also included in the narrative.																					
1.12	Although Table 3 appears to show an overspend of £3.219m for the SHARP programme, this is due to the re-profiling of expenditure and Prudential Borrowing from 2016/17 and therefore budget will be introduced to match this expenditure prior to the Month 6 Monitoring Report.																					
	Carry Forward into 2018/19																					
1.13	During the quarter carry forward of £2.330m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2018/19.																					
1.14	Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:- Table 4 <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: left;">CARRY FORWARD INTO 2018/19</th> <th style="text-align: center;">Month 4 £m</th> <th style="text-align: center;">Total £m</th> </tr> </thead> <tbody> <tr> <td>Social Care</td> <td style="text-align: center;">1.725</td> <td style="text-align: center;">1.725</td> </tr> <tr> <td>Planning & Environment</td> <td style="text-align: center;">0.550</td> <td style="text-align: center;">0.550</td> </tr> <tr> <td>Transport & Streetscene</td> <td style="text-align: center;">0.055</td> <td style="text-align: center;">0.055</td> </tr> <tr> <td>Council Fund</td> <td style="text-align: center;">2.330</td> <td style="text-align: center;">2.330</td> </tr> <tr> <td>Housing Revenue Account</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: center;">2.330</td> <td style="text-align: center;">2.330</td> </tr> </tbody> </table>	CARRY FORWARD INTO 2018/19	Month 4 £m	Total £m	Social Care	1.725	1.725	Planning & Environment	0.550	0.550	Transport & Streetscene	0.055	0.055	Council Fund	2.330	2.330	Housing Revenue Account	0.000	0.000	TOTAL	2.330	2.330
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Council Fund	2.330	2.330																				
Housing Revenue Account	0.000	0.000																				
TOTAL	2.330	2.330																				
	Additional Allocations																					
1.15	Due to a landslip on the B5101 in Frith, emergency repairs are required to allow the road to re-open. It is requested that £0.150m of the current headroom provision of £0.260m be allocated to fund this.																					
	Savings																					
1.16	No savings have been identified in the programme in this quarter.																					
	Funding of 2017/18 Approved Schemes																					

1.17 The position at Outturn is summarised in Table 5 below:-

Table 5

FUNDING OF APPROVED SCHEMES		
	£m	£m
Surplus from 2016/17	(4.688)	
Assumed in 2017/18 Budget	3.567	(1.121)
Increases		
Shortfall in Capital Programme	3.187	
		<u>3.187</u>
Decreases		
Actual In year receipts	(1.499)	
Savings		<u>(1.499)</u>
Funding - (Available)/Shortfall		0.566

1.18 The final outturn surplus from 2016/17 was £4.688m. Of this £3.567m was allocated to schemes in 2017/18 as part of the budget setting process.

In addition, schemes put forward for the years 2017/18 - 2019/20 showed a potential shortfall in funding of £3.187m.

The detail behind the above figures can be found in the report 'Council Fund Capital Programme 2017/18 - 2019/20' which was presented to Council on 14th February 2017.

Actual in year receipts as at Month 4 amount to £1.499m.

Whilst all funding for 2017/18 schemes is in place, taken as a whole this indicates that there is still a shortfall in the total programme (2017/18 - 2019/20) of £0.566m. The options for funding this were kept flexible. Options included a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years that would be considered during 2017/18. This will continue to be closely monitored and updates brought in future monitoring reports.

2.00	RESOURCE IMPLICATIONS
2.01	Financial implications - As set out in the body of the report.
2.02	Personnel implications - None directly as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT

3.01	No consultation is required as a direct result of this report.
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4.00	RISK MANAGEMENT
4.01	At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding.

5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2017/18
5.02	Appendix B: Variances

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Capital Programme monitoring papers 2017/18. Contact Officer: Andrew Elford Accountant Telephone: 01352 702291 E-Mail: andrew.elford@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Budget Re-profiling: Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipts: Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p>Carry Forward: Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually</p>

committed expenditure.

CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.

Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.

Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.

Non-current Asset: A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.

Target Hardening: Measures taken to prevent unauthorised access to Council sites.

Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing - Each year Welsh Government provide Councils with a Supported Borrowing allocation. Councils borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.

Unsupported (Prudential) Borrowing: Borrowing administered under the Prudential Code, whereby Authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows Authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.

APPENDIX A

CAPITAL PROGRAMME - CHANGES DURING 2017/18

	Original Budget 2017/18	Carry Forward from 2016/17	Previously Reported			Changes (Current)	Revised Budget 2017/18
			Changes	Carry Forward to 2018/19	Savings		
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
Chief Executives							
Clwyd Theatr Cymru	0.100	0	0	0	0	0	0.100
	0.100	0.000	0.000	0.000	0.000	0.000	0.100
People & Resources							
Headroom	0.250	0.010	0	0	0	0	0.260
Corporate Finance - H & S	0.000	0.143	0	0	0	0	0.143
	0.250	0.153	0.000	0.000	0.000	0.000	0.403
Governance							
Information Technology	0.620	0.145	0	0	0	0	0.765
	0.620	0.145	0.000	0.000	0.000	0.000	0.765
Education & Youth							
Education - General	0.250	0.032	0	0	0	(0.228)	0.054
Primary Schools	1.173	0.077	0	0	0	(0.573)	0.677
Schools Modernisation	5.952	0.072	0	0	0	0.359	6.383
Secondary Schools	0.417	0.027	0	0	0	0.754	1.198
Special Education	0.000	0.245	0	0	0	0.300	0.545
Minor Works, Furn & Equip	0	0	0	0	0	0	0.000
	7.792	0.453	0.000	0.000	0.000	0.612	8.857
Social Care							
Partnerships & Performance	0	0	0	0	0	0	0
Learning Disability	2.045	0	0	0	0	0	2.045
Children's Services	0.100	0	0	0	0	0	0.100
	2.145	0.000	0.000	0.000	0.000	0.000	2.145
Community & Enterprise							
Town Centre Regeneration	0	0	0	0	0	0.120	0.120
Vibrant & Viable Places	0	0	0	0	0	0	0.000
Affordable Housing	3.548	0	0	0	0	0	3.548
Private Sector Renewal/Improv't	1.496	0	0	0	0	(0.120)	1.376
	5.044	0.000	0.000	0.000	0.000	0.000	5.044
Planning & Environment							
Closed Landfill Sites	0	0.250	0	0	0	0	0.250
Engineering	0	0.631	0	0	0	0	0.631
Energy Services	0	0	0	0	0	0.037	0.037
Rights of Way	0	0	0	0	0	0.010	0.010
Planning Grant Schemes	0	0	0	0	0	0	0.000
Ranger Services	0	0	0	0	0	0	0.000
Townscape Heritage Initiatives	0	0.130	0	0	0	0	0.130
	0.000	1.011	0.000	0.000	0.000	0.047	1.058

CAPITAL PROGRAMME - CHANGES DURING 2017/18

	Original Budget 2017/18	Carry Forward from 2016/17	Previously Reported			Changes (Current)	Revised Budget 2017/18
			Changes	Carry Forward to 2018/19	Savings		
	£m	£m	£m	£m	£m	£m	£m
Transport & Streetscene							
Waste Services	0	0	0	0	0	0	0.000
Waste - CCP Grant	1.000	0	0	0	0	0	1.000
Engineering	0	0	0	0	0	0	0.000
Highways	1.110	0.448	0	0	0	1.400	2.958
Local Transport Grant	0	0	0	0	0	1.947	1.947
Solar Farms	0	0.372	0	0	0	0	0.372
	2.110	0.820	0.000	0.000	0.000	3.347	6.277
Organisational Change 1							
Leisure Centres	0.404	0	0	0	0	1.964	2.368
Recreation - Other	0	0	0	0	0	0	0.000
Play Areas	0	0	0	0	0	0.100	0.100
Libraries	0.120	0	0	0	0	0	0.120
	0.524	0.000	0.000	0.000	0.000	2.064	2.588
Organisational Change 2							
Administrative Buildings	0.600	0.302	0	0	0	0	0.902
Community Asset Transfers	0.250	0.705	0	0	0	0	0.955
	0.850	1.007	0.000	0.000	0.000	0.000	1.857
Housing Revenue Account :							
Disabled Adaptations	1.030	0	0	0	0	0	1.030
Energy Schemes	0.500	0	0	0	0	0	0.500
Major Works	1.472	0	0	0	0	0	1.472
Accelerated Programmes	0.450	0	0	0	0	0	0.450
WHQS Improvements	16.588	0	0	0	0	0	16.588
SHARP Programme	7.704	0	0	0	0	0	7.704
	27.744	0.000	0.000	0.000	0.000	0.000	27.744
Totals :							
Council Fund	19.435	3.589	0	0	0	6.070	29.094
Housing Revenue Account	27.744	0	0	0	0	0	27.744
Grand Total	47.179	3.589	0.000	0.000	0.000	6.070	56.838

CHIEF EXECUTIVES

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Clwyd Theatr Cymru	0.100	0.000	0.100	0.000	0	0			
Total	0.100	0.000	0.100	0.000	0	0.000			

PEOPLE & RESOURCES

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Corporate Finance - Health & Safety	0.143	0	0.143	0.000	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Headroom	0.260	0	0.260	0.000	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Total	0.403	0.000	0.403	0.000	0	0.000			

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	0.765	0.000	0.765	0.000	0	0			
Total	0.765	0.000	0.765	0.000	0	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.054	0.004	0.054	0	0	0			
Primary Schools	0.677	0.324	0.677	0	0	0			
Schools Modernisation	6.383	0.749	6.383	0	0	0			
Community Youth Clubs	0	0.000	0	0		0			
Secondary Schools	1.198	0.511	1.198	0	0	0			
Special Education	0.545	0.029	0.545	0	0	0			
Minor Works, Furn & Equip	0.000	0.000	0.000	0		0			
Total	8.857	1.617	8.857	0.000	0	0.000			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Partnerships & Performance	0	0.023	0.024	0.024		0	Residual expenditure re Intermediate Care Fund	Funding to be introduced from balance of grant monies	
Learning Disability	2.045	0	0.320	(1.725)	(84)	0	Carry Forward - Specific site detail is still being assessed following the feasibility study which will lead to a delay in the construction phase.	Request approval to move funding of £1.725m to 2018/19	
Children's Services	0.100	0.025	0.100	0.000	0	0			
Total	2.145	0.048	0.444	(1.701)	0	0.000			

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Town Centre Regeneration	0.120	0.091	0.120	0.000	0	0			
Vibrant & Viable Places	0.000	(0.051)	0.000	0.000		0			
Affordable Housing	3.548	0	3.548	0.000	0	0			
Private Sector Renewal/Improvement	1.376	0.917	1.376	0.000	0	0			
Total	5.044	0.957	5.044	0.000	0	0.000			

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0	0.000	(0.250)	(100)	0	Carry Forward - Expenditure on remedial actions to be determined following extensive monitoring and in accordance with NRW regulations	Request approval to move funding of £0.250m to 2018/19	Allocation secured for works on Contaminated Land as per the Landfill Sites Action Plan
Engineering	0.631	0.019	0.331	(0.300)	(48)	0	Carry Forward - Welsh LA's have been requested to prepare 5 year Capital Programmes to fit within the WG pipeline programme of Flood & Coastal Erosion Risk Management (FCERM) works. The submission deadline has been rescheduled to October. This in turn has delayed a number of FCC projects as they are now being considered within a longer timetable. The allocation for Flour Mill of £0.289m is scheduled for completion by 31 March, 2018	Request approval to move funding of £0.300m to 2018/19. This funding will be held pending the confirmation of future WG funding	Continue to develop 5 year Capital Programme. Deliver specific on going projects to completion by the targeted deadline of 31st March, 2018.
Energy Services	0.037	0.034	0.037	0	0	0			
Rights of Way	0.010	0.006	0.010	0	0	0			
Planning Grant Schemes	0	0	0	0		0			
Ranger Services	0	0	0	0		0			
Townscape Heritage Initiatives	0.130	0.066	0.130	0	0	0			
Total	1.058	0.126	0.508	(0.550)	(52)	0.000			

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Waste Services - Collaborative Change Programme (CCP)	1.000	0.156	1.000	0.000	0	0			
Waste Services - Other	0.000	0.000	0.000	0		0			
Engineering	0.000	0.000	0.000	0.000		0			
Highways	2.958	0.629	3.108	0.150	5	0	Landslide on the main road in Ffrith. Road is currently closed and emergency works required	Bid for additional resources to be submitted	
Local Transport Grant	1.947	(0.011)	1.947	0.000	0	0			
Solar Farms	0.372	0.000	0.317	(0.055)	(15)		Carry Forward - Retention payment due 2018/19	Request approval to move funding of £0.055m to 2018/19	
Total	6.277	0.775	6.372	0.095	2	0.000			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	2.368	0.073	2.368	0.000	0	0			
Recreation - Other	0.000	0.000	0.000	0.000		0			
Play Areas	0.100	0.103	0.100	0.000	0	0		S106 and match funding to be drawn down as schemes develop	
Libraries	0.120	0.000	0.120	0.000	0	0			
Total	2.588	0.175	2.588	0.000	0	0.000			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	0.902	0.166	0.902	0.000	0	0			
Community Asset Transfers	0.955	0.143	0.955	0.000	0	0		Expenditure is incurred as and when schemes are signed off	Any unspent allocation will be the subject of a carry forward request at outturn
Total	1.857	0.309	1.857	0.000	0	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	1.030	0.198	1.030	0.000	0	0			
Energy Services	0.500	0.141	0.500	0.000	0	0			
Major Works	1.472	0.968	1.972	0.500	34	0	Potential overspend on voids to be met elsewhere within the programme		
Accelerated Programmes	0.450	0.315	0.450	0.000	0	0			
WHQS Improvements	16.588	7.168	16.088	(0.500)	(3)		Underspend to fund overspend on voids within Major Works		
SHARP	7.704	1.553	10.923	3.219	42	0	Slippage from Batch 2 (2016/17) resulting in increased expenditure in 2017/18	Further HRA Prudential borrowing will fund the variance. Budget will be introduced to match this expenditure	
Total	27.744	10.342	30.963	3.219	12	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2017/18 - Month 4

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Chief Executive's	0.100	0.000	0.100	0	0	0			
People & Resources	0.403	0	0.403	0	0	0			
Governance	0.765	0.000	0.765	0	0	0			
Education & Youth	8.857	1.617	8.857	0	0	0			
Social Care	2.145	0	0.444	(1.701)	(79)	0			
Community & Enterprise	5.044	0.957	5.044	0	0	0			
Planning & Environment	1.058	0.126	0.508	(0.550)	(52)	0			
Transport & Streetscene	6.277	0.775	6.372	0.095	2	0			
Organisational Change 1	2.588	0.175	2.588	0	0	0			
Organisational Change 2	1.857	0.309	1.857	0	0	0			
Sub Total - Council Fund	29.094	4.006	26.938	(2.156)	(7)	0.000			
Housing Revenue Account	27.744	10.342	30.963	3.219	12	0			
Total	56.838	14.349	57.901	1.063	2	0.000			

Variance = Budget v Projected Outturn

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CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Treasury Management Annual Report 2016/17
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report presents the draft Treasury Management Annual Report 2016/17 for recommendation to Council for adoption.

RECOMMENDATIONS

1	Cabinet approves and recommends to Council the Annual Treasury Management Report for 2016/17.
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REPORT DETAILS

1.00	EXPLAINING THE ANNUAL REPORT
1.01	On 16 th February 2016, the Council approved the Treasury Management Investment Strategy 2016/17, following the recommendation of the Cabinet and consideration by the Audit Committee.
1.02	The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for execution and administration of treasury management decisions to the Corporate Finance Manager, who acts in accordance with the Council's Treasury Management Policy Statement, Strategy and Practices.
1.03	The Council has nominated Audit Committee to be responsible for ensuring effective scrutiny of Treasury Management Strategy and Policies.
	<u>Considerations</u>
1.04	The draft Annual Treasury Management Report 2016/17 is attached as Appendix 1. As required by the Council's Financial Procedure Rules, this Annual Report was reviewed by Audit Committee on 19 th July 2017 and will also be reported to Council on 27 th September 2017.
	<u>Summary of Key Points</u>
1.05	<p>2016/17 was an extraordinary year politically, with 'Brexit' and the outcome of the US elections. This political uncertainty has contributed to significant market volatility. The Bank of England's Monetary Policy Committee (MPC) judged the repercussions to be sufficiently severe to prompt a cut in the Bank Rate to 0.25% in August, in addition to further measures. Section 2 of the report provides a full economic and interest rate review of 2016/17.</p> <p>The cut to the Bank Rate contributed to the low level of interest the Council was able to generate on its investments, with an average return of 0.43%. Section 4 provides further details of the Council's investment activity during the year.</p>
1.06	No new long term borrowing was undertaken in 2016/17, but the Council did, as expected, start to borrow in the short term. Section 3 provides more information on borrowing and debt management during the year.
1.07	Debt rescheduling opportunities were considered in detail by officers and the Council's Treasury Management advisors. A sample of PWLB loans were considered for rescheduling with the results reported to the Audit Committee on 15 th March 2017. The results indicated it was not prudent to reschedule any PWLB debt. This situation will remain to be kept under continual review.
1.08	The first £3.4m of the loan to NEW Homes was drawn down during the year, as detailed in paragraph 3.09 of the annual report.

