

# Public Document Pack



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To: Councillor Ray Hughes (Chairman)

Councillors: Mike Allport, Haydn Bateman, Sean Bibby, Chris Dolphin, Andy Dunbobbin, David Evans, Veronica Gay, Cindy Hinds, Dave Hughes, Joe Johnson, Colin Legg, Vicky Perfect, Paul Shotton and Owen Thomas

11 October 2017

Dear Sir/Madam

You are invited to attend a meeting of the Environment Overview & Scrutiny Committee which will be held at 10.00 am on Tuesday, 17th October, 2017 in the Delyn 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 (INCLUDING WHIPPING DECLARATIONS)

**Purpose:** To receive any Declarations and advise Members accordingly.

### 3 MINUTES (Pages 3 - 12)

**Purpose:** To confirm as a correct record the minutes of the meeting on 19 September 2017.

### 4 FINANCIAL FORECAST AND STAGE ONE OF THE BUDGET 2018/19 (Pages 13 - 42)

Report of Chief Executive, Chief Officer (Planning and Environment), Chief Officer (Streetscene and Transportation), Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance, Cabinet Member for Planning and Public Protection, Cabinet Member for Streetscene and Countryside

**Purpose:** To provide the Committee with the current financial forecast position for 2018/19 and consult on the Stage 1 Council Fund Revenue budget proposals for 2018/19.

5 **BURIAL STRATEGY AND BEREAVEMENT SERVICES** (Pages 43 - 52)

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

**Purpose:** To provide Scrutiny with information on the activities of the Bereavement Services team within Streetscene and Transportation and proposals to extend the service for residents. The report will also cover capacity within the existing burial sites within Flintshire and proposals for the service provision of future years.

6 **POTHoles AND RESURFACING PROGRAMMES** (Pages 53 - 58)

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

**Purpose:** To clarify the process involved to confirm the Council's highway resurfacing programme

7 **NORTH WALES REGIONAL WASTE PARTNERSHIP** (Pages 59 - 62)

**Purpose:** To receive a final update on the North Wales Regional Waste Partnership

8 **FORWARD WORK PROGRAMME (ENVIRONMENT)** (Pages 63 - 68)

Report of Environment Overview & Scrutiny Facilitator

**Purpose:** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee

Yours faithfully



Robert Robins  
Democratic Services Manager

## **ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE** **19 SEPTEMBER 2017**

Minutes of the meeting of the Environment Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Tuesday, 19 September 2017

### **PRESENT: Councillor Ray Hughes (Chairman)**

Councillors: Mike Allport, Haydn Bateman, Sean Bibby, Andy Dunbobbin, David Evans, Veronica Gay, Cindy Hinds, Dave Hughes, Joe Johnson, Vicky Perfect, Paul Shotton and Owen Thomas

**APOLOGIES:** Councillors Chris Dolphin and Colin Legg, and Councillor Derek Butler (Cabinet Member for Economic Development)

**ALSO PRESENT:** Councillors Ian Dunbar, Patrick Heesom, Christine Jones and David Wisinger attended as observers

**CONTRIBUTORS:** Councillor Chris Bithell, Cabinet Member for Planning & Public Protection; Councillor Carolyn Thomas, Cabinet Member for Streetscene & Countryside; Chief Officer (Planning & Environment); and Chief Officer (Streetscene & Transportation)

Development Manager (minute number 23)

Anti-Social Behaviour Co-ordinator (minute number 24)

Waste & Ancillary Service Manager (minute number 26)

Highway Strategy Manager (minute number 27)

Highways Network Manager (minute number 28)

**IN ATTENDANCE:** Environment Overview & Scrutiny Facilitator and Democratic Services Officer

### **21. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **22. MINUTES**

The minutes of the meeting held on 11 July 2017 were submitted.

### **RESOLVED:**

That the minutes be approved as a correct record and signed by the Chairman.

### **23. PLANNING ENFORCEMENT POLICY AND APPROACH**

Councillor Chris Bithell introduced the report to seek approval of the draft Planning Enforcement Policy for consultation before formal adoption and to share details of the future approach to the enforcement function. The proposed

changes would help to improve communications and accessibility to achieve a more effective planning enforcement system.

The Chief Officer (Planning & Environment) explained that the policy review had been co-ordinated with the proposed restructure of the Development Management team and was informed by changes in legislation and the outcomes of a recent Internal Audit report into the enforcement function. The main changes to the policy were summarised by the Development Manager who also explained that the restructure would enable resources to be used in a different way.

In response to a question from Councillor Owen Thomas, the Development Manager referred to the challenges of retrospective planning applications but advised that the proposed restructure would strengthen action tracking on such applications and timescales outside which any development would become exempt from potential enforcement action.

Councillor Paul Shotton spoke in support of the recommendations and asked about the implementation date. It was explained that most actions were taking place in the current month, with the restructure consultation period already underway, whilst others such as changes to IT software would take more time to complete.

Councillor David Evans asked that the policy include provision for the case officer to discuss with the local Member their decision on enforcement action and for this information to be made available. The importance of engaging with local Members was acknowledged by officers who said that expediency reports, containing details of enforcement decisions, may in future become publicly accessible. On the issue of anonymity of complainants, careful consideration would need to be given should the register of enforcement complaints become available on the website. The impact of any long-term absences on officer caseloads would be minimised by the restructure and casework approach with enforcement knowledge extended across the whole team. Timescales for site visits to unauthorised gypsy/traveller encampments (as referred to within the policy) would be revised where the Council was the landowner. It was acknowledged that where the encampment was on Council land, the quickest form of action would be through our role as landowner, rather than through planning enforcement.

Following a comment by Councillor Cindy Hinds, it was explained that the proposed changes would help to improve the recording and tracking of complaints to ensure that the complainant received a written response with the local Member copied in.

In response to Councillor Veronica Gay, the Development Manager agreed to clarify 'written complaints' within the policy and to include stronger signposting to relevant departments outside Planning, for example Housing or Highways. She also provided details of the new IT software which interacted with calendar scheduling to automatically record any escalated timescales.

Councillor Owen Thomas referred to the number of cases where enforcement action could not be taken due to the time limit being exceeded. It was noted that the new arrangements would improve transparency on closed cases and that this information would be available in the expediency reports.

Officers agreed to provide contact telephone numbers for the North and South teams, when these had been recruited to, as requested by the Chairman.

**RESOLVED:**

That the revised Planning Enforcement Policy be approved for consultation subject to Cabinet taking consideration of the comments made by the Committee.

**24. CONSULTATION OUTCOMES TO THE PROPOSED CONDITIONS OF THE DRAFT DOG CONTROL PUBLIC SPACES PROTECTION ORDER (PSPO)**

Councillor Carolyn Thomas introduced a report on the outcome of consultation on the proposed conditions of a Dog Control Public Spaces Protection Order (PSPO) in Flintshire covering dog control and dog fouling, which would replace the existing Dog Control Order.

The Anti-Social Behaviour Co-ordinator gave details of the consultation and the summary of responses which indicated strong support for the proposed conditions. Although 68% of responses agreed with excluding dogs from marked sports pitches, this was the least supported proposal and had attracted late objections. Due to this and concerns that some individuals were not aware of the consultation, the report set out two options: (1) to recommend that Cabinet consider all of the proposed conditions and (2) for Cabinet to consider a further period of local consultation to seek views on whether dogs should be prohibited from around marked sports pitches in areas where there were no alternative dog walking amenities.

The Chairman recalled that Option 1 had received overall support from Members attending the workshop earlier in the year.

To accommodate some concerns raised during the consultation, Councillor Paul Shotton proposed Option 1 with an amendment 'to permit dog exercise around the perimeter of marked sports pitches on a lead'. Officers confirmed that enforcement of the existing Dog Control Order would cease on 20 October 2017 unless the PSPO had been adopted to replace it.

Councillor Owen Thomas pointed out that some sports pitches were unmarked and would not be covered by the conditions. He felt that reference to fields should cover the entire area of those fields and that dogs should be put on a lead when using public footpaths, adding that such preventative actions would avoid potential incidents. The officers said that conditions (i) and (v) addressed these concerns and that appropriate signage would be displayed. On further queries, it was explained that Town and Community Councils had

been consulted on land they wished to be included in the PSPO and that any private land would require permission if it was to be included at a future stage.

Members compared the amendment proposed by Councillor Shotton to Option 2.

Councillor Carolyn Thomas said it was recognised that many dog owners were able to control their dogs when let loose for exercise and that condition (v) had been included as a safeguard where this was not the case.

Councillor Shotton's amendment was seconded by Councillor Andy Dunbobbin.

Following comments from Councillor Cindy Hinds on prohibiting dogs from entering play areas, the Chief Officer (Streetscene & Transportation) explained that different signage would be required for different areas.

Whilst Councillor Veronica Gay agreed with the amendment, she felt it was important to recognise the need for dogs to be exercised off the lead and suggested that designated areas could be a future discussion topic for the Committee or a Task Group.

Following a query by Councillor Joe Johnson, Councillor Carolyn Thomas clarified that dog fouling was only currently enforceable under the existing Order. She agreed with the importance of making provision for dog walkers and to recognise the associated health and social benefits. Whilst legislation provided for open space to exercise dogs, the idea of designated areas would be best considered by Town and Community Councils.

On further discussion, it was clarified that Option 2 to extend the consultation on marked sports pitches meant that the remaining conditions could be implemented.

Councillor Evans proposed Option 2 which he felt addressed the amendment put forward. This was duly seconded. On being put to the vote, four Members agreed with Option 1 and seven Members agreed with Option 2. Option 2 was therefore carried.

**RESOLVED:**

- (a) That following the period of consultation, the Environment Overview & Scrutiny Committee recommends the making of a Public Space Protection Order (PSPO) to cover dog control and dog fouling in Flintshire with the following conditions to Cabinet for final determination. The PSPO will require a person in charge of a dog to:
  - (i) Remove their dogs' waste from all public places within Flintshire.
  - (ii) Prohibit taking, or permitting the dog to enter or remain in
    - All areas within school grounds,

- The playing areas of formal recreational areas including but not exclusively bowling greens and tennis courts
- Fenced enclosed children's play areas.
- (iii) Keep their dogs on a lead within a Cemetery.
- (iv) Have means on their person, at all times, appropriate means to pick up their dogs' waste from all public places in Flintshire.
- (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.

The removal of the proposal of dogs being excluded from the playing areas of marked sports pitches in response to a lack of alternative areas for dogs to be exercised nearby at the current time. Allowing for a period of further consultation for Town and Community Councils to consult locally on marked sports pitches in their areas; and

- (b) To note for information, but subject to final Cabinet determination, the agreed Public Space Protection Order covering dog control and dog fouling commences on 20 October 2017, following a Notice period and publicity of the upcoming Order.

**25. COUNCIL PLAN 2017-23**

The Chief Officer (Planning & Environment) presented the Council (Improvement) Plan for 2017-23 which had been reviewed and refreshed to reflect the Council's key priorities for the five year term of the new administration. Amongst the revised set of six priorities, attention was drawn to the 'Green Council' priority which was relevant to the Committee.

**RESOLVED:**

That the Committee supports the targets and milestones in the Measures and Milestones document of the Council (Improvement) Plan 2017-23 and confirms there are no issues to be brought to the attention of Cabinet prior to adoption by the County Council for final publication.