1.09	The treasury function operated within the limits detailed in the Treasury Management Strategy 2016/17.
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2.00	RESOURCE IMPLICATIONS
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2.01	Financial implications are addressed in the report; no other resource implications directly as a result of this report.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	Arlingclose Ltd, being the Council's treasury management advisors.
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4.00	RISK MANAGEMENT
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4.01	Risk Management directly addressed within the report and appendices including identification of risks and measures to mitigate likelihood and impact of risks identified.
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5.00	APPENDICES
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5.01	Draft Treasury Management Annual Report 2016/17.
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Contact Officer: Liz Thomas – Technical Finance Manager Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	<p>Authorised Limit: A statutory limit that sets the maximum level of external debt for the Council.</p> <p>Balances and Reserves: Accumulated sums that are held, either for specific future costs or commitments (known as earmarked) or generally held to meet unforeseen or emergency expenditure.</p> <p>Bank Rate: The official interest rate set by the Bank of England's Monetary Policy Committee and what is generally termed at the "base rate".</p> <p>Basis Point: A unit of measure used in finance to describe the percentage change in the value or rate of a financial instrument. One basis point is equivalent to 0.01% (1/100th of a percent). In most cases, it refers to</p>
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changes in interest rates and bond yields. For example, if interest rates rise by 25 basis points, it means that rates have risen by 0.25% percentage points.

Bond: A certificate of debt issued by a company, government, or other institution. The bond holder receives interest at a rate stated at the time of issue of the bond. The price of a bond may vary during its life.

Capital Expenditure: Expenditure on the acquisition, creation or enhancement of capital assets.

Capital Financing Requirement (CFR): The Council's underlying need to borrow for capital purposes representing the cumulative capital expenditure of the local authority that has not been financed.

Certificates of Deposits (CD's): A savings certificate entitling the bearer to receive interest. A CD bears a maturity date, a specified fixed interest rate and can be issued in any denomination. CDs are generally issued by commercial banks. The term of a CD generally ranges from one month to five years.

Cost of Carry: The "cost of carry" is the difference between what is paid to borrow compared to the interest which could be earned. For example, if one takes out borrowing at 5% and invests the money at 1.5%, there is a cost of carry of 3.5%.

Consumer Price Index (CPI): The UK's main measure of inflation (along with Retail Price Index or 'RPI') The Monetary Policy Committee of the Bank of England set the Bank Rate in order to try and keep CPI at or close to the target set by the Government. The calculation of CPI includes many items of normal household expenditure but excludes some items such as mortgage interest payments and Council Tax.

Credit Rating: Formal opinion by a registered rating agency of a counterparty's future ability to meet its financial liabilities; these are opinions only and not guarantees.

Corporate Bonds: Corporate bonds are bonds issued by companies. The term is often used to cover all bonds other than those issued by governments in their own currencies and includes issues by companies, supranational organisations and government agencies.

Counterparty List: List of approved financial institutions with which the Council can place investments.

Debt Management Office (DMO): The DMO is an Executive Agency of Her Majesty's Treasury and provides direct access for local authorities into a government deposit facility known as the Debt Management Account Deposit Facility (DMADF). All deposits are guaranteed by HM Government and therefore have the equivalent of a sovereign credit rating.

Federal Reserve: The US central bank, the equivalent of the Bank of England. (Often referred to as "the Fed").

Financial Instruments: Financial instruments are tradable assets of any kind. They can be cash, evidence of an ownership interest in an entity, or a contractual right to receive or deliver cash or another financial instrument

Gilts: Gilts are bonds issued by the UK Government. They take their name from 'gilt-edged'. They are deemed to be very secure as the investor expects to receive the full face value of the bond to be repaid on maturity.

LIBID: The London Interbank Bid Rate (LIBID) is the rate bid by banks on Eurocurrency deposits (i.e. the rate at which a bank is willing to borrow from other banks).

LIBOR: The London Interbank Offered Rate (LIBOR) is the rate of interest that banks charge to lend money to each other. The British Bankers' Association (BBA) work with a small group of large banks to set the LIBOR rate each day. The wholesale markets allow banks who need money to borrow from those with surplus amounts. The banks with surplus amounts of money are keen to lend so that they can generate interest which it would not otherwise receive.

LOBO: Stands for Lender Option Borrower Option. The underlying loan facility is typically very long-term - for example 40 to 60 years - and the interest rate is fixed. However, in the LOBO facility the lender has the option to call on the facilities at pre-determined future dates. On these call dates, the lender can propose or impose a new fixed rate for the remaining term of the facility and the borrower has the 'option' to either accept the new imposed fixed rate or repay the loan facility.

IFRS: International Financial Reporting Standards.

Maturity: The date when an investment or borrowing is repaid.

Maturity Structure / Profile: A table or graph showing the amount (or percentage) of debt or investments maturing over a time period.

Monetary Policy Committee (MPC): Government Body that sets the Bank Rate. Its primary target is to keep inflation within 1% of a central target of 2%. Its secondary target is to support the Government in maintaining high and stable levels of growth and employment.

Money Market Funds (MMF): Pooled funds which invest in a range of short term assets providing high credit quality and high liquidity.

Minimum Revenue Provision (MRP): An annual provision that the Council is statutorily required to set aside and charge to the Revenue Account for the repayment of debt associated with expenditure incurred on capital assets.

Non-Specified Investment: Investments which fall outside the WG Guidance for Specified investments (below).

Operational Boundary: This linked directly to the Council's estimates of the CFR and estimates of other day to day cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting

the most likely prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

Premiums and Discounts: In the context of local authority borrowing,
(a) the premium is the penalty arising when a loan is redeemed prior to its maturity date and
(b) the discount is the gain arising when a loan is redeemed prior to its maturity date.

Prudential Code: Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice.

Prudential Indicators: Indicators determined by the local authority to define its capital expenditure and asset management framework. They are designed to support and record local decision making in a manner that is publicly accountable; they are not intended to be comparative performance indicators

Public Works Loans Board (PWLB): The PWLB is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. The PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Quantitative Easing (QE): In relation to the UK, it is the process used by the Bank of England to directly increase the quantity of money in the economy. It does not involve printing more banknotes. Instead, the Bank buys assets from private sector institutions – that could be insurance companies, pension funds, banks or non-financial firms – and credits the seller's bank account. So the seller has more money in their bank account, while their bank holds a corresponding claim against the Bank of England (known as reserves). The end result is more money out in the wider economy.

Revenue Expenditure: Expenditure to meet the continuing cost of delivery of services including salaries and wages, the purchase of materials and capital financing charges.

Retail Price Index (RPI): A monthly index demonstrating the movement in the cost of living as it tracks the prices of goods and services including mortgage interest and rent.

Term Deposits: Deposits of cash with terms attached relating to maturity and rate of return (Interest).

Specified Investments: Term used in the Welsh Assembly Guidance for Local Authority Investments. Investments that offer high security and high liquidity, in sterling and for no more than one year. UK government, local authorities and bodies that have a high credit rating.

Supported Borrowing: Borrowing for which the costs are supported by the government or third party.

Supranational Bonds: Instruments issued by supranational organisations created by governments through international treaties (often called multilateral development banks). The bonds carry an AAA rating in their own right. Examples of supranational organisations are the European Investment Bank, the International Bank for Reconstruction and Development.

Treasury Bills (T-Bills): Treasury Bills are short term Government debt instruments and, just like temporary loans used by local authorities, are a means to manage cash flow. They are issued by the Debt Management Office and are an eligible sovereign instrument, meaning that they have an AAA-rating.

Treasury Management Code: CIPFA's Code of Practice for Treasury Management in the Public Services, initially brought in 2003, subsequently updated in 2009 and 2011.

Treasury Management Practices (TMP): Treasury Management Practices set out the manner in which the Council will seek to achieve its policies and objectives and prescribe how it will manage and control these activities.

Temporary Borrowing: Borrowing to cover peaks and troughs of cash flow, not to fund capital spending.

Unsupported Borrowing: Borrowing which is self-financed by the local authority. This is also sometimes referred to as Prudential Borrowing.

Yield: The measure of the return on an investment instrument.

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FLINTSHIRE COUNTY COUNCIL

TREASURY MANAGEMENT

ANNUAL REPORT 2016/17

1.00 INTRODUCTION

- 1.01 The Council approved the Treasury Management Strategy (Strategy) 2016/17 including key indicators, limits and an annual investment strategy on 16th February 2016.
- 1.02 The Strategy was produced based on the 2011 edition of the CIPFA Treasury Management in the Public Services: Code of Practice.
- 1.03 The purpose of this report is to review the outcomes from 2016/17 treasury management operations and compare with the Strategy.
- 1.04 Treasury management comprises the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

2.00 ECONOMIC & INTEREST RATE REVIEW 2016/17

Provided by Arlingclose Ltd the Council's Treasury Management advisors.

Economic background: Politically, 2016/17 was an extraordinary twelve month period which defied expectations when the UK voted to leave the European Union and Donald Trump was elected the 45th President of the USA. Uncertainty over the outcome of the US presidential election, the UK's future relationship with the EU and the slowdown witnessed in the Chinese economy in early 2016 all resulted in significant market volatility during the year. Article 50 of the Lisbon Treaty, which sets in motion the 2-year exit period from the EU, was triggered on 29th March 2017.

UK inflation had been subdued in the first half of 2016 as a consequence of weak global price pressures, past movements in sterling and restrained domestic price growth. However the sharp fall in the Sterling exchange rate following the referendum had an impact on import prices which, together with rising energy prices, resulted in CPI rising from 0.3% year/year in April 2016 to 2.3% year/year in March 2017.

In addition to the political fallout, the referendum's outcome also prompted a decline in household, business and investor sentiment. The repercussions on economic growth were judged by the Bank of England to be sufficiently severe to prompt its Monetary Policy Committee (MPC) to cut the Bank Rate to 0.25% in August and embark on further gilt and corporate bond purchases as well as provide cheap funding for banks via the Term Funding Scheme to maintain the supply of credit to the economy.

Despite growth forecasts being downgraded, economic activity was fairly buoyant and GDP grew 0.6%, 0.5% and 0.7% in the second, third and fourth calendar quarters of 2016. The labour market also proved resilient, with the International Labour Organisation (ILO) unemployment rate dropping to 4.7% in February, its lowest level in 11 years.

Following a strengthening labour market, in moves that were largely anticipated, the US Federal Reserve increased rates at its meetings in December 2016 and March 2017, taking the target range for official interest rates to between 0.75% and 1.00%.

Financial markets: Following the referendum result, gilt yields fell sharply across the maturity spectrum on the view that Bank Rate would remain extremely low for the foreseeable future. After September there was a reversal in longer-dated gilt yields which moved higher, largely due to the MPC revising its earlier forecast that Bank Rate would be dropping to near 0% by the end of 2016. The yield on the 10-year gilt rose from 0.75% at the end of September to 1.24% at the end of December, almost back at pre-referendum levels of 1.37% on 23rd June. 20- and 50-year gilt yields also rose in Q3 2017 to 1.76% and 1.70% respectively, however in Q4 yields remained flat at around 1.62% and 1.58% respectively.

After recovering from an initial sharp drop in Q2, equity markets rallied, although displaying some volatility at the beginning of November following the US presidential election result. The FTSE-100 and FTSE All Share indices closed at 7342 and 3996 respectively on 31st March, both up 18% over the year. Commercial property values fell around 5% after the referendum, but had mostly recovered by the end of March.

Money market rates for overnight and one week periods remained low since Bank Rate was cut in August. 1- and 3-month LIBID rates averaged 0.36% and 0.47% respectively during 2016-17. Rates for 6- and 12-months increased between August and November, only to gradually fall back to August levels in March, they averaged 0.6% and 0.79% respectively during 2016-17.

3.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT

3.01 PWLB (Public Works Loans Board) Certainty Rate

The Council again qualified for the PWLB Certainty Rate, allowing the authority to borrow at a reduction of 20 basis points on the Standard Rate.

3.02 Borrowing Activity in 2016/17.

The total long term borrowing outstanding, brought forward into 2016/17 totalled £251.3 million. Loans with the Public Works Loans Board were in the form of fixed rate (£222.4m) and variable rate (£10m). The remaining £18.95m was variable in the form of LOBO's (Lender's Option, Borrower's Option). The Council's average borrowing rate throughout the year was 5.02%.

	Balance 01/04/2016 £m	Debt Maturing £m	New Debt £m	Balance 31/03/2017 £m
Capital Financing Requirement	280.3	6.2	31.2	305.3
Short Term Borrowing	0.00	0.00	10.00	10.00
Long Term Borrowing	251.3	0.00	0.00	251.3
TOTAL BORROWING	251.3	0.00	10.00	261.3
Other Long Term Liabilities	6.5	0.5	0.00	6.0
TOTAL EXTERNAL DEBT	257.8	0.5	10.00	267.3
Increase/(Decrease in Borrowing (£m))	-	-	9.5	

3.03 The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) as at 31st March 2017 was £305.3m. The Council's total external debt was £267.3m.

3.04 Loans at Variable Rates

The Council has £10m of PWLB variable rate loans, at an average rate of 0.55% which mitigate the impact of changes in variable rates on the Authority's overall treasury portfolio (the Authority's investments are deemed to be variable rate investments due to their short-term nature). This strategic exposure to variable interest rates will be regularly reviewed and, if appropriate, reduced by switching into fixed rate loans.

3.05 Internal Borrowing

Given the significant cuts to local government funding putting pressure on Council finances, the strategy followed was to minimise debt interest payments without compromising the longer-term stability of the portfolio. The differential between the cost of new longer-term debt and the return generated on the Council's temporary

investment returns was significant at around 1.92%. The use of internal resources in lieu of borrowing was judged to be the most cost effective means of funding £31.2m of capital expenditure incurred during the year for the majority of the financial year. This, for the time being, lowered overall treasury risk by reducing both external debt and temporary investments. However, the position was not sustainable for the whole year and the Council had always expected it would need to borrow for capital purposes from 2017/18 onwards.

3.06 Short Term Borrowing

Towards the end of the financial year, short term borrowing was undertaken as necessary in accordance with the 2016/17 borrowing strategy. The total short term (temporary) borrowing as at 31st March 2017 was £10m with an average rate of 0.4%.

3.07 Lender's Option Borrower's Option Loans (LOBOs)

The Authority holds £18.95m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS had options during the year, none of which were exercised by the lender.

3.08 Debt Rescheduling

Debt rescheduling opportunities were considered in detail by officers in conjunction with the Council's Treasury Management advisors. A sample of PWLB loans were considered for rescheduling with the results reported to the Audit Committee on 15th March 2017. The results indicated it was not prudent to reschedule any PWLB debt. No rescheduling activity was undertaken as a consequence.

However, The Chief Finance Officer, along with the Council's Treasury Management Advisors, keeps under review any opportunities which may arise for restructuring the Council's debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).

3.09 Loan to NEW Homes

In May 2016 Cabinet approved a loan to the Council's wholly owned company, NEW Homes Ltd, to build 62 homes on The Walks site in Flint for rent at affordable levels. To enable the funding of this loan, Council approved an increase in the Council's borrowing limit in June 2016.

The first £3.4m of this loan was drawn down on 31st March 2017 and was funded

by short term borrowing at 31st March 2017.

The loan to NEW Homes does not meet the definition of an investment and is not therefore included in the Council's investment figures below. It is classed as capital expenditure.

4.00 INVESTMENT ACTIVITY

4.01 The Welsh Government's Investment Guidance gives priority to security and liquidity and the Authority's aim is to achieve a yield commensurate with these principles.

4.02 Investment Activity in 2016/17

Summary of investments as at 31st March 2017.

Country	Total	<1 month	1 –12 months	>12 months
	£m	%	£m	£m
UK BANKS				
UK BUILDING SOCIETIES	1.0		1.0	
OVERSEAS				
MMF's				
LOCAL AUTHORITIES				
DMO	7.6	7.6		
TOTAL	8.6	7.6	1.0	0.0
% OF PORTFOLIO		88.4%	11.6%	0.0%
TARGET 2016/17		35%	55%	10%

4.03 Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Strategy for 2016/17. Investments during the year included:

- Deposits with the Debt Management Office
- Deposits with other Local Authorities
- Investments in AAA-rated Constant Net Asset Value Money Market Funds
- Call accounts and deposits with Banks and Building Societies
- Certificates of Deposit

4.05 Credit Risk

The Authority assessed and monitored counterparty credit quality with reference to credit ratings; credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP and share price. The

minimum long-term counterparty credit rating determined by the Authority for the 2016/17 treasury strategy was A-/A-/A3 across rating agencies Fitch, S&P and Moody's.

4.06 Counterparty Update

Various indicators of credit risk reacted negatively to the result of the referendum on the UK's membership of the European Union. UK bank credit default swaps saw a modest rise but bank share prices fell sharply, on average by 20%, with UK-focused banks experiencing the largest falls. Non-UK bank share prices were not immune, although the fall in their share prices was less pronounced.

Fitch and Standard & Poor's downgraded the UK's sovereign rating to AA. Fitch, S&P and Moody's have a negative outlook on the UK. Moody's has a negative outlook on those banks and building societies that it perceives to be exposed to a more challenging operating environment arising from the 'leave' outcome.

None of the banks on the Authority's lending list failed the stress tests conducted by the European Banking Authority in July and by the Bank of England in November, the latter being designed with more challenging stress scenarios, although Royal Bank of Scotland was one of the weaker banks in both tests. The tests were based on banks' financials as at 31st December 2015, 11 months out of date for most. As part of its creditworthiness research and advice, the Authority's treasury advisor Arlingclose regularly undertakes analysis of relevant ratios - "total loss absorbing capacity" (TLAC) or "minimum requirement for eligible liabilities" (MREL) - to determine whether there would be a bail-in of senior investors, such as local authority unsecured investments, in a stressed scenario.

On the advice of Arlingclose, new investments with Deutsche Bank and Standard Chartered Bank were suspended in March 2016 due to the banks' relatively higher credit default swap (CDS) levels and disappointing 2015 financial results. Standard Chartered was reintroduced to the counterparty list in March 2017 following its strengthening financial position, but Deutsche Bank was removed altogether from the list.

In July, following a review of unrated building societies' annual financial statements, Cumberland, Harpenden and Vernon building societies were removed from the Authority's list due to a deterioration in credit indicators. The maximum advised maturity was also lowered for eleven other societies from 6 months to 100 days due to the uncertainty facing the UK housing market following the EU referendum.

4.07 Liquidity

In keeping with the WG's Guidance on Investments, the Authority maintained a sufficient level of liquidity through the use of Money Market Funds and call

accounts. The Authority uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed.

4.08 Yield

The UK Bank Rate remained at 0.50% until August when it was reduced to 0.25% where it has since stayed. Short term money market rates also remained at very low levels which continued to have a significant impact on investment income. The low rates of return on the Authority's short-dated money market investments reflect prevailing market conditions and the Authority's objective of optimising returns commensurate with the principles of security and liquidity.

Income earned on £2m of longer-dated investments made in 2015/16 at a rate of 1.05% provided some cushion against the low interest rate environment.

The Authority's budgeted investment income for the year had been estimated at £65k. The average cash balance was £30.9m during the period and interest earned was £133k, at an average interest rate of 0.43%.

5.00 COMPLIANCE

5.01 The Council can confirm that it has complied with its Prudential Indicators for 2016/17. These were approved by Council as part of the Treasury Management Strategy on 16th February 2016, before being revised and approved by Council on 14th June, to allow for the loan to NEW Homes (see 3.08 above).

5.02 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2016/17. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

5.03 The treasury function operated within the limits detailed in the Treasury Management Policy and Strategy Statement 2016/17.

6.00 OTHER ITEMS

6.01 The following were the main treasury activities during 2016/17:

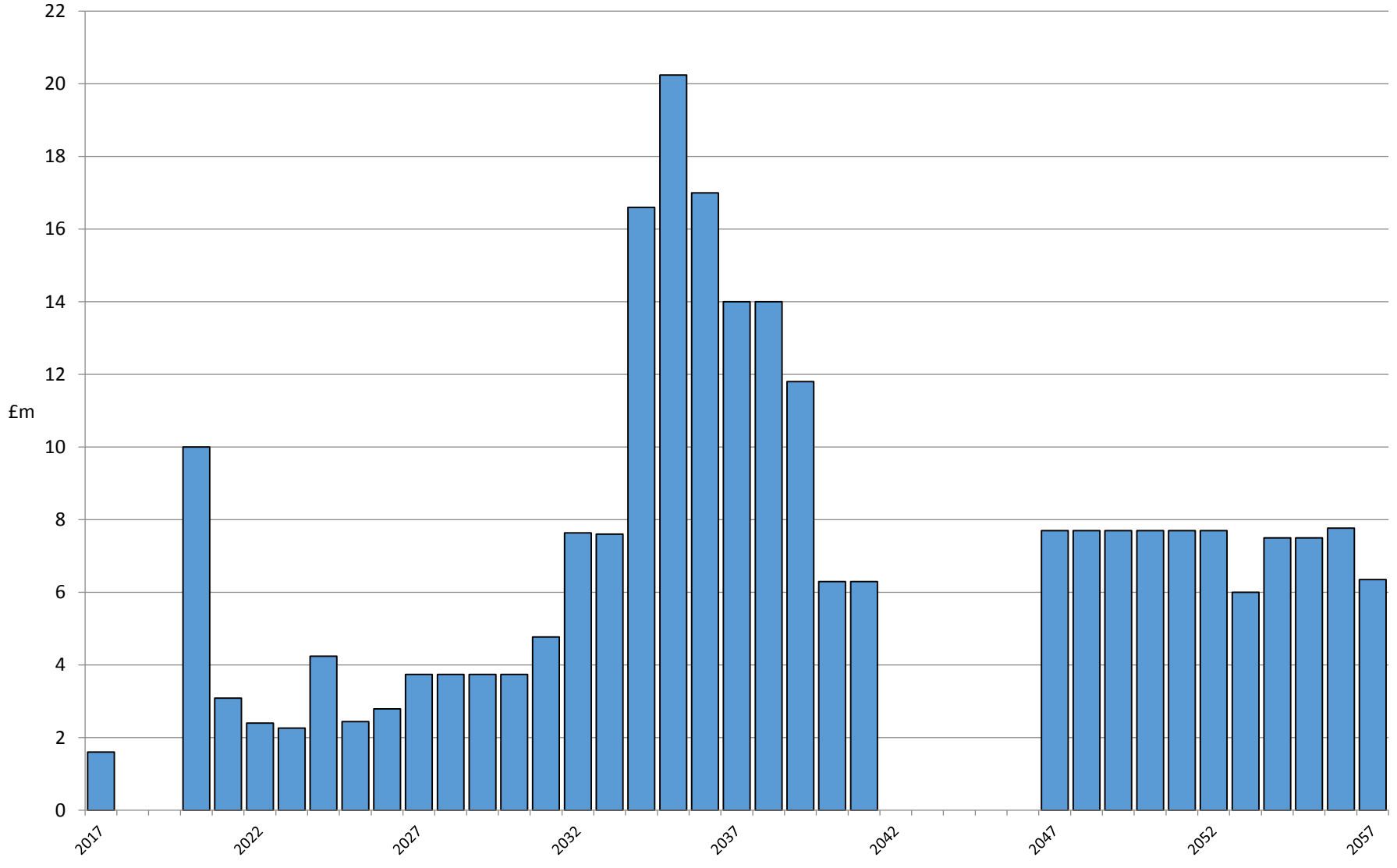
- The Council received a Mid-Year Report on 16th February 2017.
- Quarterly update reports were presented to the Audit Committee.
- The 2017/18 Investment Strategy Statement was approved by Council on 16th February 2017.
- The Council continues to be an active member of the CIPFA Treasury Management Network.

- The Council's cash flow was managed on a daily basis. During the year the Authority acted both as a borrower and as a lender and was a net borrower over the year in question. The maximum investments the Authority had on deposit at any one time was £51.1m and the maximum long-term borrowing at any one time was £251.3m.

7.00 CONCLUSION

- 7.01 The treasury management function has operated within the statutory and local limits detailed in the 2016/17 Treasury Management Strategy.
- 7.02 The Policy was implemented in a pro-active manner with security and liquidity as the focus.

Debt Maturity Profile - June 2017





CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Business Rates – Write Offs
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Operational

EXECUTIVE SUMMARY

For individual bad debts in excess of £25,000, Financial Procedure Rules (section 5.2) requires Cabinet to approve recommendations to write off debts.

Two business rate debts are considered to be irrecoverable for Limited Liability Companies that are no longer trading and have been either placed into administration or have been liquidated. Consequently, there are no assets and successful recovery of the business rate debts is no longer possible and a write off is necessary. The organisations are :

- Lancashire Fuels 4U Limited (In Liquidation) - £73,932.05
- Novo Drinks Limited (In Administration) – £39,415.39

RECOMMENDATIONS

1	Approve the write off of the business rate debts, amounting to £73,932.05 for Lancashire Fuels 4U Ltd and £39,415.39 for Novo Drinks Ltd.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND - NOVO DRINKS LTD
1.01	Novo Drinks Ltd were responsible for business rates on Unit 36, First Avenue, Zone 2, Deeside Industrial Park from 22 nd May 2014 to 11 th September 2016.
1.02	The company had a poor track record of meeting their payment obligations to pay business rates and the Council needed to take action through the Magistrates Court on three occasions in an attempt to secure payment of unpaid business rates. Liability Orders were successfully secured on 10 th October 2014, 11 th March 2016 and 9 th September 2016.
1.03	Despite securing court orders to enforce payment of Business Rates, on most occasions, the Registered Directors of Novo Drinks Ltd continued in their failure to pay or enter into any payment arrangements with the Council. Court Orders were quickly referred to debt enforcement agents in an attempt to secure payment of the debt by taking control of goods at their commercial premises.
1.04	Following the actions and interventions of the Council, debt enforcement agents successfully secured full payment of the debt for 2014-15 by 31 st March 2015.
1.05	For the 2015-16 business rate charges, Novo Drinks Ltd initially made contact with the Council to arrange payment by direct debit and although some payments were made, equating to 50% of the 2015-16 debt, a debt of £20.6k remained and the Council took steps to secure a Liability Order at Mold Magistrates Court on 11 th March 2016.
1.06	Around this time, following a petition by a creditor, the Council received notification that Novo Drinks Ltd was to be struck off the register of listed companies at Companies House. Despite attempts to secure payment of the 2015-16 and 2016-17 business rates, the Council were unsuccessful in obtaining any further payments from Novo Drinks.
1.07	On 7 th September 2016, a further 'winding-up' petition was filed in the High Courts of Justice by HM Revenue & Customers (HMRC) which coincided with the actions by the Council to secure a further Liability Order at Mold Magistrates Court on 9 th September 2016. However, just prior to these actions, on 5 th September 2016, the company's physical assets were all sold by Directors of Novo Drinks to a third party company which was not connected with Novo Drinks Ltd.
1.08	Following the disposal of the assets, all employees had been made redundant and the company had effectively ceased to trade at the time when Seneca Insolvency Practitioners were appointed on 12 th September 2016
1.09	Since the appointment of the Insolvency Practitioners, the Council has concluded there is no prospect whatsoever of recovering unpaid business

	rates of £39k on the basis the company has no assets but also claims/liabilities submitted from other creditors totalling £2.9m. As part of the role of the Insolvency Practitioner, investigations are ongoing into the financial affairs of the company and that of the directors of Novo Drinks Ltd.
1.10	BACKGROUND OF NDR WRITE OFF - LANCASHIRE FUELS 4U LTD
1.11	In the case of Lancashire Fuels 4U Limited, they occupied premises at Riverside Industrial Estate, Saltney from 19 th September 2013. The business aimed to process waste such as wood, paper, plastics and refuse derived fuel (RDF) to convert into fuel pellets.
1.12	However, following the early intervention of Natural Resources Wales (NRW), the directors of Lancashire Fuels were ordered in January 2014 to cease all business activities on the site unless the relevant Environmental permits were in place.
1.13	A major fire also broke out at the unit in May 2014 and it took North Wales Fire Service more than one week to fully extinguish. The directors were advised of their continued obligation to pay business rates, since part of the premises was still being used for the storage of waste. Payment agreements were put in place in August 2014 to start paying off business rates but the directors failed to keep to their agreements and no payments were ever received.
1.14	The Council took legal action in the Magistrates Court in January 2015 to secure a Liability Order against the company in an effort to obtain payment of business rates and to protect the public purse, however because of the ongoing legal issues with NRW and the fire damage, the company was unable to pay their business rate liability. Notwithstanding this, the directors still indicated their application for a new operating licence was ongoing and once this was in place they would make full payment of business rates.
1.15	Since the use of enforcement agents/bailiffs was not considered to be a realistic option to secure payment as the company was not trading and had no assets for enforcement agents to take control of, steps were taken in March 2015 to enforce payment of business rates using specialist external lawyers acting on Flintshire's behalf.
1.16	Around this time, steps to liquidate Lancashire Fuels 4U had also begun and the Council joined the petition to wind-up the company. In the High Courts of Justice on 15 th May 2015, the Council, along with other supporting creditors, were successful in having the company wound-up under the provisions of the Insolvency Act 1986.
1.17	The Council's costs as creditor supporting the winding up petition were ordered to be paid out of the assets of the respondent company.

1.18	Although the Council has successfully recovered the legal fees associated with taking action in the High Court, it is not possible to recover the unpaid business rates amounting to £73.9k since there were only company assets of £19k available to the liquidator compared to claims totalling £338k from 21 unsecured creditors.
1.19	The liquidators have now completed their work and an application was submitted to Companies House on 19 th July 2017 to remove Lancashire Fuels 4U Ltd from the companies list.
1.20	In other separate action taken by NRW, Paul Baison, one of the directors of Lancashire Fuels 4U Ltd, also received an 11 month suspended jail sentence at Mold Crown Court in October 2016; he has also been banned from being a company director for seven years.

2.00	RESOURCE IMPLICATIONS
2.01	There are no direct financial implications for the Council or local taxpayers by writing off these debts as business rates are borne by the National Collection Pool for Wales. As the Collection Pool is supported by Welsh Government, non-payment of rates does though have a wider impact on the Welsh taxpayer.
2.02	Writing off these debts, amounting to a loss to the National Collection Pool of £113,347.44 is being recommended as a last resort and only on the basis that there is no prospect of successfully recovering these debts.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All write offs must be approved by the Corporate Finance Manager, but in the case of write offs over £25,000, Cabinet must be consulted before a decision is taken.

4.00	RISK MANAGEMENT
4.01	For those businesses who fail to pay, recovery action is always taken to secure payment. Measures include the use of enforcement agents/bailiffs to take control of goods, and on occasion, steps are taken to 'wind-up' companies.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Financial Procedure Rules (section 5.2)</p> <p>Register of Companies (company number 07637002) – Lancashire Fuels 4U Ltd</p> <p>High Court of Justice (Chancery Division) (Num 2209 and 2485 of 2015) – Petition to Wind-up Lancashire Fuels 4U Ltd</p> <p>Register of Companies (company number 09038597) – Novo Drinks Ltd</p> <p>Contact Officer: David Barnes, Revenues Manager Telephone: 01352 703652 E-mail: david.barnes@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Business Rates: are a property based local tax on businesses calculated on the rateable value of the property. Although the rate of tax is set by Welsh Government, rates are administered and collected locally by each local authority and paid into a national collection pool for Wales.</p> <p>National Collection Pool for Wales: all business rates are collected and paid into the Welsh Government’s Non-Domestic Rates Pool. They are then redistributed to local businesses as part of the local government revenue settlement grant each year.</p> <p>Companies House: is the UK’s registrar of companies and is an executive agency of Her Majesty’s Government.</p> <p>Debt Enforcement Agents/Bailiffs: are sometimes used as a way of enforcing Liability Orders for non-payment of Business Rates by either collecting payment in full or taking control of goods to offset against the debt.</p> <p>Company ‘winding-up’: is a legal process submitted by the party or parties to liquidate a company. This may be done by a third party such as a creditor who is owed money by the company.</p> <p>Natural Resource Wales (NRW): is a Welsh Government sponsored body responsible for environmental protection and regulation and the maintenance of natural resources throughout Wales.</p> <p>Liquidation: is an event that occurs when a company is insolvent, meaning it cannot pay its obligations as and when they become due. The purpose of liquidation is for an appointed liquidator to look into the affairs of a company, release all the assets and then pay a return to creditors so they get some or all of their money back.</p>

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CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Revised Environmental Enforcement And Car Parking Arrangements
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Strategic & Operational

EXECUTIVE SUMMARY

The Council's Enforcement Officers, within the Streetscene and Transportation Portfolio, currently provides both environmental and on/off-street civil parking enforcement services on behalf of the Council.

In May 2016, Cabinet approved that the Council should enter a formal agreement with a specialist private partner (Kingdom) to undertake environmental enforcement activities of low level crimes such as dog fouling and littering in the County on a 12 month pilot trial basis.

The contract has proven to be successful and a total of 4,726 Fixed Penalty Notices (FPN's) have been issued in the first 12 months, July 16 to June 17, compared to just 195 issued in the previous year when enforcement activity was undertaken by the Council's own in house enforcement team. This approach has had a beneficial impact on the cleanliness of our town centres and open spaces demonstrated by our improved performance measured through national audits undertaken by Keep Wales Tidy.

Following the roll out of parking charges across the County in 2015, the in-house team have concentrated their efforts managing car park enforcement along with dealing with other environmental crime such as fly tipping and abandoned vehicles.

This report reviews the best option for the service moving forward, taking into account the range of enforcement activities it is required to deliver. The report makes a recommendation to engage a Business Partner to undertake the enforcement of low level environmental crime, dog control and car parking offences on behalf of the Council. The enforcement of fly tipping and abandoned vehicles will remain with the Council along with the enforcement of black wheel bin side waste.