**26. REVISED ENVIRONMENTAL ENFORCEMENT AND CAR PARKING ARRANGEMENTS**

The Waste & Ancillary Service Manager presented a report to consider engaging a specialist private partner to carry out environmental enforcement activities of low-level crime such as dog fouling, littering and car parking on behalf of the Council under a 2-year contract.

The conclusions of the 12 month trial of the formal agreement with Kingdom were positive in respect of the significant increase in the number of fixed penalty notices (FPN) issued during that time and the impact on town centres and open spaces. A breakdown of litter types from July 2016 to April 2017 showed this to be predominantly cigarette litter. The terms of the agreement meant that the proportion of income generated by the Council was

being used to fund additional enforcement activity to specifically target dog fouling hotspot areas. The extension of the pilot until December 2017 would enable consideration of a longer term solution.

To tackle the issue of side waste, the Council intended to take a 3-stage approach to work with residents who failed to present their waste in the correct way and to use specific powers to issue FPNs as a last resort. A small team of Council officers would be responsible for this enforcement alongside similar environmental crime such as fly tipping, whilst also providing occasional support to the contract provider on low-level environment crimes.

Councillor Paul Shotton welcomed the findings of the report and spoke in support of all the recommendations.

Councillor David Evans queried comments on the Council's ranking on environmental enforcement. He felt that the breakdown of FPNs demonstrated the need for greater focus on dog fouling offences rather than littering and that bringing the service in-house would help to prioritise and tackle offences which were of most concern. Councillor Carolyn Thomas emphasised the more successful outcomes from outsourcing the service and gave assurances that dog fouling enforcement (albeit more challenging to enforce) was a key priority. The Chief Officer (Streetscene & Transportation) said that cigarette litter was a widespread problem and that the impact of the pilot was evident across the county. He urged Members to share intelligence on dog fouling and provided details of the senior officer post to manage the outsourced contract and deal with appeals.

The Waste & Ancillary Service Manager agreed to circulate the 'Keep Wales Tidy' report, together with details on the number of enforcement cases that the Council had taken to court.

On side waste enforcement, it was explained that for both options for stage 1 of the process, the bin would be labelled to advise the resident why waste had either been removed or one bag left in the empty bin. It was stressed that no side waste would not be left outside properties.

Councillor Haydn Bateman proposed Option 1 of stage 1 of the process, which was to remove all side waste in the first instance.

The Chairman said that public bins with provision for cigarette stubs would help to reduce litter. He was advised that public houses and cafes were encouraged to provide facilities to reduce this type of litter and that intelligence on hotspot areas should be shared to identify where a bin was needed.

Councillor Chris Bithell welcomed the success of the pilot and referred to the stronger stance adopted by some other countries.

Councillor Owen Thomas said there was insufficient disabled parking provision in town centres and that non-disabled spaces should be clearly marked to indicate that these were not free of charge to disabled users. The



Waste & Ancillary Service Manager advised that the latter point had been agreed as part of the Council's policy and that statutory obligations were being met. On the volume of litter generated by fast-food outlets, he spoke about working with those organisations on national campaigns and the sharing of intelligence on problem areas. Following similar concerns from other Members, the Chief Officer stated his willingness to write to the Minister about this ongoing problem if the Committee wished.

Councillor Andy Dunbobbin also felt that enforcement services could be carried out in-house with learning taken from recent initiatives such as Community Asset Transfers. It was explained that outsourcing to an external organisation gave access to specialist expertise and additional resources.

In questioning consistency of enforcement across the county, Councillor Veronica Gay said that specific targets should be set for each area and that feedback should be given to local Members in response to intelligence shared. As requested, the officers agreed to carry out a mapping exercise to show the locations of FPNs issued.

On being put to the vote, Option 1 of stage 1 of the side waste enforcement process, was carried.

**RESOLVED:**

- (a) That the Committee supports 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'; and
- (b) That the Committee recommends Option 1 to Cabinet for side waste enforcement.

**27. UPDATE ON THE COUNCIL'S HIGHWAY SPEED LIMIT REVIEW**

The Highway Strategy Manager presented an update report on progress in addressing the historic anomalies within existing speed limit orders together with details of the next stage to enable delivery of a single consolidated Order. An update was included on the outcome of individual Member requests for revised speed limits in their wards with clarification given on the Department of Economy & Transport (DfET) national criteria against which all requests had been considered.

In summarising the key points, the Manager highlighted anticipated timescales for advertising the Order along with the approach to dealing with objections. He stressed the importance of getting the Order right to reduce any risk of legal challenge.

In moving the recommendations, Councillor David Evans asked about timescales for signage and was informed that this would be 4-6 weeks after the advertising period, unless objections were received.

Councillor Owen Thomas questioned the results for roads in his ward and was informed that all local Members had been offered an opportunity to discuss the results with Streetscene Area Co-ordinators. The Chairman suggested that he raise his concerns outside the meeting. The Manager spoke about the work undertaken to produce detailed assessments involving a range of contributory factors and national criteria.

Following a question by Councillor Haydn Bateman, the Manager clarified that the aim of the review was to eliminate inconsistencies and ensure the speed limits were enforceable.

The Chief Officer (Streetscene & Transportation) gave a reminder that the advertisement of the Order would allow opportunities to raise objections.

**RESOLVED:**

- (a) That the progress made on the Speed Limit Review and the legal process required to enable the delivery of a single consolidated Order be noted; and
- (b) That the outcome of the assessments of Member requests for individual speed limit amendments, which have been considered against the speed limit guidance produced by the DfET, be noted.

**28. REVIEW OF THE WINTER MAINTENANCE POLICY**

The Highways Network Manager presented an update report on proposed changes to the Winter Maintenance Policy along with details of the county's response to other adverse weather conditions, seeking approval of the new Sand Bag Distribution Policy to be activated during periods of heavy rainfall or other flooding events. During the presentation, the Council's statutory duties were summarised and details shared on the operating arrangements for the winter service.

In response to questions from Councillor Paul Shotton, the Manager explained that the Sand Bag Distribution Policy had been developed to enable a consistent regional response due to the potential for flooding to affect cross-boundary areas. Discussions were taking place on accessing Welsh Government funding for councils and Natural Resources Wales.

Councillor Haydn Bateman queried spend for 2016/17 and was informed that this reflected an increase in the number of salt callouts on frosty evenings as opposed to snow events. The Chief Officer (Streetscene & Transportation) said that information on the number of callouts over the past two years would be shared with the Committee. Following a suggestion by Councillor Bateman,

it was agreed that arrangements would be made for the Committee to view one of the new gritting fleet vehicles at County Hall.

Councillor Owen Thomas praised the service but pointed out the impact on rural roads if snow ploughs were delayed in responding to snow events. The Manager agreed to pass on this comment to the Duty Officer and explained that roads were prioritised for treatment. He said that the Council was able to call upon a number of agricultural contractors and would circulate details of those called out over a 3-year period.

In response to a question from Councillor Veronica Gay, officers gave a reminder of the agreed joint arrangements for sheltered accommodation involving Streetscene and Housing.

**RESOLVED:**

- (a) That the Committee recommends approval of the revised Winter Maintenance Policy (2017-19) - Appendix 1 and the procedures contained therein for delivering the winter maintenance service; and
- (b) That the Committee notes the details of the county's response to other adverse weather events and recommends approval of the new Sand Bag Distribution Policy - Appendix 2.

**29. FORWARD WORK PROGRAMME**

The Facilitator presented the current Forward Work Programme for consideration.

Following a suggestion by Councillor David Evans, it was agreed that an item on School Transport would be scheduled for December 2017 with an additional meeting to be arranged if necessary.

**RESOLVED:**

- (a) That the Forward Work Programme be amended; and
- (b) That the Facilitator, in consultation with the Chair of the Committee, be authorised to vary the Forward Work Programme between meetings, as the need arises.

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

There were two members of the public and one member of the press in attendance.

(The meeting started at 10am and ended at 1.05pm)

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**Chairman**



## ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Tuesday, 17 <sup>th</sup> October 2017
<b>Report Subject</b>	Financial Forecast and Stage One of the Budget 2018/19
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Streetscene and Countryside and Cabinet Member for Planning and Public Protection
<b>Report Author</b>	Corporate Finance Manager, Chief Executive, Chief Officer (Streetscene & Transportation) and Chief Officer (Planning & Environment)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

This report sets out the current financial forecast for 2018/19. The forecast position shows a projected “gap” of £11.7m prior to any modelling for an increase in Council Tax.

The Council favours a staged approach to planning and approving the annual Council Fund budget.

In a series of member workshops over the summer, details of the forecast and a range of solutions to how the annual budget could be balanced were shared, based on the well-established strategy set out within the Medium Term Financial Strategy. Latterly the budget options within each of the service portfolios were shared.

The emergent options for the Streetscene & Transportation and the Planning & Environment portfolios are set out within this report. The financial pressures facing the portfolio are also set out.

The timeline for the budget setting process is also set out within the report.

### RECOMMENDATIONS

1	That the Committee reviews and comments on the portfolio budget options.
2	That the Committee reviews and comments on the portfolio financial pressures.

## REPORT DETAILS

<b>1.00</b>	<b>MEDIUM TERM FINANCIAL STRATEGY FORECAST 2018/19</b>												
1.01	<p>The Council has set a cycle of reviewing its Medium Term Financial Strategy (MTFS) on an annual basis.</p> <p>The report to Cabinet in July gave the first detailed overview of the financial forecast for 2018/19.</p>												
1.02	<p><b>The Financial Forecast</b></p> <p>The financial forecast has been revised to take into account decisions made as part of the 2017/18 budget, and updated with the latest information on pressures from service portfolios. The key variable within the forecast will be the eventual local government financial settlement for 2018/19. A settlement at or similar to the 2017/18 financial baseline is used as the basis for calculating the forecast. No modelling has been included for raised Council Tax levels at this stage. The Provisional Local Government Settlement for Wales is due to be announced on 10 October.</p>												
1.03	The revised forecast for 2018/19 is shown in Table 1 below.												
1.04	<p><b>Table 1: Financial Forecast 2016/17-2018/19</b></p> <table border="1"> <thead> <tr> <th><u>Expenditure</u></th> <th>2018/19 £m</th> </tr> </thead> <tbody> <tr> <td>National Pressures</td> <td>1.0</td> </tr> <tr> <td>Local Pressures</td> <td>6.5</td> </tr> <tr> <td>Inflation</td> <td>2.9</td> </tr> <tr> <td>Workforce Pressures</td> <td><u>1.3</u></td> </tr> <tr> <td><b>Projected Gap</b></td> <td><b>11.7</b></td> </tr> </tbody> </table> <p>This table groups the pressures into National, Local, Inflation and Workforce pressures and further details which are specific to the Streetscene &amp; Transportation and the Planning &amp; Environment portfolios are included in section 1.06.</p>	<u>Expenditure</u>	2018/19 £m	National Pressures	1.0	Local Pressures	6.5	Inflation	2.9	Workforce Pressures	<u>1.3</u>	<b>Projected Gap</b>	<b>11.7</b>
<u>Expenditure</u>	2018/19 £m												
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Workforce Pressures	<u>1.3</u>												
<b>Projected Gap</b>	<b>11.7</b>												
1.05	<p><b>Emerging Pressures</b></p> <p>The previous Cabinet report also set out a number of emerging pressures and positive budget variations, which will impact on the 2018/19 budget.</p> <p>The following emerging pressures relate to the Streetscene and Transportation Portfolio:</p> <ul style="list-style-type: none"> <li>• Replacement services following transport operator issues in 2016 - £0.675m</li> <li>• ESD Grant reduction 17/18 - £0.169m</li> <li>• Additional Gas Engine Income reduction – £0.200m</li> <li>• Non-delivery of efficiency (shared Plant with neighbouring Authorities) - £0.050m</li> <li>• Motor Insurance Premium and Tax increase 17/18 - £0.100m</li> <li>• NSI Street lighting Energy increase 17/18 - £0.131m</li> </ul>												

- Non-delivery of efficiency - Bus Subsidy - £0.350m
- School Transport additional costs due to relocation of pupils from JSHS to CQHS - £0.200m

Detailed work to mitigate the impact of these and other pressures is ongoing.