RECOMMENDATIONS

1	That Cabinet approves the procurement of a single Business Partner on a short term 2 year contract (with an option to extend based on performance) to undertake the enforcement of low level environmental crime, dog control and car parking offences on behalf of the Council.
2	That Cabinet recommends Option 1 of Appendix 1 as the preferred method of managing the enforcement of side waste

REPORT DETAILS

1.00	BACKGROUND TO ENVIRONMENTAL AND PARKING ENFORCEMENT LEGISLATION
1.01	Local Authorities are empowered under the Environmental Protection Act 1990 (Section 87/88) and Clean Neighbourhoods and Environmental Act 2005 (Sections 55-60) to issue Fixed Penalty Notices (FPN's) for dealing quickly and effectively with low level environmental offending, such as littering and failing to remove dog waste. The fixed penalty is set at £75.00 and this is retained by the issuing Local Authority and can be used to supplement further enforcement activities and for the benefit of the service for which the FPN was issued.
1.02	Local Authorities are also empowered under Road Traffic Regulation Act 1994 and Traffic Management Act 2004 to issue Penalty Charge Notices (PCN's) for dealing with both on street and off street parking offences. The PCN is currently fixed at £50 or £70 (reducing to £25 or £50 if paid within 14 days). The Local Authority has the right to retain the income from PCN'S to supplement their enforcement activity.
1.03	<p>The Antisocial Behaviour, Crime and Policing Act 2014 will see the introduction of Public Space Protection Orders in October this year to further support dog control enforcement.</p> <p>Following the decision of Cabinet in February 2017 to agree the implementation, subject to consultation, of a Dog Control Public Space Protection Order (PSPO), the intention is to replace the existing dog control order with a new PSPO requiring dog owners to:</p> <ol style="list-style-type: none">1. Remove their dogs' waste from all public places within Flintshire,2. Have a means on their person to pick up dog waste,3. Place their dog on a lead when asked by an authorised officer.4. Prohibit dogs from entering the playing areas of public marked sports pitches, formal recreation areas including but not exclusively bowling greens and tennis courts, all areas within school grounds, equipped children's play areas.5.Keep their dog on a lead in cemeteries <p>An authorised officer could issue a fixed penalty notice of £75 to anyone he or she believes has committed an offence in breach of an implemented PSPO.</p>

1.04	<p>Under the terms of the Environmental Protection Act, 1990, Flintshire County Council (the “Council”) is classed as a Waste Collection and Disposal Authority, and as such has a statutory duty to collect household waste from all domestic properties in the County. Under Section 46(4) of the Act, the Council has specific powers to stipulate:</p> <ul style="list-style-type: none"> • The size and type of the collection receptacle(s); • Where the receptacle(s) must be placed for the purpose of collecting and emptying; • The waste types which may or may not be placed within each of the receptacle(s). <p>Under the Act the Council has specific powers to issue FPN’s to residents who do not present their waste in the correct receptacles. i.e. the placing of waste in plastic bags and not in the bin provided by the Council.</p>
1.05	<p>Both FPN’s and PCN’s are not fines, however payment of the charge discharges a person’s liability to conviction for the offence for which the FPN/PCN was issued. It does not constitute an admission of guilt, but removes the possibility of the creation of a record of criminal conviction for the indiscretion. It is the current Council policy to institute legal proceedings against an individual, where FPN/PCN’s are not paid.</p>
1.06	<p>On the formation of the Streetscene and Transportation portfolio in April 2015 two areas of the service (parking management and environmental crime) were amalgamated to create the Civil Parking and Environmental Enforcement team. At the time there were a total of 7 officers whose roles were combined to deliver enforcement activity for environmental crimes such as littering, dog fouling, abandoned vehicles and fly tipping as well as civil parking enforcement. A manager was also recruited to oversee the activity of the team but also to maintain responsibility for the strategic and operational management and maintenance of the Council’s car parking service, including the introduction of car parking charges across Flintshire.</p>
1.07	<p>The roll out of car parking charges across Flintshire has been a priority for the manager and the team over the last 2 years and as each car park has come into force, the resources within the service have obviously become stretched with increased patrolling and enforcement activity of both on and off street parking. Although our own enforcement officers were empowered, when on patrol, to enforce both environmental crime and parking offences the number of FPN’s relating to environmental crimes issued by the team dropped. This was at a time when the Council had introduced a Zero tolerance policy on littering, dog fouling and fly tipping.</p>
1.08	<p>To address this, Cabinet approved a report in May 2016 to enter into a formal contract with a specialist private partner (Kingdom) to undertake environmental enforcement activity in the County on a 12 month pilot. This contract was introduced to compliment the activity of our own enforcement officers who were instructed to continue to carry out environmental enforcement activity alongside car parking duties.</p>
1.09	<p>The pilot has, so far, proven to be successful with a total of 4,726 FPN’s issued, for environmental crimes, by Kingdom officers in the first 12 months compared to just 195 issued by FCC staff in the same time period the year</p>

	previous, see table 1. This has sent a positive message to the residents of Flintshire who can see that those who choose to litter are being dealt with robustly and the process has seen an improvement in the cleanliness of the town centre areas.																		
1.10	Under the 12 month pilot agreement, Kingdom have carried out all enforcement activities inclusive of administration at zero cost to the Council. They retain 85% of any income generated from the FPN's with the remaining 15% provided to the Council. The 15% income has been used to fund additional enforcement activity in targeting dog fouling hot spots using a combination of Kingdom and FCC officers.																		
1.11	Throughout the pilot, Kingdom have been responsible for all back office systems required to deliver the service, including collecting the payments and building prosecution packs in readiness for formal action against those people who choose not to pay the FPN.																		
1.12	All interactions with the public have been captured on body worn CCTV allowing the Council to review any complaints against the officers and despite the significant increase in FPN's issued, Council officers have only had to deal with a small number of complaints from the public in relation to Kingdom officer's conduct.																		
1.13	<p>Table 1 below shows the number of FPN's issued by Kingdom in the first 6 months of the contract compared to the same 6 months in the previous year.</p> <p>TABLE 1 - FPN Issued (Kingdom)</p> <table border="1"> <thead> <tr> <th></th> <th>July – April 2016</th> <th>July – April 2017</th> </tr> </thead> <tbody> <tr> <td>Litter Type</td> <td>Litter Type Count</td> <td>Litter Type Count</td> </tr> <tr> <td>Litter Dep-Cigarette</td> <td>165</td> <td>4330</td> </tr> <tr> <td>Dog Control-Fouling</td> <td>23</td> <td>100</td> </tr> <tr> <td>Litter Dep-Other</td> <td>7</td> <td>296</td> </tr> <tr> <td>Total :</td> <td>195</td> <td>4726</td> </tr> </tbody> </table>		July – April 2016	July – April 2017	Litter Type	Litter Type Count	Litter Type Count	Litter Dep-Cigarette	165	4330	Dog Control-Fouling	23	100	Litter Dep-Other	7	296	Total :	195	4726
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1.14	The pilot clearly shows that by engaging an organisation who specialise in low level environmental enforcement activity, directly effects the number of FPN's issued and this also impacts directly on the cleanliness of the County. In order to gain from the expertise of these organisations across a wider enforcement area, it is recommended therefore that a single contract is procured for all enforcement activities of low level environmental crime and on/off street parking offences, on behalf of the Council.																		
1.15	Whilst the legislation to carry out enforcement of low level environmental crime is different to that of parking enforcement the, operational and administrative aspects are very similar. Officers are required to patrol designated sites, such as car park and town centre high streets and enforce against anyone who is acting in contravention of the relevant legislation. The back office support in dealing with the administration of the FPN's, including collecting the payments and building prosecution packs in readiness for formal action against those people who choose not to pay the FPN's along with fielding questions, complaints and appeals, is the same for PCN's																		

	regardless of legislation.
1.16	In July 2017 the Council's Cabinet approved a report introducing changes to the Council's waste and recycling collection service. Included in the report was a commitment to enforce the problem of placing side waste alongside the black wheel bin collections. Side waste is presented by a minority of residents and those that present it are often not recycling, coupled with the environmental problems that side waste causes when exposed to the elements when bags are split or ripped causing waste to spill onto the streets.
1.17	Residents that place side waste with their wheel bins face being issued with an FPN if they ignore the advice and support that the Council offers in helping them recycle. Issuing an FPN for this type of offence is not as straight forward as issuing an FPN for littering or dog fouling offences. The process will involve the Council providing advice and support along with a warning for any first time offenders. If residents choose to ignore this support they then face being issued with an FPN. This process will be more time consuming and will require a level of evidence gathering greater than that needed for low level offences. Appendix 1 provides detail of the 2 proposed options to deal with side waste enforcement.
1.18	The enforcement of more significant environmental crime such as fly tipping and abandoned vehicles also requires more in depth evidence gathering and is much more time consuming for the environmental officers who carry this out. It is proposed to continue enforcing these crimes along with side waste enforcement with a small team of Council officers who are specifically trained in gathering evidence under PACE (Police and Criminal Evidence). This team will also occasionally work alongside the service provider, appointed to deal with low level environmental crimes and parking, to provide resilience in all aspects of enforcement.
1.19	The outsourcing of the low level environmental enforcement will impact on the existing enforcement team as there will be a requirement for some of them to transfer, under the TUPE Regulations 2014, to a private contractor in order to deliver all elements of low level environmental and parking enforcement on behalf of the Council. The current car parking and enforcement management role will be removed from the existing structure and be replaced by 'client' officer role responsible for managing the outsourced contract along with a small team of Council enforcement officers to deal with fly tipping, abandoned vehicles and side waste along with managing the other elements of the Council's car parking service.
1.20	The contract will include clear guidelines which will specify the principles on which the contract will be managed and operated. This will include a requirement for the company to provide a minimum level of service for the enforcement of dog fouling and dog control which will prevent the company concentrating on car parking and littering offences which can be seen by some as an 'easy target' for enforcement.
1.21	The contract will be tendered on a basis of a 'no fee' financial model, with all costs associated with provision of the service met from the income generated by the issuing and collection of FPN's. The contract will, in addition, provide an opportunity for the provider to provide the Council with

	a fixed percentage of the money raised through the FPN's/PCN's issued. Any income provided will be used to fund the client role and in house enforcement team responsible for managing the contract on behalf of the Council.
1.22	The appointed contractor will also be responsible for the back office systems required to deliver the service, including collecting the payments and building prosecution packs in readiness for formal action against those people who choose not to pay the FPN. The administration for PCNs issued by Flintshire is currently managed by the Wales Penalty Processing Partnership (WPPP) from payment, appeals to cases for tribunal. We have the option to continue with this service provided by WPPP and include this within the contract agreement or to offer this as part of the new enforcement contract.
1.23	To ensure the contract is delivered in line with the specification, the successful contractor will operate from the Council's Alltami Depot and have regular contact with the appointed client officer, responsible for managing the contract. The contractor will wear FCC uniforms and each will carry body mounted CCTV cameras to record all public contact.
1.24	The Council will appoint a senior officer who will review any appeals in relation to the issuing of any FPN/PCN to ensure that the penalty notice has been issued appropriately. The conduct of the officers employed by the contractor will be thoroughly investigated by the Council's appointed officer.
1.25	The contract will contain a requirement of the contractor to deliver regular communication campaigns to ensure that the public are aware of the Council's policy towards environmental and parking offences.
1.26	As the Council expands its enforcement options, additional duties may be required to add to the contract to address issues such as alley way dumping and additional PSPO enforcement activities.
1.27	The Council currently employs 5 full time enforcement officers and Kingdom have currently engaged a further 6 full time officers (inclusive of back office support) to deliver environmental crime enforcement within Flintshire all of whom work from Alltami depot.

2.00	RESOURCE IMPLICATIONS
2.01	The outsourcing of all low level environmental enforcement will impact on the existing enforcement team (5 FTE'S) as there will be a requirement for up to 3 of them to transfer, under the TUPE Regulations 2014, with the contract in order to deliver all elements of low level environmental crime, dog control and parking enforcement on behalf of the Council. The current car parking and enforcement management role will be removed from the existing structure and be replaced by 'client' officer role responsible for managing the outsourced contract, managing a small team of in house enforcement officers along with managing the other elements of the Council's car parking service.
2.02	There are no negative financial issues relating to this proposal. The contract

	will be tendered on the basis of a 'no fee' financial model with all costs associated with provision of the service met through the issuing and collection of FPN's and at the provider's risk. The contract will also provide tenderers with an option to provide the Council with a fixed percentage of the money raised through the FPN's/PCN's issued, although this is not guaranteed. There will be a loss of income from PCN fines but this will be compensated from the savings generated from the transfer of up to 3 current employees.
2.03	The issuing of FPN's and PCN's is not intended to be an income generation exercise and the recovery of payments of FPN's levied is required by law to remain within the service area and for the benefit of the services provided.
2.04	In order to provide a similar level of enforcement but utilise Council staff, there would be a requirement to recruit an additional 5 enforcement officers and additional back office support to deal with the additional work loads. In order that the enforcement role then continued to be 'cost neutral' the team would be required to at least match the number of tickets issued by the current provided each year.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation with existing staff will be required if approval is given to engage a Business Partner for the operations in future.
3.02	Consultation with relevant Unions will be required.
3.03	Consultation has been undertaken with the Cabinet Member for Streetscene and Transportation.
3.04	No equality implications have been identified resulting from this proposal as there are no exceptions made within legislation concerning the enforcement of environmental crime or Civil Parking.

4.00	RISK MANAGEMENT
4.01	The most significant risk to the Council is likely to be public perceptions resulting from a more proactive approach to the enforcement of parking, fly tipping, littering and dog fouling offences.
4.02	The contract will be subject to regular monitoring by an appointed 'Client' officer who will oversee the performance of the contractor along with other duties relating to the management of the car parking service. The contract will have a review period at 2 years and could be extended for a further 2 years based on performance.
4.03	The contract will contain a requirement of the contractor to deliver regular communication campaigns to ensure that the public are aware of the Councils policy towards environmental and parking offences.

5.00	APPENDICES
5.01	Appendix 1 – Options for Side waste enforcement

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

7.00	GLOSSARY OF TERMS
7.01	FPN - Fixed Penalty Notices PCN - Penalty Charge Notice

APPENDIX 1

Side Waste Enforcement Procedure

Waste not presented in the correct receptacle provided by the authority will be classed as side waste. This is enforceable under Section 46 of the Environmental Protection Act. Below outlines the enforcement procedure that will take place if waste is presented outside of the correct container

1. Side waste presented on 1st Occasion

A warning sticker will be issued and placed on the wheel bin, the property address will be recorded by the collection crew and passed to the support service team.

The crew will:

Option 1: Remove all side waste from property

Option 2: Place one bag of waste back in to the emptied wheel bin but remove the remaining side waste from property.

The support service team will issue a notification letter to the property informing them of the requirement to use waste receptacles provided and the potential of enforcement action being taken.

2. Side waste presented 2nd occasion

The collection crew will record the placement of side waste to the support services team who will request the attendance of an enforcement officer

The collection crew will leave the side waste in location for inspection to take place

The enforcement officer will attend the location and inspect the waste for evidence linking the waste to the property.

Should evidence be presented a Section 46 Notice will be served to the owner of property. This will detail the need to place the waste in the correct receptacle, on the correct day, in the correct location

3. Side waste presented 3rd occasion

The collection crew will record the placement of side waste to the support services team who will request the attendance of an enforcement officer

The collection crew will leave the side waste in location for inspection to take place

The enforcement officer will attend the location and inspect the waste for evidence linking the waste to the property.

Should evidence be presented a Fixed Penalty Notice will be issued to the owner of the property.

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CABINET

Date of Meeting	Tuesday, 26 th September 2017
Report Subject	Biodiversity Duty Plan and Sustainability Policy
Cabinet Member	Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Planning & Environment)
Type of Report	Operational

EXECUTIVE SUMMARY

Flintshire County Council's Biodiversity Duty Delivery Plan has been produced in response to the enhanced biodiversity and resilience of ecosystems duty under Section 6 of the Environment (Wales) Act 2016 which requires that Public Authorities must seek to maintain and enhance biodiversity so far as is consistent with the proper exercise of their functions and in so doing promote the resilience of ecosystems

As a local authority we have a duty to function sustainability and lead by example when it comes to protecting and enhancing our natural environment. The Environment & Sustainability Policy will set out Flintshire's approach to meet this challenge.

RECOMMENDATIONS

1	Members agree the vision, objectives and actions set out in the Biodiversity Duty Delivery Plan.
2	Members endorse the Environment & Sustainability Policy.

REPORT DETAILS

1.00	EXPLAINING THE BIODIVERSITY DUTY DELIVERY PLAN AND SUSTAINABILITY POLICY
1.01	Nature is our planet's life support system and consequently essential for human survival. Our natural environment provides our food, water, air, building materials, medicines and landscape. Biodiversity is the variety of life on earth and biodiversity loss continues as a direct result of human impacts, through habitat loss and degradation, over exploitation, pollution, climate change and invasive non-native species.
1.02	Welsh Government recognise all the benefits that are provided by plants, animals microorganisms and the places where they live and are aiming to reverse the decline of biodiversity in Wales with a ground breaking new framework of legislation.
1.03	As a local authority we have a duty to function sustainability and lead by example when it comes to protecting and enhancing our natural environment. To meet the challenge of reversing the decline in biodiversity it is essential that we act now and ensure that we meet the needs of the present without compromising the ability of future generations to meet their own needs.
1.04	The biodiversity duty delivery plan outlines how, as an organisation, FCC plans to address its biodiversity duty under the Environment (Wales) Act 2015 and consequently help achieve its Well-being objectives and Nature Recovery Plan objectives over the period 2017-19.
1.05	Vision - Flintshire County Council is committed to reducing the decline of biodiversity in our County and realises the importance of biodiversity conservation and enhancement for our community's health and wellbeing and enables behaviour change towards a sustainable lifestyle.
1.06	<p>Objective 1 - Engage and support participation and understanding to embed biodiversity throughout decision making at all levels</p> <p>Objective 2 - Safeguard species and habitats of principle importance and improve their management</p> <p>Objective 3 - Increase the resilience of our natural environment by restoring degraded habitats and habitat creation</p> <p>Objective 4 - Tackle key pressures (Climate change/invasive and native species/habitat loss) on species and habitats</p> <p>Objective 5 - Improve our evidence, understanding and monitoring</p> <p>Objective 6 - Put in place a framework of governance and support for delivery</p>

1.07	Monitoring - Action under the plan will be monitored and reported on through a number of ways due to the cross cutting and integrated nature of the plan. Regular updates on plan progress will be received by the Environment Working Group. Actions will be reported on quarterly through the WG Environment Sustainable Development (ESD) Grant reporting requirements. Action will also contribute to the annual output report for the Well-being objectives and report for the Environment (Wales) Act duty every 3 years.
1.08	Flintshire County Council is committed to embedding continuous environmental improvement into its work. It recognises the important role it has to play in developing the environmental stewardship of Members, staff, and visitors and to integrate the principles of sustainability into all activities.
1.09	This Environment and sustainability policy updates the Environmental policy Oct 2011 and takes into account the change in the legislation.
1.10	The formation of a cross departmental sustainability working group will support the integration of sustainable development within the Council. All staff and members share the responsibilities in the policy.