**1.06 Specific Portfolio Pressures**

Pressures included 18/19

Street scene & Transportation	£m	Description
ESD Reduction*	0.144	Further Potential Reduction in grant for 18/19
<b>Total Streetscene &amp; Transportation Pressures</b>	<b>0.144</b>	

\*The pressure reflects a further reduction of 7% in the Single Environment grant for 2018/19.

Planning & Environment	£m	Description
Planning Fee Income	0.350	Pressure due to the drop in planning fee applications
<b>Total Planning &amp; Environment Pressures</b>	<b>0.350</b>	

- The pressure is caused by a reduction in planning fee income which is currently being experienced due to the number of large-scale (high fee earning) planning applications not being submitted as forecast.

**1.07 Inflation**

The current forecast includes projections for increases in inflation:

- Pay – includes an increase of 1% on current budgets. Any increase above the 1% which might be negotiated at a national level would have a significant impact on the forecast funding “gap”;
- Price inflation – included on a critical service need only basis with £0.170m set aside for specific pressures;
- Food –includes an increase of 5% on current budgets due to latest indications from our suppliers;
- Fuel –includes an increase of 5% on current budgets to reflect recent increases and current forecasts; and
- Energy – includes increases in energy which range from 2% for fuel oil, to 11% for electricity, to 16% for street lighting. Gas is forecast to increase by 30%.

Inflation provision is held centrally initially and allocated out according to need. The position on inflation remains unpredictable in the current economic and political climate, and is therefore kept under review.

1.08	<p><b>Risks</b></p> <p>Ongoing risk of reductions in the Single Environment Grant over and above that already predicted will continue to place pressure on the service.</p>
1.09	<p><b>Operating Model Efficiencies – Streetscene &amp; Transportation and Planning &amp; Environment</b></p> <p><b>Appendix 1 sets out the current resilience position for each Portfolio. The resilience statements set the context for the savings and efficiencies proposed for 2018/19.</b></p> <p>The portfolio options for savings and efficiencies are risk assessed as either ‘green’ or ‘amber’ are set out below.</p> <p>Further details of these options are included in Appendix 2 for both Portfolios. These options total £0.960mm</p> <p>Streetscene &amp; Transportation - £0.800m</p> <ol style="list-style-type: none"> <li>1. Waste Strategy – Implementation of charging for Garden Waste collections with effect from March 2018</li> </ol> <p>Planning &amp; Environment – £0.160m</p> <ol style="list-style-type: none"> <li>1. Development Management – Outcome of Service Review would generate efficiency of £0.015m</li> <li>2. Highways Development Control – Review current charges and consider introduction of further charges - £0.015m</li> <li>3. Building Control – additional charges to generate efficiency of £0.030m from a review of existing charges and increased partnership working</li> <li>4. Built Environment – Efficiency of £0.010m through charging for pre application advice on Listed Buildings.</li> <li>5. Flooding and Drainage – Efficiency of £0.010m through fees being charged for collaborative work and outputs of service review.</li> <li>6. Energy – Efficiency of £0.010m through service review</li> <li>7. Minerals and Waste – Efficiency of £0.050m from maximising regulatory compliance income and a review of daily charging rates, thus reducing the level of contribution to the Shared Service required from the Council.</li> <li>8. Rights of Way – Efficiency of £0.020m from reducing costs and Service Review</li> </ol>

<b>2.00</b>	<b>BUDGET PROCESS AND TIMELINE 2018-19</b>
2.01	Stage One service portfolio proposals are being presented throughout October for review.
2.02	The Provisional Settlement for Local Government in Wales is due to be announced on 10 October 2017. The Final Settlement is expected later in the calendar year and will follow the Chancellor of the Exchequer’s budget



	statement which is due to be made on 22 November.
2.03	Stage Two (secondary options) will be considered between December and February, with Stage Three (budget finalisation and approval) taking place in February and March 2018.
2.04	Council meetings have been diarised in December, January, February and March.

<b>3.00</b>	<b>RESOURCE IMPLICATIONS</b>
3.01	The resource implications of setting the annual budget are significant. The Medium Term Financial Strategy will continue to carry many risks. Careful risk assessment in planning and decision-making will continue to be a central feature of planning.

<b>4.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees, external partners, external advisors and representative bodies, and eventually the communities of Flintshire will follow. The strategic approach advocated for the MTFs builds on the current approach which had majority member and public support in planning the previous two annual budgets.

<b>5.00</b>	<b>RISK MANAGEMENT</b>
5.01	All parts of the financial forecast and all budget solutions, are risk assessed stage by stage. An overall risk assessment and risk management statement will be produced both for the revised MTFs and the draft annual budget for 2018/19.

<b>6.00</b>	<b>APPENDICES</b>
6.01	Appendix 1 – Streetscene & Transportation Resilience Statement Appendix 2 – Streetscene & Transportation Operating Model Appendix 3 – Planning & Environment Resilience Statement Appendix 4 – Planning & Environment Operating Model

<b>7.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
7.01	None. <b>Contact Officers:</b> Colin Everett and Gary Ferguson <b>Telephone:</b> 01352 702101 <b>E-mail:</b> <a href="mailto:gary.ferguson@flintshire.gov.uk">gary.ferguson@flintshire.gov.uk</a>

8.00	<b>GLOSSARY OF TERMS</b>
8.01	<p><b>Medium Term Financial Strategy (MTFS):</b> 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.</p> <p><b>Revenue Support Grant:</b> the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p><b>Specific Grants:</b> An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p><b>Office of Budget Responsibility:</b> created in 2010 to provide independent and authoritative analysis of the UK public finances.</p> <p><b>Institute of Fiscal Studies:</b> formed in 1969 and established as an independent research institute with the principal aim of informing public debate on economics in order to promote the development of effective fiscal policy.</p> <p><b>Independent Commission on Local Government Finance in Wales:</b> established to examine how local government funding can be made more sustainable with a view to providing specific recommendations for improvement and reform.</p> <p><b>Welsh Local Government Association:</b> the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.</p>



# Resilience Statements 2017- 2019

## Streetscene and Transportation

<b>Current value of service, financial year 2017/2018 budget £27.467m</b>	<b>Cost reduction over the last five years £8.620m</b>  <b>Percentage of budget = 31%</b>
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### Context – What has been achieved so far.

Since the introduction of Streetscene in 2011, total savings of **£9.6m** will have been realised (assuming the efficiencies in the current three year Business Plans are fully achieved).

The Service now provides a 24/7 service, operating over 365 days a year and now collects domestic waste over 7 days a week, reducing the number waste vehicles required by 40%

The service has rationalised its depot/office provision from 6 locations, which were spread around the County - to a single operating facility in Alltami.

A full staffing review has been completed, which has delivered a fully integrated structure, with the number of staff employed within the service reducing by approximately 40% since 2012. Front line operations have been largely protected and the total number of frontline operational staff employed by the service has largely been maintained.

The fleet provision has been externalised and will now be delivered through a 7 year contract, following a compliant tendering exercise which delivered approximately £1.3m of savings

All Transportation services have been integrated into a single centre and all procurements will be optimised to provide maximum benefit.

### External validation / Benchmarking of the service provision

An external and independent national diagnostic consultant completed a full diagnostic review of the service and reported the following:

*“The services were benchmarked on 50 metrics (Waste 34, Streetscene 16), against a panel of public and private sector operations, with following overall scores:*

- **19 (38%) Streetscene and Waste services combined ranked as “Good”**
- **26 (52%) ranked as “Moderate” or “Poor”**
- **5 (10%) lacked data to enable meaningful benchmarking. ”**

The majority of the areas ranked “Moderate to Poor” related to productivity issues within the operational area. These concerns are being addressed through a productivity Improvement Package currently being discussed with the Trades Unions, which will deliver additional savings which are defined within the 17-18 Business Planning proposals.

# Resilience Statements 2017- 2019

## Current Performance level / Value for Money considerations / Unit cost

Highway maintenance – Network assessed to be the best maintained in Wales – Low revenue budget and limited capital funding - Investment level low compared to Wales Average

Street Cleanliness Index – Top Quartile in Wales – Good VFM from integrated service – Unit costs show good market comparability (where measured)

Waste recycling level – Top Quartile in Wales - Unit costs show average market comparability

HRC provision - Recycling performance low due to poor quality of the facilities – Unit cost high due to over provision of sites – modernisation programme almost completed.

Transportation Service – Average performer – Unit cost and performance improving through changes in procurement process. New arrangements will deliver high market comparability

Fleet Service – Externalised Service – High VFM – Contracted unit rates shown excellent market comparability.

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Service	Current Operating Model	Preferred Operating Model	Mandatory (M) or Discretionary (D)	Current VFM Assessment	2017/18 Resilience levels	2018/19 Resilience levels if Green and Amber options are taken OR/ No Change (NC)	WORKING NOTES Resilience level statement a) Service scale and quality b) Capability c) Service sustainability
Winter Service	Council	Council	M			NC	Service requires high number of specialist drivers from within the service and the service will fail if this resource becomes unavailable. Further reductions in back office staffing levels within the S&T service will directly impact on service provision.  Limited scope to reduce coverage due to Statutory duty  The majority of spend is non-influencable – vehicle, salt, fuel etc. and further savings will impact directly on service delivery
Reactive Highways	Council / Commissioned	Council / Commissioned	M			NC	Standards already set largely at minimum recommended – further reductions will

## Resilience Statements 2017- 2019

		/ Teckal					<p>compromise duty to maintain the network</p> <p>Proposed workforce productivity package will ensure price comparability with private sector.</p> <p>Some functions already outsourced</p>
<b>Streetlighting</b>	Council / Commissioned through T&CC	Council / Commissioned / Teckal	D			<b>NC</b>	<p>Resource already at minimal level for repairs although the move to LED may allow for further reduction in time.</p> <p>Workforce Teckal may provide further efficiencies</p>
<b>Grass Cutting – Amenity Areas</b>	Council / Commissioned	Council / Commissioned / through T&CC	D			<b>NC</b>	<p>Efficiency changes planned to deliver market level efficiency built into Business Planning proposals</p> <p>Reduction in standard or community transfer are the only realistic options for further savings</p>
<b>Litter Collection and Cleansing</b>	Council	Council / Commissioned / through T&CC	M			<b>NC</b>	<p>Standards set at minimum statutory level for highway maintenance functions and further reduction will breach statutory duty</p>
<b>HRC Operations</b>	Council	Council / Commissioned /Teckal	M			<b>NC</b>	<p>Strong local resistance to reduce the number of sites</p> <p>Need to improve recycling levels to achieve existing Business Planning proposed savings</p>
<b>Waste Collections</b>	Council	Council / Teckal	M			<b>NC</b>	<p>Workforce Teckal may provide efficiencies in future years</p>
<b>Transportation: Local Services (Social Services and Schools)</b>	Council	Council Enabled Tendered Routes	M			<b>NC</b>	<p>Final tendering process will deliver maximum market tested efficiency for an integrated service.</p> <p>The only remaining saving can be achieved through service reduction (post 16 charge/removal improve hazardous routes etc.). All of these proposals will directly impact on a high number of service users and will be extremely contentious</p>
<b>Transportation: Public Transport and Regional Services</b>	Council	Collaborative	Some M Some D			<b>NC</b>	<p>Subject to a further review of Bus subsidies and consideration of the impact of Community Transport</p>
<b>Transportation Strategy</b>	Council	Cease/Reduce/Charge	Some M			<b>NC</b>	<p>Review of Transportation policy</p>

## Resilience Statements 2017- 2019

			Some H				
<b>Fleet</b>	Commissioned	Commissioned	D			<b>NC</b>	Resilience - High surety due to conditions within contract  Any reduction in direct fleet funding would directly impact front line service delivery
<b>Bereavement Services</b>	Council	Teckal	M			<b>NC</b>	Potential for income generation from new trading model
<b>Car Parking charges</b>	Council	N/A	D			<b>NC</b>	Existing charges aimed at car park management and providing availability - rather than income generation.  Increase in charges may impact on usage levels and overall income.
<b>Transport Strategy including Trunk and Principal Road Management and Maintenance</b>	Collaborative	Collaborative	M			<b>NC</b>	Regional working options could provide some limited economies of scale and therefore savings.
<b>Cemeteries</b>	Council/ Commissioned through T & CC	Council / Commissioned through T&CC	M			<b>NC</b>	Town and Community Councils or local volunteer groups could take on the maintenance
<b>Enforcement</b>	Council / Commissioned	Commissioned	M			<b>NC</b>	Outsourcing enforcement duties may reduce costs although this may not be sustainable as FPN numbers fall
<b>Road Safety and Traffic Services</b>	Council	Council	M			<b>NC</b>	Limited staff resource and service provided by private sector – limited opportunities for further savings
<b>Waste Strategy</b>	Council	Council	M				The Council follows the WG blueprint for collections with the exception of Charges for Garden Waste and less frequent residual waste collections



# Future Operating Models and Projected Efficiencies 2018/19 and onwards

## Streetscene and Transportation Summary

2018-19 Projected Efficiencies – Ranked by Risk

<b>Risk</b>	<b>Efficiencies</b>
Green - Moderate	£0
Amber - Medium	£800,000
<b>TOTAL POTENTIAL SAVINGS</b>	£800,000



## Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	STREETSCENE AND TRANSPORTATION								
	Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description  2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required)  Minimum £ Maximum £	Estimated Efficiency 2018/19  £	Financial Confidence Grading  Low (L) Medium (M) High (H)
Winter Service	M	Council	Protect	No	None				
Proactive Highways	M	Council/ Comm/Teckal	Protect	No	None				
Streetlighting	D	Council/ Comm/Teckal	Protect	Yes	None				
Grass Cutting – Amenity Areas	D	Council/ Comm/Through T&CC	Reduce  Include in 'core offer'	No	None				
Litter Collection and Cleansing	M	Council/ Comm/Through T&CC	Reduce  Include in 'core offer'	No	None				

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## Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	STREETSCENE AND TRANSPORTATION								
Service Area / Function	Statutory Status  * Mandatory * Council Discretion * Historical	Operating Model:  * Council Collaborative * Commissioned * Cease	Level of Service  * Reduce *Protect *Develop *National Resolution	Commercial Opportunities	Savings potential / Income generation - description  2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required)  Minimum £ Maximum £	Estimated Efficiency 2018/19  £	Financial Confidence Grading  Low (L) Medium (M) High (H)	Risk Rating  Confidence in delivery
HRC Operations	M	Council/ Comm/Teckal	Develop	Yes	None				
Waste Collections	M	Council/ Teckal	Protect	Some	None				
Transportation: Local Services (Social Services and Schools)	M	Council Enabled  Tendered Routes	Reduce	No	None				
Transportation: Public Transport and Regional Services	Some M  Some D	Collaborative	Reduce  National Resolution	No	None				



## Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	STREETSCENE AND TRANSPORTATION								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)	Risk Rating Confidence in delivery
Transportation Strategy	Part M Part H	Cease	Remove	No	None				
Street	D	Commissioned	Protect	Yes	None				
Bereavement Services	M	Commissioned Teckal	Develop	Yes	None				
Car Parking charges	D	Council	Protect	No	None				
Transport Strategy incl. Trunk and Principal Road Management and Maintenance	M	Collaborative	Protect Nation Res	Yes	None				



## Future Operating Models and Projected Efficiencies 2018/19 and onwards

PORTFOLIO	STREETSCENE AND TRANSPORTATION								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description 2018-19	Range of Efficiencies 2018/19 and Organisational Change support (if required) Minimum £ Maximum £	Estimated Efficiency 2018/19 £	Financial Confidence Grading Low (L) Medium (M) High (H)	Risk Rating Confidence in delivery
<b>Cemeteries</b>	M	Council / Commissioned through T & CC	Reduce	No	None				
<b>Enforcement</b>	M	Commissioned	Develop	Some	None				
<b>Road Safety and Traffic Services</b>	M	Council	Protect	No	None				
<b>Waste Strategy</b>	M	N/A	Reduce	Some	Charges for Garden waste	£800k - £1,200k	£800k	M/H	

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# Resilience Statements 2017 - 2019

## Portfolio Planning and Environment

### Summary of Portfolio Budgeted Efficiencies

<b>Current value of service, financial year 2017/2018 budget £5.043m</b>	<b>Cost reduction over the last five years £2.147m Percentage of budget = 43%</b>
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#### Context – What have we achieved so far

Following the creation of the new portfolio in 2014, there has been a significant reductions in management costs with a reduction in Service Manager and Team Leader posts. This includes the loss of a Head of Service and Service manager within year 1 of the Business Planning process and overall a move from ten Strategic managers to six Service managers by 2016. A further Service Manager is to be released in 2017/18.

Income has been generated via the introduction of a pre-planning application charging service and the introduction of a three year programme to make the licencing and pest control functions self-financing.

Service review has ensured compliance with the Council's management spans of control.

Business process efficiencies have secured £40 000 over 15/16 and 16/17 with a further £20 000 identified for 17/18.

Costs of newspaper advertising reduced by £20 000 over 15/16 and 16/17.

Cessation of the out of hours Dog Service brought a saving of £12 000 in 15/16.

Closure of Greenfield Office yielded £12 000 saving in 2015/16

All vacant posts reviewed and only recruited to on an exceptional basis when fully supported by Business Case. This secured £175 000 saving in 15/16.

The Planning function is now scrutinised via the Annual Performance Reporting process introduced by Welsh Government in 2015. This allows the Council to compare itself against other local authorities in Wales based on a series of efficiency targets.

## Resilience Statements 2017 - 2019

Service	Current Operating Model	Preferred Operating Model	Mandatory (M) or Discretionary (D)	Current VFM Assessment	2017/18 Resilience levels	2018/19 Resilience levels if Green and Amber options are taken OR/ No Change (N/C)	<b>WORKING NOTES</b> Resilience level statement a) <b>Service scale and quality</b> b) <b>Capability</b> c) <b>Service sustainability</b>
<b>Development Management including Highways DC, land charges and Building Control</b>	In house provision – delivered by frontline workforce	Council with some collaboration to initially support EAB Growth bid and then potential Phase 2 of NW DM project. Some collaboration with other North Wales authorities such as Wrexham or Denbighshire	<b>M</b>	<b>A</b>	<b>A</b>	<b>A</b>	<p>Some areas of the DM service are poorly performing when nationally benchmarked, or have immediate local issues which need addressing.</p> <p>This is a high profile area – subject to WG Annual Performance Reporting system</p> <p>Further reductions in staffing levels will directly impact on service provision against national benchmarks and our ability to deliver Local Development Plan to the agreed timetable.</p> <p>Further efficiencies would result in potential failure to determine applications within specified timescales leading to the refund of planning fees</p> <p>Expected VFM to move to green after completion of restructure.</p>

## Resilience Statements 2017 - 2019

<b>Planning Strategy and Built Environment</b>	Council in house provision – delivered by frontline workforce. Some topic - based collaboration with neighbouring authorities.	Council with some collaborative potential.  Potential to support possible Strategic Development Plan for EAB area, followed by a lighter touch LDP review	<b>M</b>	<b>G</b>	<b>A</b>	<b>NC</b>	High profile area – subject to WG Annual Performance Reporting system. Progress on the LDP must be maintained to allow the potential to address the position of being unable to demonstrate of five year supply of housing land.  Further reductions in staffing levels will directly impact on our ability to deliver the Local Development Plan (a Council Plan priority) which has already slipped.
<b>Flood Risk and Strategy</b>	In house provision – delivered by frontline workforce	Full collaborative with commercial potential	<b>M / D</b>	<b>A</b>	<b>A</b>	<b>A</b>	Further reductions in staffing levels will directly impact on our ability to deliver the Flood Risk Management Plans which we have a statutory duty to complete. This would lead to an increased inability to plan for future flooding events and mitigate against them.  Flood prevention has been acknowledged as a priority of the Public Services Board.  Expected VFM to move to green following completion of restructure.
<b>Energy</b>	In house provision – delivered by front line workforce	Council with some collaborative potential	<b>D</b>	<b>G</b>	<b>A</b>	<b>A</b>	Reductions in staffing levels would result in the Council being unable to procure the most energy efficient products and advise residents accordingly. Green Council ambitions now a Council Plan priority.  Further reductions would lead to an Increased risk of the number of residents in fuel poverty increasing.