2.00	RESOURCE IMPLICATIONS
2.01	The Biodiversity Duty Plan will be delivered through the existing workforce. The outcomes will be led by the FCC Biodiversity Officer with support from the wider Access & Natural Environment Service and funded in part from existing service budgets and in part from external grant aid, specifically the ESD grant.
2.02	The Sustainability Policy should have a long term cost neutral implication, many sustainability practices have cost benefits over the long term. Sustainable development should be an integral part of FCC business.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Both documents have gone through an internal consultation with key officers, to include COT.
3.02	The document follows Welsh Government guidance and has been produced following consultation with specific Bionet members.

4.00	RISK MANAGEMENT
4.01	No risks identified for anti-poverty, environment and equalities issues.
4.02	The plan will be implemented by key conservation staff however the level of success and extent of the action within the plan will be reliant on broader

	council officer support and buy in.
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5.00	APPENDICES
5.01	Appendix 1 - Biodiversity Duty Delivery Plan Appendix 2 - Sustainability Policy (Draft)

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Tom Woodall, Access & Natural Environment Manager Telephone: 01352 703902 E-mail: tom.woodall@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Biodiversity - The variety of life found on earth. It includes all species of plants and animals, their abundance and genetic diversity.</p> <p>Ecosystem - An ecosystem is made up of living organisms (plants, animals and microorganisms) in conjunction with their non-living environment (air, water, minerals and soil) and all the diverse and complex interactions that take place between them.</p> <p>Sustainable development - Ensuring that the needs of the present are met without compromising the ability of future generations to meet their own needs.</p> <p>NRW - Natural Resources Wales is the largest Welsh Government Sponsored Body. NRW were formed in April 2013, largely taking over the functions of the Countryside Council for Wales, Forestry Commission Wales and the Environment Agency in Wales, as well as certain Welsh Government functions.</p> <p>Bionet - The North East Wales Biodiversity Network (Bionet) was formed in October 2009 and renamed in 2010. It brought together partnerships that had existed in the Counties of Conwy, Denbighshire, Flintshire and Wrexham. The broad aim of the network is to conserve, protect and enhance biodiversity for current and future generations. Coordination and collaboration are seen as being important to the partnership alongside other objectives that include raising awareness and the promotion of biodiversity and identifying local priorities to deliver local and regional biodiversity improvements.</p>

Biodiversity and Ecosystem Resilience Duty Delivery Plan

Section 6 Environment (Wales) Act 2016

Flintshire County Council

DRAFT

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1 Vision

Flintshire County Council is committed to reducing the decline of biodiversity in our County and realises the importance of biodiversity conservation and enhancement for our community's health and wellbeing and enables behaviour change towards a sustainable lifestyle.

2 Executive Summary

Flintshire County Councils' Biodiversity duty delivery plan has been produced in response to the enhanced biodiversity and resilience of ecosystems duty under Section 6 of the Environment (Wales) Act 2016 which requires that Public Authorities must seek to maintain and enhance biodiversity so far as is consistent with the proper exercise of their functions and in so doing promote the resilience of ecosystems.

A public authority, in complying with the Section 6 duty, must have regard to:

- The Section 7 list of habitats and species of principle importance for Wales
- The State of Nature Report published by Natural Resources Wales (NRW)
- Any area statement which covers all or part of the area in which the authority exercises its functions, once these are produced.

Complying with the Section 6 duty will help Public Authorities subject to the Well-being of future generations (Wales) Act 2015 to maximise their contributions to the Well-being goals.

All major threats to biodiversity including over-exploitation, habitat loss, invasive species, can be addressed by living more sustainably.

Flintshire County Council like other Local Authorities are under extended and continued financial pressure, it is essential that environmental initiatives are viewed holistically and embraced as an opportunity to improve County wide well-being, resilience and make valuable financial savings.

3 Introduction

Nature is our planet's life support system and consequently essential for human survival. Our natural environment provides our food, water, air, building materials, medicines and landscape. Biodiversity is the variety of life on earth and biodiversity loss continues as a direct result of human impacts, through habitat loss and degradation, over exploitation, pollution, climate change and invasive non-native species.

Welsh Government recognise all the benefits that are provided by plants, animals microorganisms and the places where they live. And are aiming to reverse the decline of biodiversity in Wales with a ground breaking new framework of legislation.

As a local authority we have a duty to function sustainability and lead by example when it comes to protecting and enhancing our natural environment. To meet the challenge of reversing the decline in biodiversity it is essential that we act now and ensure as a local authority we meet the

needs of the present without compromising the ability of future generations to meet their own needs.

This document is Flintshire County Councils biodiversity duty delivery plan which outlines how, as an organisation, it plans to address its biodiversity duty under the Environment (Wales) Act 2015 and consequently help achieve its Well-being objectives and Nature Recovery Plan objectives over the period 2016-19.

4 Strategic context

Environment (Wales) Act 2016

Under the Environment (Wales) Act (2016) all public bodies in Wales are required to;

- Maintain and enhance biodiversity when carrying out their responsibilities and in doing so promote the resilience of ecosystems
- Demonstrate an ecosystem approach by applying the principles set out in the Act
- Prepare and publish a plan outlining how they intend to fulfil the duty
- Publish a report, every three years, on the actions which they have taken to meet this duty. (The first report is due to be published by 2019 covering the period 2016-2019)

Wellbeing of future generations (Wales) Act 2015

Under the Wellbeing of future generations (Wales) Act (2015) all public bodies in Wales are required to;

- Carry out sustainable development by demonstrating the 5 ways of working, any plan or project must demonstrate that they are following these ways of working.
- Publish well-being objectives which maximise its contribution to the 7 well-being goals set out in the Act

The Nature Recovery Action Plan for Wales

The Welsh Government published the national biodiversity strategy “The Nature Recovery Action Plan for Wales” in 2015 with the ambition to “halt the decline in biodiversity by 2020 and then reverse the decline, for its intrinsic value, and to ensure lasting benefits to society” The Nature Recovery Action Plan for Wales builds on the new legislative framework and sets out how Wales will deliver the commitments of the UN convention on biological diversity and associated Aichi targets as well as the EU biodiversity strategy to “halt the decline in our biodiversity by 2020 and then reverse that decline”.

The Nature Recovery Action Plan focusses on 6 objectives for nature recovery in Wales, actions to reverse the decline of biodiversity are set out under each objective.

Objective 1: Engage and support participation and understanding to embed biodiversity throughout decision making at all levels.

Objective 2: Safeguard species and habitats of principal importance and improve their management

Objective 3: Increase the resilience of our natural environment by restoring degraded habitats and habitat creation

Objective 4: Tackle key pressures on species and habitats

Objective 5: Improve our evidence, understanding and monitoring

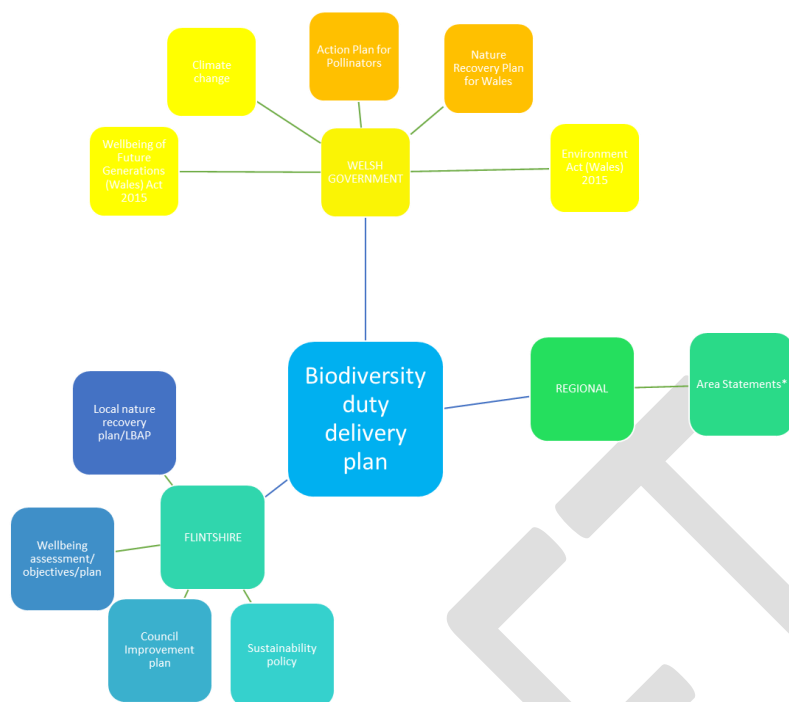
Objective 6: Put in place a framework of governance and support for delivery

The actions are allocated to specific partners including public bodies and local nature partnerships who are considered key partners for delivery. Welsh Government guidance states that public bodies should consider using the Nature Recovery Action Plan on which to base a biodiversity and ecosystem resilience duty forward plan. This duty plan is required by the

Environment (Wales) Act (2016) and is based on the Nature Recovery Action Plan objectives, it will also help public bodies to achieve their well-being objectives which are a requirement of the Well-being of Future Generations Act (2015).

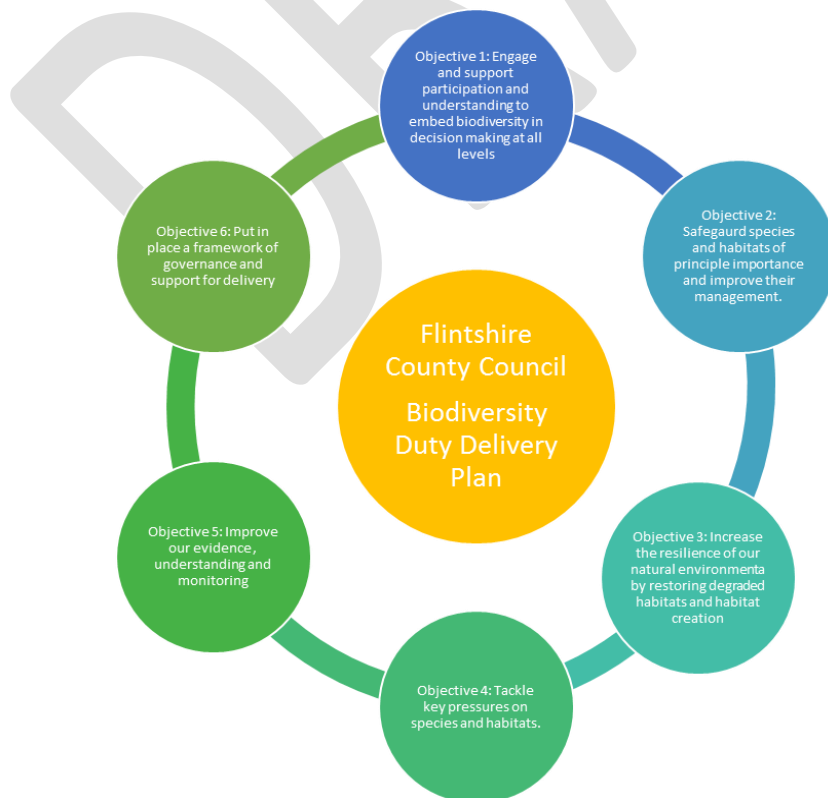
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Figure 1: The legislative and policy architecture surrounding the Biodiversity and Ecosystem Resilience Duty delivery plan



**The Areas for area statements are still to be finalised by NRW so at this stage it is unknown whether it will be at a local authority or regional scale of working*

Figure 2: The Biodiversity and Ecosystem Resilience Duty delivery plan will follow the 6 objectives set out in the Nature Recovery Action Plan for Wales



5 Reporting/Monitoring

Action under the plan will be monitored and reported on through a number of ways this is due to the cross cutting and integrated nature of the plan. Regular updates on plan progress will be received by the Environment Working Group. Actions will be reported on quarterly through the Single Revenue Grant reporting requirements. Action will also contribute to the annual output report for the Well-being objectives and report for the Environment (Wales) Act duty every 3 years.

Figure 3: Table showing the methods of monitoring and reporting

Area	Format	Deadline	Monitoring body
Environment (Wales) Act 2016	Biodiversity and Ecosystem Resilience Duty Forward Plan Report	Guidance recommends it should be in place 1 year after the legislation came into force Every 3 years from 2019	Welsh Government
Wellbeing of Future Generations Act 2015	Wellbeing Objectives PSB and FCC Output report	Published by May 2017 Annually	Welsh Audit Office and WFG Commissioner
SRG/ESD Core Local Authority Funding	Reporting	Bi-annually	Welsh Government
FCC Environment Working Group	Verbal report	As appropriate	FCC

6 Biodiversity and Ecosystem Resilience in Flintshire

Biodiversity and Ecosystems in Flintshire

Flintshire is a county of contrasts. Set between the rural counties to the west and the more developed areas of Cheshire and Merseyside, land use varies from intensive industrial development along the Dee estuary through to remote and wild areas on the Clwydian range. The moorland, coast and woodland are important to all who live, work and visit the County.

Flintshire contains a high number of international, national and local nature conservation designations. The saltmarsh, sand dune and mudflat habitats of the Dee Estuary are not only important in their own right, but host internationally important populations of wildfowl and waders and are designated a Special Protected Area (SPA), Special Area of Conservation (SAC) and RAMSAR site.

Many of the commons within Flintshire are important for wildlife. The Halkyn Common SAC has formed over glacial deposits and 350 million year old limestone creating a unique habitat and the largest resource of Calaminarian grassland in Wales. Nationally uncommon species such as the lead-tolerant spring sandwort are abundant as a result of the long history of metalliferous mining

in the area. The commons in the more urban areas also provide important diverse habitats. The network of ponds, wetland and scrub areas on Lower Common, Buckley are particularly important as breeding sites for frogs and newts and form part of the Deeside and Buckley Newt Sites SAC. Flintshire is one of the key counties in Wales for the Great crested newt, they will often favour rural farm ponds, old quarries and derelict land in urban settings.

Woodlands cover 8.8% of the county, well below the Wales average of 14%. It is characterised by small blocks of farm woodland and some rural estates, as well as larger forest blocks, such as Nercwys and Moel Famau in the south of the county. Woodland forms an important habitat component in the wider countryside and within protected sites. For example Alyn Valley Woods SAC which follows the river Alyn from Loggerheads to Rhydymwyn is designated for its broadleaved woodland on limestone and wet alder woodland. Much of the Deeside and Buckley newt sites SAC is woodland which is important terrestrial habitat for Newts and Wepre Woods in Connahs Quay is designated for the sessile oak woodland present.

Moving from the more urbanised east, Flintshire is bounded to the west by the Clwydian Range, designated Area of Outstanding Natural Beauty, here Coniferous forests are prominent and although areas have been ploughed for agriculture, much of it is still covered by a mosaic of heath, heather and gorse. Our only areas of deep peat in the county are in the Clwydian range. Peatland habitats can play an important role in water management, slowing down flood waters and naturally reducing flood-risk downstream. By slowly releasing water during dry periods, peatland helps to reduce the impact of droughts on water supplies and on river and stream flows.

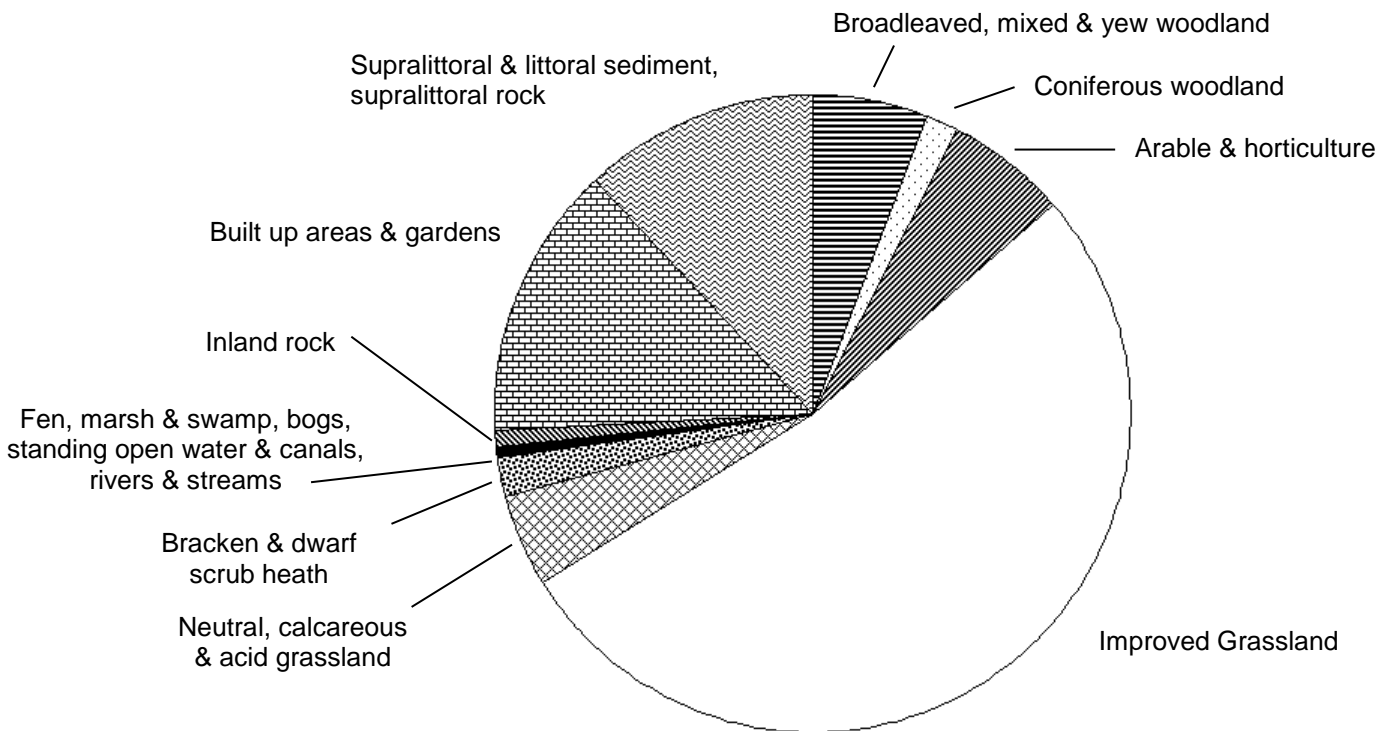
Most urban areas within the County incorporate informal 'green space' which is important for wildlife and recreation. Many of these are the legacy of old industrial or mineral workings which have developed natural flora and are the home for numerous insect species. Greenfield Valley, Holywell and Wepre Park, Connah's Quay are particularly valuable 'wild spaces'.