## Resilience Statements 2017 - 2019

							The Council Plan seeks to reduce this.
<b>Minerals and Waste</b>	Collaborative. Provides a consultancy style service for minerals and waste planning to Councils across North Wales.	Collaborative	<b>M</b>	<b>G</b>	<b>A</b>	<b>A</b>	Further reductions in staffing levels will directly impact on ability to deliver standards expected by our funding partners and may result in the partnership's demise. FCC would no longer be able to justify employment of the full team leading to potential exit costs.
<b>Access and Countryside including Countryside, Natural Environment, Rights of Way and Greenfield Valley</b>	In house provision delivered by frontline workforce with an increasing use of volunteers	Council with some collaborative potential	<b>M / D</b>	<b>G</b>	<b>A</b>	<b>NC</b>	Further reductions would lead to a failure to meet our statutory requirements in relation to the management of ecologically important sites and habitats.  Environmental protection has been acknowledged as a priority of the Public Services Board and forms part of the Green Council priority.
<b>Trading Standards and Animal Health</b>	Council. In house provision – delivered by front line workforce with some regional collaboration.	Council  Voluntary regional collaboration through work streams identified by the North Wales Heads of Public Protection	<b>M</b>	<b>G</b>	<b>A</b>	<b>NC</b>	Further reductions would lead to a failure to meet our statutory requirements; an increased risk to consumers and an increased risk to animal welfare
<b>Trading Standards Investigations and Community Safety</b>	Council. In house provision – delivered by front line workforce with some regional collaboration	Council  Voluntary regional collaboration through work streams	<b>M</b>	<b>G</b>	<b>A</b>	<b>NC</b>	Further reductions would lead to a failure to meet our statutory requirements; an increased risk to consumers and reduction in community safety and cohesion. Safer Communities are



## Resilience Statements 2017 - 2019

							acknowledged as a priority within the Council and the work of the Public Service Board.
<b>Licensing and Pest Control</b>	Council.  In house provision – delivered by front line workforce	Council  Voluntary regional collaboration through work streams where appropriate	<b>M / D</b>	<b>G</b>	<b>A</b>	<b>NC</b>	Further reductions would lead to a failure to meet our statutory requirements, an increased risk to consumers, public health and service users.
<b>Food Safety and Standards</b>	Council. In house provision – delivered by front line workforce  Some voluntary regional collaboration where appropriate	Council  Voluntary regional collaboration through work streams identified by the North Wales Heads of Public Protection	<b>M</b>	<b>G</b>	<b>A</b>	<b>NC</b>	Further reductions would lead to a failure to meet our statutory requirements, an increased risk to consumers, public health and service users and an increased risk to consumers
<b>Public Health and Housing Enforcement</b>	Council  Voluntary regional collaboration through the work streams and projects identified by the North Wales Heads of Public Protection	Council  Voluntary regional collaboration through work streams	<b>M</b>	<b>G</b>	<b>A</b>	<b>NC</b>	Further reductions would lead to a failure to meet our statutory requirements, an increased risk to consumers, public health and service users and an increased risk to consumers.
<b>Corporate Health and Safety</b>	Council	Council	<b>M</b>	<b>G</b>	<b>A</b>	<b>NC</b>	Further reductions would lead to a failure to meet our statutory requirements and an increased, unacceptable risk to our staff and the public.

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# Future Operating Models and Projected Efficiencies 2018/19 and onwards

## Planning and Environment Summary

2018-19 Projected Efficiencies – Ranked by Risk

<b>Risk</b>	<b>Efficiencies</b>
Green - Moderate	£50k
Amber - Medium	£110k
<b>TOTAL POTENTIAL SAVINGS</b>	£160k

PORTFOLIO	PLANNING AND ENVIRONMENT								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
<b>Development Management</b> Page 36	Mandatory	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution	Limited scope to produce planning statements or carry out appeals for private market or neighbouring authorities but this would have to be matched by sufficient resource	Limited Current budget is largely staffing and therefore any reduction would impact on number of staff and therefore service delivery.	Support on collaborative work  Minimum £0 Maximum £15k	£15k	M	
<b>Highways DC</b>	Mandatory	Council and possible Collaboration with other North Wales authorities such as Wrexham or Denbighshire	Protect and develop	Introduce further charges. Review current charges. Retain supervisory function of highway works in the team.	Limited Current budget is largely staffing and therefore any reduction would impact on number of staff and therefore service delivery.	Minimum - £10K Maximum -£50K	£15k	M	
<b>Building Control</b>	Council Discretion	Council and collaboration with a whole North Wales Local Authority Building Control lead model or	Protect and develop	Review charges. Introduce charges. Increase partnership working. Increase authorized	Limited Current budget is largely staffing and therefore any reduction would impact on number of staff and	Minimum - £10K Maximum -£50K	£30k	M	

PORTFOLIO	PLANNING AND ENVIRONMENT								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
		smaller bespoke collaboration with neighbouring authorities such as Wrexham or Denbighshire		commencements inspections.	therefore service delivery.				
Land Charges	Mandatory	Council	Protect and develop	None	None				
Planning Strategy	Mandatory	Council with some collaborative potential.  Potential to support Strategic Development Plan for EAB area followed by a lighter touch LDP review	Protect and develop	Very limited/none	None				
Built Environment	Mandatory	Council with some collaborative potential  On-going	Protect and Develop	Charging for pre-app advice	None but some income potential to offset	Minimum - £10K Maximum -£50K	£10k	M	
Flooding and Drainage	Mandatory/ Council Discretion	Full collaborative potential	Protect and Develop	Fees for capital project work	Moderate. Evaluate shared service model potential with	Minimum - £10K Maximum -£50K	£10k	M	

PORTFOLIO	PLANNING AND ENVIRONMENT								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
Page 88	<ul style="list-style-type: none"> <li>* Mandatory</li> <li>* Council Discretion</li> <li>* Historical</li> </ul>	<ul style="list-style-type: none"> <li>* Council</li> <li>* Collaborative</li> <li>* Commissioned</li> <li>* Cease</li> </ul>	<ul style="list-style-type: none"> <li>* Reduce</li> <li>*Protect</li> <li>*Develop</li> <li>*National Resolution</li> </ul>		WCBC and DCC  Income potential for collaborative work	Savings from service review  Support on review/ADM	£	Low (L) Medium (M) High (H)	Confidence in delivery
Energy	Council Discretion	Council with some collaborative potential	Protect	Fees for energy efficiency assessment (eg DEC)	None but some income potential to offset  Income potential for collaborative work	Savings from service review  Support on review/ADM	£10k	M	
Minerals and Waste	Mandatory	Collaborative. Provides a consultancy style service for minerals and waste planning to Councils across North Wales.	Protect and develop	Yes. Long term, retained service, or bespoke one-off contracts with other Councils within a reasonable travel distance. Potential to maximize regulatory compliance income. Review day rate charging	Moderate but dependent upon market conditions and availability of work in other Council areas.	Minimum - £10K Maximum -£50K	£50k	M	

PORTFOLIO	PLANNING AND ENVIRONMENT								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
Countryside	Council Discretion	Council with some collaborative potential	Protect	Limited Room Hire and Car parking charges	None	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
Rights of Way	Mandatory	Council with some collaborative potential	Protect	Increase in charging, and reduction in expenditure e.g. strimming contract	Moderate  Increase income target	Minimum - £10K Maximum -£50K	£20k	L	
Natural Environment	Mandatory	Council with some collaborative potential	Protect	Potential charging through the tree team	None				
Greenfield Valley	Council Discretion	Trust with delivery through Management Agreement with FCC	Protect and potentially develop	Yes, managed as an entry fee attraction. Income used for site expenditure	None				
Trading Standards and Animal Health	Mandatory	Council  Voluntary regional collaboration through the work streams and projects identified by the North Wales Heads of Public Protection	Protect	No	None				

PORTFOLIO	PLANNING AND ENVIRONMENT								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
<b>Trading Standards Investigations and Community Safety</b> Page 40	Mandatory	Council  Voluntary regional collaboration through the work streams and projects identified by the North Wales Heads of Public Protection	Protect	No	None				
<b>Licensing</b>	Mandatory	Council  Voluntary regional collaboration through the work streams and projects identified by the North Wales Heads of Public Protection	Protect		None				
<b>Pest Control</b>	Council Discretion	Council	Protect	Yes – the commercial opportunities have been identified and quantified in the P&E Business	None				



PORTFOLIO	PLANNING AND ENVIRONMENT								
Service Area / Function	Statutory Status	Operating Model:	Level of Service	Commercial Opportunities	Savings potential / Income generation - description	Range of Efficiencies 2018/19 and Organisational Change support (if required)	Estimated Efficiency 2018/19	Financial Confidence Grading	Risk Rating
	* Mandatory * Council Discretion * Historical	* Council * Collaborative * Commissioned * Cease	* Reduce *Protect *Develop *National Resolution		2018-19	Minimum £ Maximum £	£	Low (L) Medium (M) High (H)	Confidence in delivery
				Plan					
<b>Food Safety and Standards</b>  Page 41	Mandatory	Council  Voluntary regional collaboration through the work streams and projects identified by the North Wales Heads of Public Protection	Protect	Yes – but limited incomes in terms of charging for advice.	None				
<b>Public Health and Housing Enforcement</b>	Mandatory	Council  Voluntary regional collaboration through the work streams and projects identified by the North Wales Heads of Public Protection	Develop – Due to increasing demands on the section dealing with private sector housing enforcement	No	None				
<b>Corporate Health and Safety</b>	Mandatory	Council	Protect	No	None				

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## ENVIRONMENT OVERVIEW & SCRUTINY

<b>Date of Meeting</b>	Tuesday 17 October 2017
<b>Report Subject</b>	Bereavement Services
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	Chief Officer for Streetscene and Transportation
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

Bereavement Services currently manage 15 Cemeteries and 8 Closed Churchyards located throughout Flintshire. Within these Cemeteries the Council undertakes approximately 400 interments annually, both full body and cremated remains. The service is staffed by 2 full time officers (Bereavement Services Manager and Bereavement Services Officer) and 6 Streetscene Operatives who undertake the cemetery maintenance and grave digging operations. The service also manages a team of 6 seasonal operatives who undertake grass cutting duties during the season (April to October).

Within the cemeteries, the service has 2 Gardens of Remembrance located at Hawarden and Kelsterton and has recently established a woodland burial area and dedicated child / baby memorial at Kelsterton Cemetery. The service is responsible for approximately 17,500 memorials of varying shapes and sizes, approximately 400m<sup>2</sup> of shrub and flower beds, 140,000m<sup>2</sup> of grass to be mowed, 100,000m of strimming around memorials, 4500m of hedging, 450 trees, 250 memorial benches and 12 buildings of various sizes and uses, including the chapel located in Hawarden No 1 Cemetery.

There are a number of future challenges and risks facing the service that need addressing and this report sets out proposals to deal with these. These being:

- Memorial safety
- Increasing grounds maintenance costs
- The increasing number of Public Health Burials
- Future Burial Space in Council owned cemeteries

Child Burial Fees have also recently been brought into the public domain, and Welsh Government are now in the process of writing a Memorandum of

Understanding (MoU) to standardise child burial and associated fees across Wales. Subsequently, the service is seeking a recommendation to cabinet to sign up to this MoU.

## RECOMMENDATIONS

1.	That Scrutiny recommends Cabinet approves the changes to the current inspection and management arrangement for memorials within Council owned cemeteries.
2.	That Scrutiny recommends Cabinet approves plans to investigate partnership agreements with local communities to deliver grounds maintenance for cemeteries and closed churchyards.
3.	That Scrutiny recommends Cabinet approves the new arrangements for house searches, in respect of Public Health burials.
4.	That Scrutiny notes the current capacity within the Council owned cemeteries.
5.	That Scrutiny recommends Cabinet approves the adoption of the Memorandum of Understanding being developed by Welsh Government to standardise Child Burial Fees across Wales.

## REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE BURIAL STRATEGY																																
1.01	<p>Bereavement Services currently manage 15 Cemeteries and 8 Closed Churchyards located throughout Flintshire as follows:</p> <table border="1"> <thead> <tr> <th>Cemetery</th> <th>Closed Churchyards</th> </tr> </thead> <tbody> <tr> <td><i>Bagillt</i></td> <td><i>Ddol Chapel, Afonwen</i></td> </tr> <tr> <td><i>Bryn Road Connahs Quay</i></td> <td><i>Ffordd y Llan, Cilcain</i></td> </tr> <tr> <td><i>Buckley</i></td> <td><i>Old Churchyard, Halkyn</i></td> </tr> <tr> <td><i>Flint - London Road</i></td> <td><i>St James, Holywell</i></td> </tr> <tr> <td><i>Flint - Northop Road</i></td> <td><i>St Peters, Holywell</i></td> </tr> <tr> <td><i>Greenfield No 1</i></td> <td><i>Trelawnydd</i></td> </tr> <tr> <td><i>Greenfield No 2</i></td> <td><i>Tyddyn Street, Mold</i></td> </tr> <tr> <td><i>Hawarden No 1</i></td> <td><i>Vownog Road, Sychdyn</i></td> </tr> <tr> <td><i>Hawarden No 2</i></td> <td></td> </tr> <tr> <td><i>Holywell</i></td> <td></td> </tr> <tr> <td><i>Hope - Bryn y Grog</i></td> <td></td> </tr> <tr> <td><i>Hope - Old</i></td> <td></td> </tr> <tr> <td><i>Kelsterton</i></td> <td></td> </tr> <tr> <td><i>Rhewl</i></td> <td></td> </tr> <tr> <td><i>Treuddyn</i></td> <td></td> </tr> </tbody> </table>	Cemetery	Closed Churchyards	<i>Bagillt</i>	<i>Ddol Chapel, Afonwen</i>	<i>Bryn Road Connahs Quay</i>	<i>Ffordd y Llan, Cilcain</i>	<i>Buckley</i>	<i>Old Churchyard, Halkyn</i>	<i>Flint - London Road</i>	<i>St James, Holywell</i>	<i>Flint - Northop Road</i>	<i>St Peters, Holywell</i>	<i>Greenfield No 1</i>	<i>Trelawnydd</i>	<i>Greenfield No 2</i>	<i>Tyddyn Street, Mold</i>	<i>Hawarden No 1</i>	<i>Vownog Road, Sychdyn</i>	<i>Hawarden No 2</i>		<i>Holywell</i>		<i>Hope - Bryn y Grog</i>		<i>Hope - Old</i>		<i>Kelsterton</i>		<i>Rhewl</i>		<i>Treuddyn</i>	
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1.02	The management of cemeteries is in the main covered by the Local Authorities Cemetery Order 1977 (LACO) The Authority also has a statutory duty under the Public Health (Control of Disease) Act 1974 to undertake the funeral arrangements for those residents of Flintshire who are unable to fund their own funeral.
1.03	As members of the Association of Public Service Excellence (APSE) Performance Network for Cemeteries and Crematoria, the service is bench marked against other similar Authorities on key performance indicators. Our performance compared to those in our peer group for 2015 / 2016 financial year shows the service to be expensive but improving and moving forward in the right direction.
1.04	<p><b><u>Memorial Safety Policy</u></b></p> <p>Flintshire County Council currently undertake Memorial Safety inspections in all 15 of its Cemeteries on a rolling three year programme. The current programme does not include memorials within closed churchyards but this situation has been addressed and all memorials in these locations will in future be inspected at the same frequency, with the initial inspection completed at all churchyards by 1st April 2018. The current practice does also not address those memorials that fail the inspection and are never repaired as a registered grave owner cannot be traced.</p>
1.05	In these circumstances, the memorial has two wooden stakes placed behind it and is strapped to these stakes. The memorial is then subject to ongoing inspection and re staking when required, which all has an associated cost. The proposed policy would seek to use an alternate form of metal fabricated support, which would not rot, and then if after a set period (12 months) the registered grave owner had not been traced or come forward, the memorial would be laid flat in the body of the grave, with the grave being levelled etc. and any associated broken kerb sets or memorial items removed from the Cemetery.
1.06	This arrangement will improve the safety of the Councils cemeteries, reducing ongoing inspection costs and make grounds maintenance easier and more efficient.
1.07	<p><b><u>Grounds Maintenance</u></b></p> <p>The service is responsible for approximately 17,500 memorials of varying shapes and sizes, approximately 400m<sup>2</sup> of shrub and flower beds, 140,000m<sup>2</sup> of grass to be mowed, 100,000m of strimming around memorials, 4500m of hedging, 450 trees, 250 memorial benches and 12 buildings of various sizes and uses, including the chapel located in Hawarden No 1 Cemetery.</p>
1.08	When visiting the Councils cemeteries and closed church yards the public rightly expect the grounds to be well presented and when this is not the case we are subject to criticism. Grounds maintenance is one of the largest costs incurred by the service and we need to explore ways to manage these costs in the future with increasing pressure on budgets. The current cost of maintaining the grounds across all of the cemeteries and closed churchyards is £124,085 (total) = £112,827 (cemeteries) and

	£11,258 (closed churchyards).
1.09	<p>There are two ways in which the Council can reduce this cost:</p> <ol style="list-style-type: none"> <li>1. Reduce the standard – (currently 16 cuts in total per season, 14 during the growing season and 1 prior to Christmas, 1 prior to Mothering Sunday if ground conditions allow). Or</li> <li>2. Investigate the possibility of Community Volunteer groups taking on the maintenance responsibility at particular sites.</li> </ol> <p>Reducing the standard would not be popular and is not being considered at this stage however faced with this approach in future years, local groups may be prepared to take on the responsibility - with our support. It is proposed that we look to develop a policy of working more closely with the local communities by establishing local volunteer groups to undertake maintenance works within the cemeteries.</p>
1.10	<p><b><u>Public Health burials</u></b></p> <p>Under the terms of the Public Health Act (Control of Diseases) 1984 (Section 46) Flintshire County Council has a statutory duty to undertake the funeral arrangements for those residents of Flintshire who are unable to finance it themselves or have no relatives able or willing to make the arrangements. On average we arrange up to 8 funerals of this nature each year at an average cost of £1,500 to include Funeral Director disbursements and FRCC Investigation Costs to the Council, the trend is increasing annually.</p>
1.11	<p>As part of these duties Flintshire have powers to attempt to recover all costs incurred from the estate of the deceased. To assist with this function officers from Bereavement Services currently undertake property searches in an attempt to try to ascertain any personal and or financial information contained within the property. Whilst processes are in place to protect the staff and corroborate and record any information found or removed, it is felt that this risk is unacceptably high for those officers concerned, in terms of the potential allegations that could be put forward following the search.</p>
1.12	<p>It is therefore proposed that the current policy be amended to ensure that when this process is undertaken, a suitable, independent person from outside of the Streetscene and Transportation Portfolio is also present at the property searches with the Flintshire County Council Bereavement officer. It is proposed that the independent officer comes from Legal or Internal Audit services.</p>
1.13	<p><b><u>Burial space</u></b></p> <p>Appendix 1 provides the estimated time (in years) that all of the Council cemeteries have left in relation to burial space. In particular the cemeteries at Hope with only 4 years and Hawarden with 5, have the least amount of existing burial space. Buckley Cemetery is the third in line with 9 years of capacity available.</p>

1.14	As land negotiations and purchase can be a lengthy process consideration now needs to be given to look at the possibility of extending the cemeteries in Hope and Hawarden into adjacent agricultural land. There is no such option at Buckley as there is no adjacent land to develop so alternative sites would need to be explored in the Buckley area. This work will under taken by the Council's Asset Team and will be the subject of a further report before any extension is taken forward.
1.15	Clearly the purchase of additional land, creation of infrastructure and the extensive ground investigation works required would involve significant investment from capital funds. However the investment would secure future income from burial fees applied, which would be lost should extensions not be provided.
1.16	<b><u>Child Burial Fees</u></b>  Welsh Government are currently working with all Welsh Local Authorities to standardise Child Burial Fees in Wales, through the development of a Memorandum of Understanding. Flintshire County Council currently do not charge for a child / baby funeral for someone up to the age of 16 in a dedicated Child Grave.
1.17	The MoU would standardise the age to 18 years of age and also ensure that no fee is applied to burials in child graves across Wales. It will also determine a consistent approach to burials of children in graves that will subsequently be used by the parents in such terms as whether the Exclusive Rights of Burial fee is applied and the Interment fee and also what fees are applied in terms of other services such as Memorials.
1.18	It is recommended that we adopt of the Memorandum of Understanding being proposed by Welsh Government to standardise Child Burial Fees across Wales.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Staff from the Bereavement Service, supplemented by Technical Officers from Streetscene and Transportation will undertake the memorial inspections.
2.02	Capital funding would be required to purchase land and develop new burial sites.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The registered grave owner, surviving family members or friends of the interred would be informed of the condition of any memorial found to be in a dangerous condition. In the event that records are not held regarding ownership, a notice will be attached to the memorial for a period of 1 year following the inspection, asking the owner or person responsible for the memorial to make contact with the Council or to make the memorial safe.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Approval of the recommendations made within this report will assist the Bereavement Services in managing and reducing the level of risk associated with this highly sensitive service.
4.02	Development of the Bereavement Strategy will also ensure that the service remains fit for purpose and is always able to meet the needs of the ever changing local demographic and is able to provide its services to a multi faith community ensuring we meet our equality targets. Also through the promotion of the natural burial option in our woodland burial option we are also addressing our responsibilities towards protecting the environment.
4.03	One of the main operational risks to the service is Health and Safety. By their nature cemeteries can be dangerous places to visit, through the development of a more robust Memorial Safety Policy and Closed Churchyard Policy, these risks to staff and visitors to the cemeteries will be reduced through improved maintenance and management.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Burial Space

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>Flintshire County Council – Internal Audit Report – Bereavement Services</p> <p><b>Contact Officer:</b> Jan Harty, Senior Auditor, Flintshire CC</p> <p><b>Telephone:</b> 01352 702234</p> <p><b>E-mail:</b> <a href="mailto:jan.harty@flintshire.gov.uk">jan.harty@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Exclusive Rights of Burial (EROB):-</b> Purchased by the Registered Grave Owner at the time of first interment in a grave or when the grave is purchased for future use. EROB give burials rights in a grave plot for 100 years currently.</p> <p><b>Closed Churchyard:-</b> A churchyard which is owned by the Church which has been closed to all burials under order and passed to the Local Authority to manage in terms of grounds maintenance, memorial safety, and boundaries</p> <p><b>Memorandum of Understanding (MoU):-</b> Formal agreement between two or more parties. Not legally binding</p>





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**Appendix 1 - Flintshire CC Cemeteries Average Years Left**

<b>Cemetery</b>	<b>Plots Available</b>	<b>Current Average Number New Graves per year</b>	<b>Average Years Usage Available</b>
<i>Bagillt</i>	129	8	16
<i>Bryn Road Connahs Quay</i>	0	0	0
<i>Buckley</i>	45	5	9
<i>Flint - London Road</i>	792	33	24
<i>Flint - Northop Road</i>	0	0	0
<i>Greenfield No 1</i>	0	0	0
<i>Greenfield No 2</i>	1039	5	208
<i>Hawarden No 1</i>	0	0	0
<i>Hawarden No 2</i>	250	50	5
<i>Holywell</i>	387	14	28
<i>Hope - Bryn y Grog</i>	40	10	4
<i>Hope - Old</i>	0	0	0
<i>Kelsterton</i>	1943	11	177
<i>Rhewl</i>	250	3	83
<i>Treuddyn</i>	397	3	132
<b>Closed Churchyards</b>			
<i>Ddol Chapel, Afonwen</i>	0	0	0
<i>Ffordd y Llan, Cilcain</i>	0	0	0
<i>Old Churchyard, Halkyn</i>	0	0	0
<i>St James, Holywell</i>	0	0	0
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<i>Tyddyn Street, Mold</i>	0	0	0
<i>Vownog Road, Sychdyn</i>	0	0	0

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## ENVIRONMENT OVERVIEW & SCRUTINY

<b>Date of Meeting</b>	Tuesday 17 October 2017
<b>Report Subject</b>	Highway Maintenance and Emergency Repairs.
<b>Cabinet Member</b>	Cabinet Member for Streetscene & Countryside
<b>Report Author</b>	Chief Officer – Streetscene & Transportation
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Environment Overview and Scrutiny requested an update on the processes used to identify resurfacing programmes and the preferred methods of repairing and maintaining the highway network.

This report outlines the approach to defect identification, including the inspection regime and the intervention levels operated by the Council. The report also provides details on capital expenditure and investment levels on the various highway assets, the preferred treatment option for carriageways such as patching, surface dressing or resurfacing and the cost benefit of temporary pot holes repairs.

### RECOMMENDATIONS

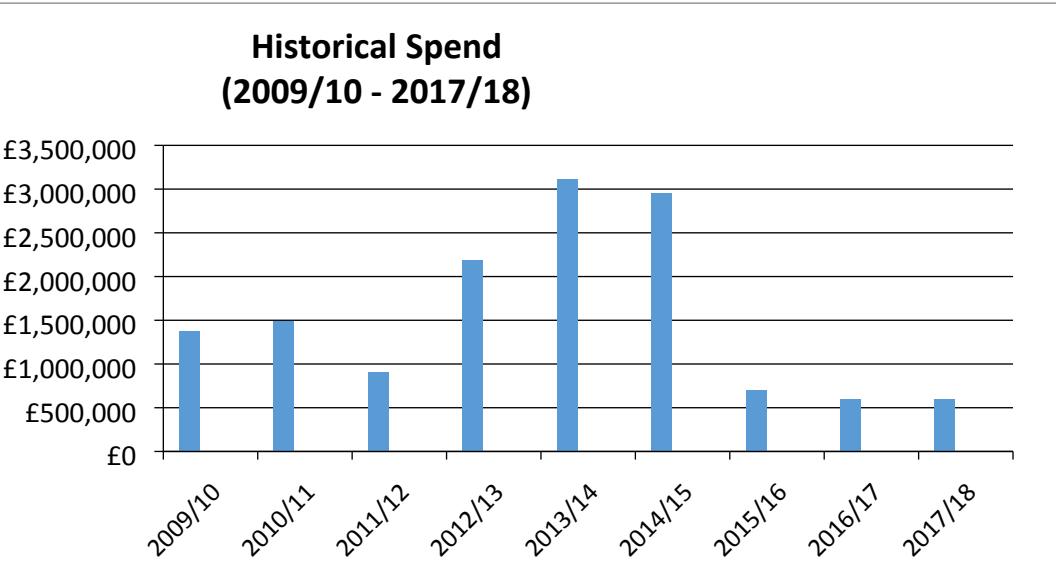
1	That Scrutiny notes the information contained within this report.
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### REPORT DETAILS

<b>1.00</b>	<b>BACKGROUND OF HIGHWAY MAINTENANCE AND REPAIR REPORT</b>
1.01	Flintshire County Council as Highway Authority has responsibility for the maintenance of all adopted highways (except Trunk Roads) within the County. The Council has a statutory duty to maintain the highway and may be responsible for any claims which result from injury or loss to members of the public who may use them.
1.02	The Gross Replacement Cost for the highway network in 2015/16 was estimated at £1,215,359,000.00 (£1.215bn) and remains the most valuable asset in the Councils ownership.
1.03	Flintshire County Council receives numerous claims from highway users

	following trips, falls or personnel loss/damage to property and vehicles on the public highway. The Authority endeavours to ensure that the highway network is in a fit-for-purpose and safe condition, which then provides the Council with a defence against any claims it may receive.																								
1.04	By virtue of Section 58 of the Highways Act 1980 (England and Wales), if an Authority can prove it had in place adequate policies and procedures to maintain the highway, and that the policies and procedures were being followed - providing there was no prior knowledge of 'the defect' before the incident date, a claim for damages against the Authority as a result of a trip, fall or personnel loss can be repudiated.																								
1.05	Regular safety inspections are therefore carried out on all elements of the network which involve visiting each section of the highway infrastructure at an approved frequency. During the visit any defects present are noted and the required maintenance repair work arranged. Safety inspections are carried out on all carriageways (roads), footways and cycle-ways and on all publically accessible car parks operated by the Council.																								
1.06	The Councils "Policy for Highway and Car Park Safety Inspections, Intervention Criteria and Response times" adopted in September 2016, contains the frequency of inspections that will be undertaken in respect of each road classification. The frequency is based on a risk assessment of each classification and by reference to the recommendations contained in the National Guidance document "Well Maintained Highways – A Code of Practice for Highway Maintenance Management (July 2005)".																								
1.07	The National Guidance document has been updated in 2017, and the recommendation is that the revised guidance should be adopted in existing local policies by September 2018. The Council reviews its inspection policy every 2 years and it is the intention that a revised "Policy for Highway and Car Park Safety Inspections, Intervention Criteria and Response times" will be submitted for Cabinet approval by July 2018.																								
1.08	From the policy, the following table sets out the inspection frequency for carriageway inspections: <table border="1" data-bbox="316 1485 1394 2072"> <thead> <tr> <th><u>Description</u></th> <th><u>National Guidelines Category</u></th> <th><u>Code Frequency</u></th> <th><u>FCC Freq.</u></th> </tr> </thead> <tbody> <tr> <td>Strategic Route – Class A</td> <td>2</td> <td>1 month</td> <td>1 month</td> </tr> <tr> <td>Main Distributor – Class B</td> <td>3(a)</td> <td>1 month</td> <td>1 month</td> </tr> <tr> <td>Secondary Distributor – Class C</td> <td>3(b)</td> <td>1 month</td> <td>1 month</td> </tr> <tr> <td>Link Road – U/C</td> <td>4(a)</td> <td>3 months</td> <td>3 months</td> </tr> <tr> <td>Local Access – U/C</td> <td>4(b)</td> <td>1 year</td> <td>Urban 6 months Rural 6 months</td> </tr> </tbody> </table>	<u>Description</u>	<u>National Guidelines Category</u>	<u>Code Frequency</u>	<u>FCC Freq.</u>	Strategic Route – Class A	2	1 month	1 month	Main Distributor – Class B	3(a)	1 month	1 month	Secondary Distributor – Class C	3(b)	1 month	1 month	Link Road – U/C	4(a)	3 months	3 months	Local Access – U/C	4(b)	1 year	Urban 6 months Rural 6 months
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1.09	During the carriageway inspection any defects are identified by the																								

	<p>Streetscene Area Coordinator. The defect will fall into one of the following categories:</p> <ol style="list-style-type: none"> <li>1. A situation with potential to cause serious injury or accident.</li> <li>2. Defect above 40mm (above/below the mean level of the carriageway)</li> <li>3. Defect below 40mm</li> </ol>								
1.10	<p>Defects which are considered to require urgent attention are corrected or made safe at the time of the inspection - if reasonably practicable to do so. In this context, making safe may constitute displaying warning notices, coning off or fencing off the area to protect the public from the defect. If it is not possible to correct or make safe the defect at the time of inspection, repairs of a permanent or temporary nature should be carried out as soon as possible afterwards.</p>								
1.11	<p>Defects that do not represent an immediate hazard or risk are programmed for repairs within the times defined within the policy set out in the table below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;"><u>Defect</u></th> <th style="text-align: left;"><u>Response Time</u></th> </tr> </thead> <tbody> <tr> <td>A situation with potential to cause serious injury or accident</td> <td>Immediate or closure</td> </tr> <tr> <td>Defect above 40mm</td> <td>Rectify within 3 working days</td> </tr> <tr> <td>Defect below 40mm</td> <td>Review at next inspection</td> </tr> </tbody> </table>	<u>Defect</u>	<u>Response Time</u>	A situation with potential to cause serious injury or accident	Immediate or closure	Defect above 40mm	Rectify within 3 working days	Defect below 40mm	Review at next inspection
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A situation with potential to cause serious injury or accident	Immediate or closure								
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1.12	<p>Asset management is a strategic approach to highway maintenance that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers.</p>								
1.13	<p>The Highway Assets within Flintshire requiring capital investment and preventative maintenance are as follows:</p> <ul style="list-style-type: none"> <li>• Carriageways – 1056kms</li> <li>• Footways – 938kms</li> <li>• Street lighting – ~23,000 units</li> <li>• Bridges, Culverts and Retaining walls, Subways – 300 units</li> <li>• Gullies - ~30,000 units</li> <li>• Traffic Signals – 99 locations</li> <li>• Signs &amp; bollards</li> <li>• Road markings</li> </ul>								
1.14	<p>Historical Spend on Planned Highway Maintenance is as follows:</p>								

	<p style="text-align: center;"><b>Historical Spend (2009/10 - 2017/18)</b></p>  <table border="1" data-bbox="319 156 1380 728"> <caption>Historical Spend Data (Estimated)</caption> <thead> <tr> <th>Financial Year</th> <th>Spend (£)</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>1,400,000</td> </tr> <tr> <td>2010/11</td> <td>1,500,000</td> </tr> <tr> <td>2011/12</td> <td>950,000</td> </tr> <tr> <td>2012/13</td> <td>2,200,000</td> </tr> <tr> <td>2013/14</td> <td>3,100,000</td> </tr> <tr> <td>2014/15</td> <td>3,000,000</td> </tr> <tr> <td>2015/16</td> <td>750,000</td> </tr> <tr> <td>2016/17</td> <td>650,000</td> </tr> <tr> <td>2017/18</td> <td>650,000</td> </tr> </tbody> </table> <p>Note: The graph shows the increase in investment from 2012/13 for a 3 year period due to the Local Government Prudential Borrowing Initiative (LGPBI) funding.</p>	Financial Year	Spend (£)	2009/10	1,400,000	2010/11	1,500,000	2011/12	950,000	2012/13	2,200,000	2013/14	3,100,000	2014/15	3,000,000	2015/16	750,000	2016/17	650,000	2017/18	650,000
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1.15	Investment in the highway network has been a priority for the Council over the past 5 years and as a result independent data, which was arranged by Welsh Government, on the condition of the Councils classified network (A, B & C roads) - ranks Flintshire's highways as the best maintained in Wales..																				
1.16	This is measured by the condition of the classified network however this position can very quickly worsen, particularly after a severe winter period.																				
1.17	As difficult decisions on the reducing finances available to the Council have been made, due the period of austerity in recent years, the level of investment has reduced and this has impacted significantly on road condition and led to an increasing backlog of deteriorating roads across the network, notably unclassified roads in both urban, and particularly, rural areas.																				
1.18	<p>Ideally the Authority would like to achieve a continuance of the current condition level – this is known as “Steady State”.</p> <p>The level of Capital investment required to achieve this position, which was calculated in 2016, was £2,745,680 per year. This level of investment would simply maintain the condition of the carriageways at the current level.</p> <p>Given the current financial climate this position is not possible to invest at this level and the current level of Capital Funding received for all planned highway maintenance operations across all assets types is £600k per year.</p>																				