In total the County hosts over 23 Sites of Special Scientific Interest (SSSIs) and over 300 locally designated wildlife sites. These contain sensitive habitats including coastal and floodplain grazing marsh (5% of the Welsh resource), Lowland Calcareous grassland (17% of the Welsh resource), Saltmarsh (12% of the Welsh resource) heathland, reedbeds, calaminarian grassland, ponds and coastal sand dunes*.

In addition there are many undesignated sites and scattered fragments of habitats which have nature conservation value and are key elements in the County's biodiversity. These include streams and woodlands, particularly those of ancient semi natural origin, small pockets of wet woodlands, areas of limestone pavement (an internationally important habitat with less than 40ha remaining in Wales); old hedgerows, acting as corridors for wildlife in otherwise species-poor fields; ancient woodlands hosting hundreds of species including bluebells and yellow archangel. These combined habitats provide for rare species such as Sand Lizards, Natterjack toads, Bats, Dormice, Otter, Great Crested Newts and thousands of wading birds on the Dee Estuary.

* figures taken from Welsh habitat targets disaggregation CCW report 2007 which was based on the Priority Habitats of Wales a Technical Guide (PHW) (Jones *et al*, 2003)

Figure 4 Broad habitat types in Flintshire



Source: Phase 1 data: no data available for inshore sublittoral sediment

Local ecosystem resilience

Over the decades, Flintshire has undergone significant transformation. The impact of development from agriculture, housing and mineral extraction is significant, yet Flintshire still retains many areas that are of importance for wildlife, within both urban and rural areas.

There are strong development pressures around key European Great crested newt sites in the County. The future of the species in Flintshire will be dependent on maintaining habitat connections through the developing landscape this is also vital for retaining a landscape and ecosystems which will be resilient in a changing climate.

Across the whole of Wales protected areas are generally small and fragmented and are therefore vulnerable to management changes and the influence of surrounding land use. Reductions in public sector funding has also meant a reduction in monitoring for Special Sites of Scientific Interest (SSSI) and in future may mean a reduction in funding for Section 15 SSSI agreements that pay for landowners to maintain protected sites.

The large industrial areas in Flintshire highlight the need of businesses to be performing sustainably and fully engaged in conservation objectives. There are many good examples of links between businesses and conservation work in Flintshire these partnerships need to be built on and promoted. It is essential that biodiversity is considered and incorporated into design at early stages to ensure our landscape can be both economically and environmentally prosperous.

There are numerous issues which may undermine the resilience of our ecosystems; pressure from development for industry, housing and infrastructure, lack of available land that owners are willing to leave wild/enhance for nature. The spread of invasive non native species. Social pressures such as off-road motorcycling and anti- social behaviour including littering and flytipping all place additional pressure on our ecosystems and their ability to cope with change.

Restoring, expanding and improving the condition of our natural habitats, as well as incorporating natural space into our new development is the key to making them more resilient and able to deliver a wider range of social, economic and environmental benefits.

7 Biodiversity and Ecosystem Resilience duty actions

In accordance with Welsh Government guidance our Section 6 Biodiversity duty delivery plan is in line with the Nature Recovery Action Plan for Wales's objectives. The action information is provided along with an action lead and other key departments, the year the action will be undertaken the performance measure.

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Nature Recovery Action Plan Objective 1	Engage and support participation and understanding to embed biodiversity throughout decision making at all levels
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Code	Outcome	Action	Lead	Key Depts	Year				Performance measure
					2016	2017	2018	2019	
1.1	Achieve the Resilient Wales goal: Ensure biodiversity integration with Council Well-being workstreams	1.1.1 Embed the consideration of biodiversity and sustainability throughout decision making	Corporate	Corporate		•	•	•	Legislative and policy requirements included in council plans where appropriate Clear lines of communication established
		1.1.2 Ensure there are strong links between staff and the local nature partnership (Bionet) to ensure input into the PSB, well-being assessment objectives and auditing process.	Corporate and Biodiversity			•			
1.2	Implement the new biodiversity and ecosystems resilience duty:	1.2.1 Undertake an audit of council services, identify key departments and opportunities, and include recommended actions in the duty delivery plan	Biodiversity	Corporate	•				Audit report complete
		1.2.2 Produce a biodiversity and ecosystems resilience duty delivery plan for the council	Biodiversity		•	•			Duty delivery plan in place Guidance implemented and referenced

Code	Outcome	Action	Lead	Key	Year				Performance measure
		1.2.3 Implement WG guidance on the duty and undertake specific dept meetings identified in the audit	Biodiversity						
1.3	Legislative and policy requirements are reflected in council plans, reports and processes	<p>1.3.1 Identify and assess council plans and policies for biodiversity impact and provide recommendations for amendments</p> <p>1.3.2 Ensure that the biodiversity and sustainability duty are considered within committee reports by including a standard consideration of the biodiversity and ecosystem resilience duty on all reports.</p> <p>1.3.3 Review the sustainability test which is currently undertaken within council procurement rules</p>	<p>Biodiversity</p> <p>Corporate</p> <p>Governance</p>			•	•		<p>Report complete</p> <p>Amended report format</p> <p>Report</p>
1.4	Improved understanding and awareness leads to	1.4.1 Undertake an ambitious internal communication strategy to improve understanding of	Biodiversity and Energy	Waste and Recycling		•	•	•	<p>a)Produce a staff advice note on the legislation</p> <p>b)Hold Staff and</p>

Code	Outcome	Action	Lead	Key	Year			Performance measure
	behavioural change	the duty and sustainability issues and responsibilities as a whole						Member training c)Produce an e learning module/sustainability and biodiversity staff and member pack
		1.4.2. Continue and improve our outreach education and awareness programme through work with schools/training events/social media/interpretation/press releases	Countryside services, Biodiversity	Local Nature Partnership	•	•	•	Increase no of people engaged through events and no of schools engaged each year.
		1.4.3. Establish links between biodiversity projects and carbon and waste reduction initiatives	Biodiversity and Energy	Waste		•		Look into possibility of a joint projects with Energy and Waste
		1.4.4 Encourage the development of corporate volunteering activities to promote environmental awareness and responsibility amongst staff and to enable individuals to develop values, skills and knowledge to contribute to sustainable	Biodiversity and corporate			•		No. of corporate volunteer hours

Code	Outcome	Action	Lead	Key	Year				Performance measure
		development.							

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Nature Recovery Action Plan Objective 2	Safeguard species and habitats of principle importance and improve their management
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Code	Outcome	Info	Lead/Department	Key Departments	Year				Performance measure
					2016	2017	2018	2019	
Page 571	2.1	Implement the suite of environmental legislation through our in house Ecological advisory service	2.1.1 Continue to provide ecological advice with regard to protected habitats and species, development control, licencing applications and protected site impact assessments, monitoring and enforcement action.	Ecologist					No. of applications responded to No. of licence applications No. TLSE
	2.2	Ensure best evidence to underpin development control and planning policy decision making and safeguard species and habitats	2.2.1 Continue funding service level agreement with Cofnod/LERC	Access and Natural Environment Manager					Service level agreement in place
	2.3	Increased resilience of our ecosystems by improving the attributes of resilience: diversity, extent, condition	2.3.1 Production of a local nature recovery plan which focusses on diversity, extent, condition and connectivity of Sec 7	Biodiversity and Local Nature Partnership					Production of a Local nature recovery plan

Code	Outcome	Info	Lead/Department	Key Departments	Year				Performance
	and connectivity.	habitats and species. 2.3.2 Develop actions in consultation with the local nature recovery partnership and evidence from the SoNaRR 2.3.3 Incorporate local priorities into area statements and vice versa					<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	Evidence development of actions Local priorities included in area statements

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Nature Recovery Action Plan Objective 3	Increase the resilience of our natural environment by restoring degraded habitats and habitat creation
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Code	Outcome	Action	Lead	Key departments	Year				Performance measure
					2016	2017	2018	2019	
3.1	Habitat creation for pollinators with wider environmental benefits.	3.1.1 FCC to achieve national accreditation under the Bee friendly Wales scheme. 3.1.2 Submit Expression of interest and bee friendly plan to Welsh government and work towards accreditation.	Biodiversity				●		Bee friendly accreditation
3.2	Restoring degraded habitat and improving wider landscape connectivity.	3.2.1 Maintain and enhance our wildflower road verges	Highways	Biodiversity	●	●	●	●	Increase number of wildflower verges
3.3	Habitat creation, maintenance and enhancement.	3.3.1 Produce and implement a tree strategy and planting plan	Tree Officers	Countryside		●	●	●	Strategy and plan in place
3.4	Restore areas of degraded habitat and increase resilience of protected sites	3.4.1 Draw on evidence from the landholding biodiversity audit to create /enhance further council estate.	Ecologist and Biodiversity	Assets			●		Establish criteria for prioritisation Improve 1 site per

		3.4.2 Assess landholdings and prioritise habitat improvements near protected sites							•	annum
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Nature Recovery Action Plan Objective 4	Tackle key pressures (Climate change/Invasive non native species/Habitat loss) on species and habitats
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Code	Outcome	Action	Lead	Key departments	Year				Performance measure
					2016	2017	2018	2019	
4.1	Climate change	4.1.1 Ongoing Carbon reduction and energy efficient initiatives	Energy	Planning policy	•	•	•	•	
		4.1.2 Follow best practice guidelines in terms of biodiversity enhancement on council owned renewable energy sites.	Energy			•	•	•	
		4.1.3 Reducing waste production and promoting resource efficiency	Waste and Recycling		•	•	•	•	
4.2	Reduction in invasive species	4.2.1 Coordinate and support projects which control Invasive Non Native species 4.2.2 Continue support for specific projects including Living landscapes/Alyn	Biodiversity Officer	Streetscene	•	•	•	•	Project reports Ongoing events, funding submissions

		valley Himalayan balsam project/Dee INNs project							
4.3	Reduce key pressures on habitats and species of principle importance for conservation	4.3.1 Coordinate and support Section 7 species/habitat specific project work 4.3.2 Undertake practical management to benefit section 7 species or habitats	Biodiversity and Ecologist			•	•	•	Project reports/data records Habitat management recorded
4.4	Reduce pressures on habitats and species related to reduced habitat options in new builds and building maintenance.	4.4.1 Review processes and consider opportunities for improvements for wildlife. in our New homes/buildings schemes and when maintaining our local authority housing	Biodiversity and Ecologist	Planning			•	•	Checklist? Best practice guidance?
4.5	Reduce development pressures through continued ecologist advice and guidance notes	4.5.1 Improve process to enhance biodiversity by producing local Section 7 guidance note.	Ecologist				•		Complete advice note

Nature Recovery Action Plan Objective 5	Improve our evidence, understanding and monitoring
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Code	Output	Action	Lead	Key departments	Year				Performance measures
					2016	2017	2018	2019	
5.1	Improved use of evidence in decision making	5.1.1 Use SoNaRR to help guide local action for ecosystems	Local nature partnership		●	●	●	●	
5.2	Improve baseline evidence for decision making	5.2.1 Support and undertake Surveys of S7 habitat and species	Biodiversity, Ecology, Countryside Services, Local Nature Partnership		●	●	●	●	Survey results
5.3	Improved understanding and monitoring	5.3.1 Monitor results of historical habitat improvement schemes to guide future projects	Biodiversity			●	●		Report
5.4	Improved evidence, understanding and monitoring	5.4.1 Maximise use of volunteers particularly in survey and monitoring roles	Biodiversity and Countryside			●	●	●	A volunteer group is established and maintained
5.5	Standardised data capture and action reporting	5.4.1 Use of LERC for evidence and data gathering 5.4.2 Report biodiversity action through agreed national	Ecologist and Biodiversity		●	●	●	●	Planning list reports To be confirmed

		database/process							
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Nature Recovery Action Plan Objective 6	Put in place a framework of governance and support for delivery
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Code	Outcome	Action	Lead	Key departments	Year				Performance measures
					2016	2017	2018	2019	
6.1	A council who is fully compliant with legislative and policy requirements and proactive in biodiversity conservation.	6.1.1 Ensure there is sufficient capacity to comply with legislative requirements and enable proactive action for biodiversity conservation.	Access and Natural Environment		•	•	•	•	Sufficient staff and resources in place
6.2	Support is provided for local biodiversity action delivery	6.2.1 Ensure that funding is secured through the Single Revenue Grant which supports and delivers biodiversity projects.	Biodiversity	Local Nature partnership	•	•	•	•	Funding bid and report
6.3	A framework is in place to support and govern local biodiversity action	6.3.1 Coordinate the Local Nature Partnership/North East Wales Biodiversity Network	Biodiversity	Natural Environment, Countryside	•	•	•	•	
6.4	Establish a framework of governance internally for council projects which focus on biodiversity or sustainability	6.4.1 Produce a council sustainability policy which will replace the environmental policy and build in links with	Biodiversity and Energy	Waste, Corporate			•	•	

		the new legislation. 6.4.2 Create a cross departmental sustainability working group to implement the policy							
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8 Glossary of terms

Biodiversity

Sustainability

SAC

SPA

SSSI

RAMSAR

NRW

WG

INNs

Ecosystem Resilience

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Environment and Sustainability Policy

Flintshire County Council

Introduction

Flintshire County Council is committed to embedding continuous environmental improvement into its business model and ethos. It recognises the important role it has to play in developing the environmental stewardship of members, staff, and visitors and to integrate the principles of sustainability into all activities.

To continue to manage our environmental aspects, impacts and risks we have committed to:

- Develop a Sustainability strategy
- Ensure compliance with all relevant environmental legislation, regulations and other requirements as a minimum.
- Take a proactive approach to maintain and enhance biodiversity in Flintshire
- Carry out sustainable development and work to improve the economic, social, environmental and cultural well-being of Wales.
- Reduce the Council's negative impact on climate change through the implementation of various projects including a Carbon reduction Plan.
- Reduce waste production and promote resource efficiency.
- Integrate sustainability consideration into the Council's decisions
- Encourage reduced dependency on car travel to and from the main office at County hall through agile working.
- Reduce the environmental impact of procurement through sustainable procurement processes
- Manage the council's estate to create and enhance wildlife habitats through the formulation and implementation of a Biodiversity duty delivery plan
- Encourage the development of corporate volunteering activities to promote environmental awareness and responsibility amongst staff and to enable individuals to develop values, skills and knowledge to contribute to sustainable development.
- To ensure that all staff are fully aware of our Sustainability Policy and are committed to implementing and improving it.
- Publish an annual sustainability report which summarises our performance under the policy.

The formation of a cross departmental sustainability working group will support the integration of sustainable development within the Council. All staff and members share the responsibilities in the policy.

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CABINET	
Date of Meeting	Tuesday, 26th September 2017
Report Subject	Consultation Outcomes to the Proposed Conditions of the Draft Dog Control Public Spaces Protection Order (PSPO)
Cabinet Member	Cabinet Member for Planning and Public Protection Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Planning and Environment) Chief Officer (Streetscene and Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

In October 2014, the Anti-Social Behaviour, Crime and Policing Act 2014 came into force. The Act covers a wide variety of anti-social behaviour and the sections relevant to this report are the Public Spaces Protection Orders (PSPOs) (Chapter 2, Sections 59-74), which replace the current Dog Control Orders.

Following the decision of Cabinet in February 2017 to agree the implementation, subject to consultation, of a Dog Control Public Space Protection Order (PSPO), the intention was to replace the existing Dog Control Order with a new PSPO requiring dog owners to:

1. Remove their dogs' waste from all public places within Flintshire,
2. Have a means on their person to pick up dog waste,
3. Place their dog on a lead when asked by an authorised officer.
4. Prohibit dogs from entering the playing areas of public marked sports pitches, formal recreation areas including but not exclusively bowling greens and tennis courts, equipped children's play areas and all areas within school grounds,
5. Keep their dog on a lead in cemeteries.

An authorised officer could issue a fixed penalty notice of £75 to anyone he or she believes has committed an offence in breach of an implemented PSPO, but any person on summary conviction would be liable to a fine not exceeding level 3 on the standard scale (£1000)

Consultation on the prohibitions took place in accordance with legal requirements for twenty eight days between June 1st - 29th.

RECOMMENDATIONS

1	<p>Cabinet are requested to consider two options:</p> <p>(i) <u>Option 1</u></p> <p>Following the period of consultation, that Cabinet recommends the making of a Public Space Protection Order (PSPO) to cover dog control and dog fouling in Flintshire with the following conditions.</p> <p>The PSPO will require a person in charge of a dog to:</p> <p>(i) Remove their dogs' waste from all public places within Flintshire.</p> <p>(ii) Prohibit taking, or permitting the dog to enter or remain in</p> <ul style="list-style-type: none"> - All areas within school grounds, - The playing areas of marked sports pitches - The playing areas of formal recreational areas including but not exclusively bowling greens and tennis courts - Fenced enclosed children's play areas. <p>(iii) Keep their dogs on a lead within a Cemetery.</p> <p>(iv) Have means on their person, at all times, appropriate means to pick up their dogs' waste from all public places in Flintshire.</p> <p>(v) Put their dog on a lead, when directed by an authorised officer, if the dog is loose and causing a nuisance or annoyance to any other person, bird or animal.</p> <p>(ii) <u>Option 2</u></p> <p>As recommended by the Environment Overview and Scrutiny Committee, but subject to final determination by Cabinet, a Public Space Protection Order (PSPO) with the conditions as in Option 1 is progressed, however the proposal of dogs being excluded from the playing areas of marked sports pitches is removed at the current time, to allow for further consultation work to be undertaken.</p>
2	<p>That Cabinet agree the Public Space Protection Order covering dog control and dog fouling commences on 20th October 2017, following a Notice period and publicity of the upcoming order.</p>

REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE PROPOSALS
1.01	PSPOs are designed to stop individuals or groups committing anti-social behaviour in a public place. PSPOs may not be made for a period of more than three years, but can be extended or varied if legal requirements are met.
1.02	A constable or authorised person of the Council may issue a Fixed Penalty

	<p>Notice of £75 to anyone he or she believes to be guilty of an offence, which would be required to be paid within 14 days. Failure to do so may lead to a fine on summary conviction not exceeding level 3 (currently £1000) on the standard scale.</p>
1.03	<p>Flintshire currently has one Dog Control Order which covers all open space in the County as follows:-</p> <p><i>Fouling of Land by Dogs, (Flintshire County Council) – Order Number 1, 2009.</i></p> <p>The proposed Dog Control PSPO will seek to replace the current order in force by the 20th October 2017.</p>
1.04	<p>The consultation on the PSPO prohibitions was conducted between June 1st -29th 2017. Information regarding the consultation and how to take part was sent to each County Councillor, Town & Community Council, Head Teacher, Bowling club secretaries, North Wales Police, The Police and Crime Commissioner and dog representative groups. A press release explaining the proposals and how the public could take part was also released in print and online. The consultation was undertaken via an online survey which included maps of potentially affected areas, a Frequently Asked Questions and Answers document and a copy of the proposed order. Town and Community Councils had previously been asked to provide areas within their ownership they would allow Flintshire County Council to enforce conditions of the proposed PSPO (legal requirements and timeline included within Appendix 1).</p>
1.05	<p>The results of the consultation on the proposed PSPO were as follows. There were 310 responses, however due to spoilt surveys the final completed figure was 285. 65% of responders were dog owners.</p> <p>There was very strong support for FCC to:</p> <ol style="list-style-type: none"> 1. Continue to enforce the requirement for owners to pick up dog waste (98% agreed with the proposal). 2. Enable officers to have the power to ask dog owners to place their dog on a lead if the dog is causing harassment/nuisance to others (97%). 3. Ensure that dog owners have on their person a means to collect dog waste at all times (97%) 4. Enforce dogs be kept on a lead in Cemeteries (94%) 5. Exclude dogs from fenced enclosed Children’s play areas (92%) 6. Exclude dogs from the playing areas of formal recreation areas (Bowling greens/tennis courts) (91%) 7. Exclude dogs from all areas within school grounds (80%) 8. There was strong support that dogs be excluded from within the

	<p>boundary of Marked sports pitches (68%) but this was the least supported proposal.</p>
1.06	<p>Consultees were able to make further representations or comments of which 174 chose to do so. 21 made supportive comments, 24 made representation questioning the prohibition around marked sports pitches and 31 questioned whether alternative provisions for dog exercise were to be made as a result of the planned exclusion areas. Many questioned individual land area classifications which will be checked to ensure compliance with the proposals of the PSPO and also how the other proposals would affect them.</p> <p>The RSPCA in their public newsletter and the Kennel Club considered that dogs should be allowed onto marked sports pitches, as excluding dogs, in their opinion, is contrary to DEFRA/Welsh Government guidance on PSPOs in allowing restriction free sites for dog walkers to exercise their dogs, and the Animal Welfare Act that dog owners provide the necessary exercise for their dogs. They also considered dog faeces can be removed easily by responsible owners in exclusion areas and other enforcement methods (not penalising responsible dog owners) could be enforced against known offenders. The Dog's Trust commented that exclusion areas should be contained to enclosed areas and that signage be provided directing dog owners to suitable areas elsewhere.</p> <p>There were some calls for dogs to be kept on a lead at all times which is felt would be not reasonable or proportionate.</p>
1.07	<p>The Animal Welfare Act 2006 states that owners of dogs are required to provide for the welfare needs of their animals and this includes providing the necessary amount of exercise each day. The Home Office guidance states Councils should be aware of the publicly accessible parks and other public places in their area which dog walkers can use to exercise their dogs without restrictions. Under the draft proposals of the dog control PSPO dogs would not be excluded from entering public playing fields in their entirety, only from within the marked boundary of marked sports pitches. There is a complete exclusion proposed for school grounds.</p> <p>Currently there are a small number of designated dog exercise areas in some areas of the County, but not all.</p>
1.08	<p>There were differing views with regard to dog owners having a means to collect dog waste on their person at all times. The RSPCA agreeing with the proposal and the Kennel Club suggesting in certain circumstances a dog owner/walker would not pick up their dogs waste if they had only one bag on their person and were in danger of being challenged. Some members of the public commented they believe being challenged on the contents of their pockets would be unreasonable.</p> <p>Both the Dogs Trust and Kennel Club welcomed the provision of officers having the power to request dogs be placed on a lead.</p>
1.09	<p>Since the consultation closed, officers have received further objections to the proposal to exclude dogs from marked sports pitches, stating that local people were not aware of the proposals of the draft PSPO and consultation</p>

	dates, as details were not posted on specific sites. A public meeting to air objections to the exclusion of dogs from marked sports pitches has taken place in one community and letters have been received from both members of the public and Member of Parliament on their behalf with regard to dog exclusion.
1.10	Due to the later representations received, a further period of consultation on the marked sports pitches proposal on a local level could be an option to be progressed in areas where no alternative dog walking areas are available.
1.11	On the 19 th September 2017 the Environment Overview and Scrutiny Committee considered the findings of the consultation and discussed the options within the recommendations. Members voted in favour of Option 2 which would see a further period of consultation regarding dog exclusion on marked sports pitches, a further amendment was also put forward that dogs could be exercised around the perimeter of marked sports pitches on a lead.
1.12	Members are advised of their duty to consider the Equalities Act. The Equality and Welsh Language Assessment completed has been reviewed following the public consultation (Summary included as Appendix 2). The assessment found some disabled people may be affected by the proposal. It is reasonable that some disabled people may not be able to pick up dog waste and that a reasonable approach to be taken for assistance dogs. There has been a request to update the exemptions to incorporate all users of assistance dogs. An informal consultation was undertaken with the Equality Impact Assessment quality assurance group, who were in support of the proposals.

2.00	RESOURCE IMPLICATIONS
2.01	Budget – There will be costs associated with any signage for the new PSPOs in any areas where they may need to be displayed. These costs will be funded from current budgets.
2.02	Legal – Notice and publicity of the PSPO will need to be made prior to an order being made.
2.03	Staffing – A new PSPO would be enforced by Streetscene Enforcement staff supported by the current external enforcement organisation when required.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	With Cabinet Member
3.02	With All Member workshop – January 5 th 2017
3.03	With Environment Overview and Scrutiny Committee – January 2017
3.04	Cabinet Meeting - February 2017

3.05	Public and Statutory Consultation - June 2017
3.06	Extensive consultation with Chief Officer of Streetscene and Staff
3.07	Environment and Overview Scrutiny Committee 19 th September 2017

4.00	RISK MANAGEMENT
4.01	If the current Dog Control Order is not replaced by 20 October 2017, the enforcement against owners that allow their dogs to foul in public areas would not be able to continue beyond this date.

5.00	APPENDICES
5.01	Appendix 1 – ASB, C&P Act 2014 & FCC implementation process Appendix 2 – Summary of Equality Impact Assessment

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Gerwyn Davies Telephone: E-mail: gerwyn_davies@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Public Spaces Protection Orders (PSPOs)

Appendix 1:

The following is the section in law relating to Local Authorities duties with regard to consultation, publicity and notification before a Public Space Protection Order can be made. Also included is the process FCC officers followed to undertake the consultation.

Anti Social Behaviour, Crime and Policing Act 2014: Part 4 Chapter 2

Section 72: Convention Rights, consultation, publicity and notification

- (1) A local authority, in deciding—
- (a) whether to make a public spaces protection order (under section 59) and if so what it should include,
 - (b) whether to extend the period for which a public spaces protection order has effect (under section 60) and if so for how long,
 - (c) whether to vary a public spaces protection order (under section 61) and if so how, or
 - (d) whether to discharge a public spaces protection order (under section 61),
- must have particular regard to the rights of freedom of expression and freedom of assembly set out in articles 10 and 11 of the Convention.
- (2) In subsection [\(1\)](#) “Convention” has the meaning given by section 21(1) of the Human Rights Act 1998.
- (3) A local authority must carry out the necessary consultation and the necessary publicity, and the necessary notification (if any), before—
- (a) making a public spaces protection order,
 - (b) extending the period for which a public spaces protection order has effect, or
 - (c) varying or discharging a public spaces protection order.
- (4) In subsection [\(3\)](#)—
- “the necessary consultation” means consulting with—
- (a) the chief officer of police, and the local policing body, for the police area that includes the restricted area;
 - (b) whatever community representatives the local authority thinks it appropriate to consult;
 - (c) the owner or occupier of land within the restricted area;
- “the necessary publicity” means—
- (a) in the case of a proposed order or variation, publishing the text of it;
 - (b) in the case of a proposed extension or discharge, publicising the proposal;

“the necessary notification” means notifying the following authorities of the proposed order, extension, variation or discharge—

- (a) the parish council or community council (if any) for the area that includes the restricted area;
 - (b) in the case of a public spaces protection order made or to be made by a district council in England, the county council (if any) for the area that includes the restricted area.
- (5) The requirement to consult with the owner or occupier of land within the restricted area—
- (a) does not apply to land that is owned and occupied by the local authority;
 - (b) applies only if, or to the extent that, it is reasonably practicable to consult the owner or occupier of the land.

FCC PSPO Stages

- (1) Dog Control Workshop Held with Members – 5th January 2017
- (2) Dog Control Public Space Protection Order (PSPO) proposals discussed at Environment Overview and Scrutiny committee - 11th January 2017
- (3) PSPO proposals agreed at cabinet subject to formal consultation – 14th February 2017
- (4) Town and Community Councils asked to provide areas within their ownership they would like included within the consultation in line with the proposals of the PSPO. – May 2017
- (5) Consultation live from June 1 -29th 2017. Prior to this date.
 - (i) The consultation on the Dog Control Public Space Protection Order went live on the home page of the FCC website which included a Frequently Asked Question document highlighting the proposals, a copy of the proposed Draft Public Space Protection Order, maps of affected exclusion areas within the County and an online survey to complete.
 - (ii) Details of the consultation were released to the press including the proposals and how members of the public could take part. Also distributed via the Online Watch Link (OWL), and copies of documents left at each Flintshire Connects Office.
 - (iii) Letters informing of the consultation and how to take part sent to each Council Member, Town and Community Council, North Wales Police, The Police and Crime Commissioner, All primary and secondary school head teachers, bowling club secretaries, the Dogs Trust, Kennel Club and RSPCA.

Appendix 2 Summary of Equality Impact Assessment

	Positive impact Y/N	Negative impact Y/N	No impact Y/N	How is the group affected and what is the evidence?	How could you limit the negative impact	How can you promote positive impact
Age (<i>across the whole age spectrum</i>)	No Impact	Y	No Impact	There may be occasions where elderly persons with poor mobility may not be in a position to pick up their dogs faeces	Exemptions to be considered for appropriate groups within the schedules of the final order.	No Impact
Disability	No Impact	Y	No Impact	Wheelchair users may not be in a position to reach the ground pick up their dog faeces. Persons who require the use of assistance dogs may be discriminated against by not being to access certain areas.	Exemptions to be considered within the schedules of the final order.	It is reasonable to appreciate that some disabled people may not be able to pick up the waste and there is a reasonable approach taken for assistance guide dogs.
Gender Reassignment	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact
Marriage and civil partnership	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact
Pregnancy and maternity	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact
Race	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact
Religion / Belief	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact

Sex	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact
Sexual Orientation	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact
Welsh Language	Y	No Impact	No Impact	In line with statutory duties signage and literature surrounding the PSPO will need to be produced in both Welsh and English.	No Impact	Signs to be produced bilingually
Other (eg human rights, poverty, rurality)	No Impact	No Impact	No Impact	No Impact	No Impact	No Impact

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change

- **Sale of Aberllanerch Bungalow, Bryn Road, Alltami, Mold by Informal Tender**
Sale of vacant agricultural holding having the benefit of planning consent for the replacement of the existing dwelling with a larger unit.
- **The Sale of Land Adjoining 20 Bernsdale Close, Sandycroft**
The land comprises a flagged area of land held in the Housing Revenue Account. The sale will release the Council from a substantial repairing liability.
- **The Sale of the Side Garden of 8 Maes Alaw, Flint**
The side garden of the property was originally excluded from the Right to Buy purchase from the owner.
- **The Sale of Land Adjacent to Grantec Ltd., Spencer Industrial Estate, Buckley**
Grantec had encroached upon the above land and a sale to them has now been agreed.
- **The Sale of Land Adjacent to Bryn Abbey, Strand Lane, Holywell**
This small area of land (25 sq.ms. approx.) currently forms part of the Ysgol Trefynnon demise and is being sold to allow the adjacent owners maintenance access to the rear of their building.
- **School Meal Price Increase**
Increases the price of meals within schools to bring them more into line with other school meal providers across Wales.
- **Leisure, Library and Museum Services – Sign Off of Conditions to Enable Transfer of Services to, and Completion of Leases With, Aura Leisure and Libraries Ltd., the New Community Benefit Society**
This covers the work completed to enable the signing off of the conditions (agreed at Cabinet on 13th December 2016) to enable the transfer of services to, and signing of leases with, Aura Leisure and Libraries Ltd., the new Community Benefit Society from 1st September 2017.

Community and Enterprise

- **Business Rates – Application for Hardship Relief**
Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business 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 Bagillt Community Association has been refused on the grounds that the community centre has sufficient income and capital to meet their 20% business rates liability.

- **Business Rates – Application for Hardship Relief**

Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business 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 Buckley Boxing Club has been refused on the grounds that the club has sufficient income and capital to meet their 20% business rates liability.

- **Business Rates – Application for Hardship Relief**

Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business 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 Jump 2 It Deeside Ltd. 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.

- **Business Rates – Application for Hardship Relief**

Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business 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 Mynydd Isa Scouting Group has been refused on the grounds that the club has sufficient income and capital to meet their 20% business rates liability.

- **Business Rates – Application for Hardship Relief**

Section 49 of the Local Government Finance Act 1988 gives the Council the discretion to reduce or remit the payment of business 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 registered charity 'SHARE' (Supporting Homeless Assisting Refugees Everywhere) 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.

- **Flintshire Registration Service**

Following the publication of the "Flintshire County Council Fees and Charges Review" report by Deloitte's in December 2016, a review of non-statutory registration fees has been undertaken to take advantage of the opportunities highlight in the report. The Chief Officer (Community and Enterprise) has delegated powers to set the non-statutory fees.

- **Leased Accommodation – Syrian Vulnerable Persons Relocation Scheme**
Entering into private sector lease agreements to provide up to five family properties to enable the Local Authority to participate in the Syrian Vulnerable Persons Relocation Scheme.

Legal

- **Legal Fees and Recharges 2017**
The Council legal team recovers the cost of undertaking certain legal work such as land sales and the preparation of s.106 agreements from third parties (the purchaser, developer etc). Following a benchmarking exercise against other public authorities in Wales the level of fees has been increased slightly. The Council has also revised the hourly charge out rates for its legal team to reflect current rates in the market place. This is predicted to raise the level of income from £60,000 (for 2015/16) to £75,000 (during 2017/18).
- **Legal Staffing Structure July 2017**
Cabinet agreed the Legal Services staffing structure in June 2016 which included a number of new posts. Those posts have been advertised by have not been filled. By redistributing work within the team it will be possible to change the qualification level for the vacant posts to make them more attractive to applicants. The proposed changes are cost neutral whilst improving capacity and resilience in identified areas of weakness and to meet expected growth in demand.

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 September 2017 TO 28 February 2018**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Environment Overview & Scrutiny Committee	19/09/17	Planning and Environment	Planning Enforcement Policy and Approach To consider the proposed changes to the policy	Strategic	Cabinet Member for Planning and Public Protection
Environment Overview & Scrutiny Committee	19/09/17	Streetscene and Transportation	Revised Environmental Enforcement and Car Parking Arrangements To seek Scrutiny approval on the direction of the Environmental and Car Parking Enforcement service	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	19/09/17	Streetscene and Transportation	Update on the Council's Highway Speed Limit Review To update Scrutiny on the progress of Phase 2 of the Speed Limit review.	Operational	Cabinet Member for Streetscene and Countryside

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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	19/09/17	Streetscene and Transportation	<p>Consultation outcomes to the proposed conditions of the Draft Dog Control Public Spaces Protection Order (PSPO)</p> <p>To report on the consultation results to the proposed conditions of a draft Dog Control Public Space Protection Order</p>	Strategic	Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	19/09/17	Streetscene and Transportation	<p>Review of the Winter Maintenance Policy</p> <p>To seek Scrutiny recommendation for the approval of the revised Winter Maintenance Policy which includes details of the Council's response during other emergency inclement weather events.</p>	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	19/09/17	Chief Executive's	<p>Council Plan 2017-23</p> <p>To consider and endorse specific targets set within the Council Plan 2017-23, plus national performance indicators</p>	Strategic	Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	19/09/17	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	20/09/17	Community and Enterprise	Social Housing Grant (SHG) Programme To consider the proposed Social Housing Grant Programme	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	20/09/17	Community and Enterprise	Housing (Wales) Act 2014 – Homelessness To consider implementation of new legislation and emerging challenges	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	20/09/17	Chief Executive's	Council Plan 2017-23 To consider and endorse specific targets set within the Council Plan 2017-23, plus national performance indicators	Strategic	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	20/09/17	Community and Enterprise	Economic Growth Deal To provide a briefing and awareness on the Economic Growth Deal	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)
Community and Enterprise Overview & Scrutiny Committee	20/09/17	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	21/09/17	Planning and Environment	Community Safety Partnership Annual Report (this meeting is designated as a Statutory Crime & Disorder Scrutiny Committee meeting) To provide Members with assurance and an overview of the Community Safety Partnership's activities and progress in 2016/17.	Strategic	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	21/09/17	Chief Executive's	<p>Council Plan 2017 - 23 The Committee endorses and supports:</p> <ul style="list-style-type: none"> i) the considerations of Overview and Scrutiny committees to inform the development of the final Council Plan 2017-23 ii) the overall content of the Council Plan and 'How we measure achievement' document for the 'Serving Council' priority ii) the proposed targets for the national performance indicators 	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	21/09/17	Chief Executive's	<p>Wales Audit Office Study Reports To be assured by the reports of the Wales Audit Office and support the executive response.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	21/09/17	Chief Executive's	Annual Improvement Report of the Auditor General for Wales To be assured by the report of the Wales Audit Office and support the executive response.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	21/09/17	Finance	Revenue Budget Monitoring 2017/18 (Month 4) and Capital Programme Monitoring (Month 4) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 4) and the Month 4 (end of July) capital programme information for 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	21/09/17	Governance	Procurement Strategy Action Plan To consider the Procurement Strategy Action Plan	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	21/09/17	People and Resources	Workforce Information Report Q1 2017/18 To consider the Workforce Information Report for Quarter 1 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	21/09/17	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	25/09/17	Chief Executive's	Council Plan 2017-23 To consider and endorse specific targets set within the Council Plan 2017-23, plus national performance indicators	Strategic	Leader of the Council and Cabinet Member for Finance
Organisational Change Overview & Scrutiny Committee	25/09/17	Organisational Change	Leisure and Libraries Alternative Delivery Model Review To review the set up arrangements of Aura Leisure and Libraries Ltd who started operation of the Council's leisure, libraries and heritage services from 1st September 2017	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	25/09/17	Organisational Change	Community Asset Transfer Programme To review the progress of the Community Asset Transfer Programme prior to inviting in community groups at a future meeting to give their views on the individual projects that have been completed in year 2 of the programme	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	25/09/17	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	26/09/17	Chief Executive's	Council Plan 2017 – 23 To approve the Council Plan 2017-23 prior to endorsement by County Council.	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)
Cabinet	26/09/17	Chief Executive's	Wales Audit Office Study Reports To receive various local reports (Good Governance, Invest To Save, Corporate Assessment follow-up) from the Wales Audit Office and approve the Councils responses.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	26/09/17	Planning and Environment	Local Development Plan Preferred Strategy for Consultation To approve the Local Development Plan Preferred Strategy to be published for formal public consultation.	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	26/09/17	Chief Executive's	Annual Improvement Report 2016/17 Wales Audit Office (WAO) To receive and respond to the Annual Improvement Report of Wales Audit Office for 2016/17.	Operational	Cabinet Member for Corporate Management and Assets, 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	26/09/17	Planning and Environment	<p>Consultation Outcomes to the Proposed Conditions of the draft Dog Control Public Spaces Protection Order (PSPO)</p> <p>To report on the findings of the recent consultation and to seek Cabinet determination on the conditions of the Dog Control Public Space Protection Order (PSPO).</p>	Operational	Cabinet Member for Streetscene and Countryside, Cabinet Member for Planning and Public Protection
Cabinet	26/09/17	Streetscene and Transportation	<p>Review of the Winter Maintenance Policy</p> <p>To seek approval of the revised Winter Maintenance Policy which includes details of the Council's response during other emergency inclement weather events.</p>	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	26/09/17	Streetscene and Transportation	<p>Revised Environmental Enforcement and Car Parking Arrangements</p> <p>To see approval for the future direction of the Environmental and Car Parking Enforcement Service.</p>	Operational	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	26/09/17	Streetscene and Transportation	Review of the Council's Residents Parking Policy To review the Council's existing Residents Parking Policy.	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	26/09/17	Chief Executive's	Capital Programme Monitoring 2017/18 (Month 4) To provide the Month 4 (end of July) capital programme information for 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	26/09/17	Finance	REVENUE BUDGET MONITORING 2017/18 (MONTH 4) To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	26/09/17	People and Resources	Treasury Management Annual Report 2016/17 To present the draft Annual Treasury Management Report for 2016/17 for recommendation to Council.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	26/09/17	Education and Youth	Free Childcare Offer To provide an update on the developing free childcare offer programme.	Strategic	Cabinet Member for Education, Cabinet Member for Social Services
Cabinet	26/09/17	Education and Youth	School Organisation To provide an update on Federation and other school organisation proposals.	Strategic	Cabinet Member for Education
Cabinet	26/09/17	Governance	Procurement Strategy Action Plan To approve the action plan.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	26/09/17	Planning and Environment	Biodiversity Duty Plan and Sustainability Policy To seek approval for the Council's Biodiversity Duty Plan and Sustainability Policy.	Operational	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	26/09/17	Chief Executive's	Economic Growth Deal Bid To share the current position on the developing growth deal with key timescales and decisions required.	Strategic	Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Finance
Cabinet	26/09/17	Community and Enterprise	Business Rates – Write Offs To seek approval to write off two business rate debts.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	27/09/17	Chief Executive's	Statement of Accounts 2016/17 Report presents the final audited version of Statement of Accounts for 2016/17 for Members' recommendation to Council, and includes the external auditor's report.	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	27/09/17	Chief Executive's	Annual Improvement Report of the Auditor General for Wales To be assured by the report of the Wales Audit Office and support the executive response.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	27/09/17	Chief Executive's	Wales Audit Office study reports To be assured by the reports of the Wales Audit Office and support the executive response.	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	27/09/17	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	Not Applicable
Audit Committee	27/09/17	Governance	Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	Not Applicable
Audit Committee	27/09/17	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	Not Applicable
Flintshire County Council	27/09/17	Governance	Appointments to Outside Bodies To inform the Council of progress which has been made on our appointment of members to national and regional Outside Bodies.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	27/09/17	Chief Executive's	Council Plan 2017 – 23 To adopt the Council Plan 2017-23 prior to publication by the end of September.		
Flintshire County Council	27/09/17	Governance	Reappointment of Town and Community Council Representative To reappoint the Town and Community Council representative for a further term on the Standards Committee		
Flintshire County Council	27/09/17	People and Resources	Trade Union Act To advise Council of the passing of the Trade Union (Wales) Act and its implications		
Flintshire County Council	27/09/17	Chief Executive's	Electoral Reform White Paper To invite the Council to make a response to the Welsh Government consultation paper.		
Flintshire County Council	27/09/17	People and Resources	Treasury Management Annual Report 2016/17 To present the Annual Treasury Management Report for 2016/17 for approval.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	27/09/17	Chief Executive's	<p>Supplementary Financial Information to Draft Statement of Accounts 2016/17</p> <p>To present the supplementary information on pay in excess of £60,000 to accompany the Statement of Accounts for 2016/17 for Members information which follows the requirements of a notice of motion approved by the Council on 29th January 2013.</p>		
Flintshire County Council	27/09/17	Chief Executive's	<p>Statement of Accounts 2016/2017</p> <p>To present the final audited version of Statement of Accounts for 2016/17 for approval.</p>		
October					
Social & Health Care Overview & Scrutiny Committee	5/10/17	Overview and Scrutiny	<p>Forward Work Programme (Social & Health Care)</p> <p>To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee</p>	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	School Organisation Update on Federation and other school organisation proposals.	Strategic	Cabinet Member for Planning and Public Protection
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	Childcare/Early Education Offer To provide an update on the developing free childcare offer programme	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	Revised Regional Model for Secondary School Support To provide the Committee with an overview of the new arrangements within the regional school improvement service to provide greater support to secondary schools that will come into effect from September 2017	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	5/10/17	Education and Youth	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	17/10/17	Streetscene and Transportation	North Wales Regional Waste Partnership To receive a final update on the North Wales Regional Waste Partnership	Operational	
Environment Overview & Scrutiny Committee	17/10/17	Streetscene and Transportation	Residents Parking Policy To provide Scrutiny with an update on the review of the Council's existing Residents Parking Policy, including reviewing the level of local support for individual projects before they can be taken forward.	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	17/10/17	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)
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Flintshire Service Board and Strategic Partnership Performance Update To provide assurance and an overview of the Flintshire Public Services Board (PSB) following the introduction of the Well-being of Future Generations (Wales) Act 2015 and the work of the Board to date	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Emergency Planning Annual report Assurance	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Community Endowment fund Colin Evans from the Community Foundation to present the Annual progress report	Operational	Cabinet Member for Corporate Management and Assets

PSB 06/17

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Public Services Board review and Well-being Plan development Provide a review of the work of the Public Services Board and the development of the Well-being Plan.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee Page 618	19/10/17	Chief Executive's	Council Plan 2017/18 – Mid year monitoring Review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Annual Performance Report 2016/17 Receive the 2016/17 Annual Improvement Report for the period 1 April 2016 to 31 March 2017.	Operational	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	19/10/17	Chief Executive's	Welsh in the Workplace Policy Receive the Council's Welsh in the Workplace Policy and note areas of progress.	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	19/10/17	Finance	Revenue Budget Monitoring 2017/18 (Month 5) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 5).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	19/10/17	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	24/10/17	Education and Youth	Early Intervention Hub and Adverse Childhood Experiences (ACEs) To update on new multi-agency arrangements for early intervention to address adverse childhood experiences.	Operational	Cabinet Member for Education
Cabinet	24/10/17	Chief Executive's	Welsh in the Workplace Policy Adopt the Council's Welsh in the Workplace Policy and note areas of progress.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/10/17	Community and Enterprise	Involvement Strategy To seek approval for a revised strategy to engage with Housing Revenue Account customers	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	24/10/17	Chief Executive's	Armed Forces Annual Report Approve the Annual Report for the Council's Armed Forces Covenant noting progress made and areas for further improvement prior to endorsement by County Council.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	24/10/17	Chief Executive's	Corporate Safeguarding Policy Adopt the Council's Corporate Safeguarding Policy noting progress made and areas for further improvement prior to publication.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	24/10/17	Chief Executive's	Council Plan 2017/18 – Mid year monitoring Agree the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	24/10/17	Chief Executive's	Annual Performance Report 2016/17 Approve the 2016/17 Annual Improvement Report for the period 1 April 2016 to 31 March 2017 prior to endorsement by County Council.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	24/10/17	Chief Executive's	Public Services Board review and Well-being Plan development Provide a review of the work of the Public Services Board and the development of the Well-being Plan.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	24/10/17	Governance	Digital Strategy To approve the action plan.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	24/10/17	Governance	Digital Print Service To consider proposals for changing how we deliver the digital print service.	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	24/10/17	Finance	<p>Revenue Budget Monitoring 2017/18 (MONTH 5) This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council	24/10/17	Chief Executive's	<p>Armed Forces Annual Report Endorse the Annual Report for the Council's Armed Forces Covenant prior to publication</p>		
Flintshire County Council	24/10/17	Chief Executive's	<p>Annual Performance Report 2016/17 Endorse the 2016/17 Annual Improvement Report for the period 1 April 2016 to 31 March 2017 prior to publication.</p>		
November					

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	15/11/17	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	16/11/17	Overview and Scrutiny	Fire & Rescue Service Budget Consultation Consultation	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	16/11/17	Chief Executive's	Strategic Equality Plan Annual Report 2016/17 Review the Annual report for the Council's Strategic Equality Plan, noting progress made and areas for further improvement.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	16/11/17	Finance	Revenue Budget Monitoring 2017/18 (Month 6) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 6).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	16/11/17	Overview and Scrutiny	Forward Work Programme (corporate resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	16/11/17	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
Cabinet	21/11/17	Chief Executive's	'Council' Plan mid-year report Endorse progress made against the aims and objectives of the 'Council' Plan at the mid year point	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	21/11/17	Finance	<p>Revenue Budget Monitoring 2017/18 (MONTH 6) This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 6, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	21/11/17	Chief Executive's	<p>Capital Programme 2017/18 (Month 6) To provide Members with the Month 6 (end of September) capital programme information for 2017/18.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	22/11/17	Chief Executive's	<p>Treasury Management Mid-Year Review 2017/18 To present to Members the draft Treasury Management Mid-Year Review 1st April – 30th September 2017 for comments and recommendation for approval to Cabinet.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	23/11/17	Education and Youth	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	27/11/17	Organisational Change	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
December					
Environment Overview & Scrutiny Committee	12/12/17	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	14/12/17	Overview and Scrutiny	Police & Crime Commissioner Consultation Meeting (this meeting is designated as a Statutory Crime & Disorder Scrutiny Committee meeting) Consultation	Operational	Not Applicable

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Corporate Resources Overview & Scrutiny Committee	14/12/17	Finance	Revenue Budget Monitoring 2017/18 (Month 7) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 7).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Quarter 2 Council Plan 2017/18 Monitoring Report (corporate Resources) The committee is invited to consider the reports, highlight and monitor poor performance and feedback details of any challenge to the Cabinet	Strategic	Not Applicable
Corporate Resources Overview & Scrutiny Committee	14/12/17	People and Resources	Workforce Information Report – Quarter 2 To consider the Workforce Information Report for Quarter 2 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	14/12/17	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	18/12/17	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	19/12/17	People and Resources	Treasury Management Mid-Year Review 2017/18. To present to Members the draft Treasury Management Mid-Year Review for 2017/18 for recommendation to Council.	Operational	Leader of the Council and Cabinet Member for Finance

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Cabinet	19/12/17	Finance	Revenue Budget Monitoring 2017/18 (MONTH 7) This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Page 6 of 9 Community and Enterprise Overview & Scrutiny Committee	20/12/17	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	21/12/17	Education and Youth	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
January					

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	11/01/17	Streetscene and Transportation	Public Spaces Protection Orders (PSPO) Dog Control, Dog Fouling & DNA To provide the Committee with an update on Public Spaces Protection Orders(PSPO) Dog Control, Dog Fouling & DNA	Operational	
Environment Overview & Scrutiny Committee	16/01/18	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	18/01/18	Finance	Revenue Budget Monitoring 2017/18 (Month 8) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 8).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	18/01/18	People and Resources	Workforce Information Report – Quarter 2 2017/18 To consider the Workforce Information Report for Quarter 2 of 2017/18.	Operational	Cabinet Member for Corporate Management and Assets

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Corporate Resources Overview & Scrutiny Committee	18/01/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	23/01/18	Finance	Revenue Budget Monitoring 2017/18 (MONTH 8) This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	24/01/18	People and Resources	<p>Treasury Management 2018/19 Strategy and Q3 Update 2017/18</p> <p>1.01 To present to Members the draft Treasury Management Strategy 2018/19 for comments and recommendation for approval to Cabinet.</p> <p>1.02 To provide an update on matters relating to the Council's Treasury Management Policy, Strategy and Practices to the end of December 2017.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	25/01/18	Overview and Scrutiny	<p>Forward Work Programme (Social & Health Care)</p> <p>To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee</p>	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	29/01/18	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Flintshire County Council	30/01/18	Finance	Treasury Management Mid-Year Review 2017/18. To present to Members the draft Treasury Management Mid-Year Review for 2017/18.		
Community and Enterprise Overview & Scrutiny Committee	31/01/18	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
February					
Education and Youth Overview & Scrutiny Committee	1/02/18	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable

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Corporate Resources Overview & Scrutiny Committee	15/02/18	Finance	Revenue Budget Monitoring 2017/18 (Month 9) The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 9).	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15/02/18	Overview and Scrutiny	Forward Work Programme (Corporate Resources) Rhaglen Gwaith i'r Dyfodol	Operational	Not Applicable
Cabinet	20/02/18	Finance	Revenue Budget Monitoring 2017/18 (MONTH 9) This regular monthly report provides the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance

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Cabinet	20/02/18	Chief Executive's	Capital Programme 2017/18 (Month 9) To provide Members with the Month 9 (end of December) capital programme information for 2017/18.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Chief Executive's	Prudential Indicators 2018/19 to 2020/21 To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/02/18	Finance	Treasury Management Strategy 2018/19 To present to Members the draft Treasury Management Strategy 2018/19 for recommendation to Council.	Strategic	Leader of the Council and Cabinet Member for Finance

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Cabinet	20/02/18	Chief Executive's	<p>Minimum Revenue Provision - 2018/19 Policy To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2018/19, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations').</p>	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council	20/02/18	Chief Executive's	<p>Prudential Indicators 2018/19 to 2020/21 To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.</p>		
Flintshire County Council	20/02/18	Chief Executive's	<p>Minimum Revenue Provision - 2018/19 Policy To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.</p>		

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Flintshire County Council	20/02/18	Chief Executive's	Treasury Management Strategy 2018/19. To present to Members the draft Treasury Management Strategy 2018/19.		

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