1.19	When considering the annual resurfacing programme, Area Coordinators provide a Condition Visual Inspection (CVI) score for each road which rates the condition of every road between 1 and 10. Those roads with the highest scores (i.e. worse condition) are consistency checked by the Streetscene Technical team and added to the previously approved Matrix, which also considers the surrounding infrastructure and strategic importance of the road. This includes considerations for any hospitals, schools, retail, business and bus routes which are on or adjacent to the road.
1.20	Cost estimates for the most appropriate repair works necessary on each of the highest scoring roads are then produced by the Streetscene service. By comparing the cost estimates to the available budget, the overall resurfacing programmes and patching programmes for each year are developed. Resurfacing schemes are funded through capital allocations.
1.21	Filling potholes is the cheapest option to remove defects and provide a defence against any claims, and the work is funded through maintenance (revenue) budgets. The costs comprise of mainly of labour (FCC employees) and a small amount of materials used to fill the potholes.
1.22	The Council is also required to continue to respond to defects reported on the network either following the Area Coordinator safety inspections or reports from members of the public. This requirement demands that maintenance (revenue) budgets remain available for reactive works of this nature.
1.23	Potholes repairs are an effective option to immediately deal with defects on the network and they are undertaken to remove the hazard in the most expedient manner. This reduces the risk of damage and injury to third parties and protects the Authority against litigation and damages.
1.24	Potholes are most prevalent during the winter period and this coincides with the time of year when it is least suitable to undertake structural maintenance work, such as patching and resurfacing work. Therefore pothole work is often the only option to remove the hazard and in many cases, even if the repair is undertaken as effectively as possible, the repair often fails and a repeat visit is required.
1.25	There is a clear link between investment in planned maintenance operations and reactive maintenance. The more that is invested in resurfacing and full patching operations, the less potholes will form and therefore less will be spent on reactive pot hole filling. If the potholes are not filled then the Council is liable for third party claims and this expenditure further reduces the funding available for resurfacing.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Capital Budgets for Highway Maintenance – FY 2017/18 - £600k
2.02	The cost of pothole repairs to the Authority can be averaged to approximately £4k per week, and this is based on 2 teams of 2 operatives with plant and machinery to repair potholes working 37 hours per week. The service operates for approximately 8 months of the year at an approximate

	cost of £128k. A single road could cost £10 - £20k to patch and up to £50 - £100k to resurface depending on the size and location of the road.
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Not applicable

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	The highway maintenance service has undertaken various risk assessments on the provision of road surface treatments.
4.02	Good highway asset management aligns with the principles of the Future Generation and Well Being Act.

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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Contact Officer:</b> Stephen O Jones – Chief Officer – Streetscene &amp; Transportation</p> <p><b>Telephone:</b> 01352 704700</p> <p><b>E-mail:</b> <a href="mailto:Stephen.o.jones@flintshire.gov.uk">Stephen.o.jones@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Financial Year (FY):</b> the period of 12 months commencing on 1 April
7.02	<b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.03	<b>HAMP:</b> Highway Asset Management Plan.



## Environment Overview and Scrutiny Committee

<b>Date of Meeting</b>	17 October 2017
<b>Report Subject</b>	North Wales Residual Waste Treatment Project (NWRWTP) Update
<b>Cabinet Member</b>	Cabinet Member for Streetscene and Countryside
<b>Report Author</b>	NWRWTP Contract Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Following the successful award of the North Wales Residual Waste Treatment Project contract to Wheelabrator Technologies Inc (WTI), the Parc Adfer waste treatment facility on Deeside Industrial Park is now under construction.

Parc Adfer will process the non-recyclable domestic waste collected by Conwy, Denbighshire, Flintshire, Gwynedd and Ynys Mon councils. The facility will provide a modern, safe and cost-effective process for treating non-recyclable waste in accordance with national environmental policy. The facility will help the five councils to meet their waste diversion and recycling targets and avoid the punitive costs of Landfill Tax charges.

The contract term with Wheelabrator Technologies Inc is 25 years. The five partner authorities have also signed an Inter Authority Agreement which formalises their partnership for the duration of the contract.

Parc Adfer will be fully operational by 2020.

WTI have already been engaging with the local community and this will continue throughout the construction process and beyond.

### RECOMMENDATIONS

1.	That Scrutiny notes the progress of the construction of Parc Adfer.
2.	That Scrutiny notes the scheduled operational date for Parc Adfer.

## REPORT DETAILS

<b>1.00</b>	<b>Background to the Project</b>
1.01	<p>The North Wales Residual Waste Treatment Project (NWRWTP) procurement process came to a successful conclusion in December 2016 with a contract being awarded to Wheelabrator Technologies Inc (WTI) and Financial Close being reached.</p>
1.02	<p>The formal Contact Award to WTI represents the conclusion of a six year procurement process. Parc Adfer will process the non-recyclable domestic waste collected by Conwy, Denbighshire, Flintshire, Gwynedd and Ynys Môn councils.</p> <p>The facility will provide a modern, safe and cost-effective process for treating non-recyclable waste in accordance with national environmental policy. The facility will help the five councils to meet their waste diversion and recycling targets and avoid the punitive costs of Landfill Tax charges. Members have been advised previously that the final gate fee payable by the partner authorities would only be confirmed and set at Financial Close. It can now be confirmed that the final gate fees payable are lower than the guideline or 'bid' price set at the outset. There is therefore a financial benefit to the partner authorities as a consequence of the competitiveness of the procurement process and the robustness of the client position during commercial negotiations.</p>
1.03	<p>The project has been supported by the Welsh Government throughout. Following the submission of a detailed Final Business Case, Welsh Government has committed financial support for the contract of a value to the partnership of £140m over the 25 year contract term.</p>
1.04	<p>As the gate fees and the Welsh Government contribution are now set the partner authorities have certainty of costs for longer-term budget planning.</p>
1.05	<p>WTI began construction of Parc Adfer in early 2017 and is due to be commissioned in late spring 2019 reaching full operational capacity by 2020.</p> <p>At the time of writing this report the ground works, offices and welfare facilities are completed and the main site works are still focused on the civil works with some preparation work for the process engineering works (steel work pre-fabrication) being undertaken.</p> <p>The civil works have been focused on the waste bunker walls and these are now very near the completed elevation. Works are also underway on the foundation works, walls and structure for the process element of the facility (e.g. boiler and turbine hall foundations, turbine walls).</p> <p>Conditions on site are good and the works are progressing as per programme, with currently around 25% of the works completed.</p>

1.06	WTI have been working with their subcontractors to identify supply chain opportunities which are estimated to be valued at more than £40 million over the life of the contract. Around 30 local companies' are already supplying goods or services to the Parc Adfer construction.
1.07	<p>When Parc Adfer becomes operational a Community Benefit Fund will become available. This fund will have a value of £230k per annum, with £180k coming from the partner authorities and £50k from Wheelabrator themselves. The fund will be available for community projects in the Deeside area and the grant conditions and criteria are currently being developed in time for the start of Parc Adfer's operations.</p> <p>As well as the Community Benefit Fund noted above, WTI have now launched their own construction phase community fund of £50k over the construction period. This is now live and details of the application process are available on the <a href="http://www.parcadfer.com">www.parcadfer.com</a> website.</p>
1.08	<p>One area of work where the Partnership is working with WTI is commissioning a specialist feasibility study to investigate the possibility of utilising the heat from the Parc Adfer facility. This would involve piping the steam / hot water from Parc Adfer's process as a heat source to neighbouring commercial or domestic buildings.</p> <p>Using the heat in this way can have environmental benefits by not only increasing the efficiency of Parc Adfer itself but also provide a localised low carbon heat source for nearby buildings. It could also bring economic benefits through sales of the heat.</p> <p>The Government's Department for Business, Energy and Industrial Strategy offer funding to such studies and an application for the costs and the scope for the feasibility study is currently being drawn up.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The gate fees for the five partner authorities are now known. Therefore, the authorities are now able to forecast budgets based on estimated tonnes of waste collected annually. The confirmed gate fees are lower than first forecast and the charges for use of the facility will therefore be within budget estimates.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The North Wales Residual Waste Joint Committee (on which all five partner authorities are represented) have overseen the procurement process and has engaged the cabinets and scrutiny committees of the partner authorities

	at key stages of the process. The Environment Overview and Scrutiny Committee has received regular updates on the project throughout the process including a most recent briefing in December.
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<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	The North Wales Residual Waste Joint Committee has directly and successfully managed the project risks supported by a Project Board (represented by a senior officer from each partner authority and chaired by Flintshire's Chief Executive).
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	None
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<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	<b>Contact Officer: Steffan Owen</b> <b>Telephone: 01352 704915</b> <b>E-mail: <a href="mailto:steffan.r.owen@flintshire.gov.uk">steffan.r.owen@flintshire.gov.uk</a></b>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<p>Gate fee: a set fee payable to the contractor (WTI) for the treatment of each tonne of residual waste (waste that is left over after recyclable and compostable waste has been collected).</p> <p>Financial Close: the process of setting the final rates of borrowing for the capital expenditure for the build. The rates of borrowing have had no impact on the cost to the authority as it was risk borne by WTI. Also at this point exchange rates are also set (a proportion of the capital expenditure is in Euros). This process is only carried out once the contract is signed so final figures can only be confirmed at this point.</p> <p>Commissioning: the process whereby a facility is tested to ensure it will operate as it should and safely. Waste is put through the facility in varying amounts and throughputs to test its equipment and systems. The facility must be validated by a specialist technical expert that is independent of the contractor - known as an Independent Certifier - before it can be operational.</p>
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## ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Tuesday 17 October 2017
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Environment Overview & Scrutiny Facilitator
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee of which they are Members. By reviewing and prioritising the Forward Work Programme Members are able to ensure it is Member-led and includes the right issues. A copy of the Forward Work Programme is attached at Appendix 1 for Members' consideration which has been updated following the last meeting.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.

### RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Facilitator, in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME</b>
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"><li>1. Will the review contribute to the Council's priorities and/or objectives?</li><li>2. Is it an area of major change or risk?</li><li>3. Are there issues of concern in performance?</li><li>4. Is there new Government guidance of legislation?</li><li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li></ol>
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	None as a result of this report.
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	Publication of this report constitutes consultation.
<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	None as a result of this report.
<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme
<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Margaret Parry-Jones Overview &amp; Scrutiny Facilitator</p> <p><b>Telephone:</b> 01352 702427</p> <p><b>E-mail:</b> <a href="mailto:margaret.parry-jones@flintshire.gov.uk">margaret.parry-jones@flintshire.gov.uk</a></p>



7.00	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> 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.

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# ENVIRONMENT OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

## Draft Forward Work Programme

Date of Meeting	Subject	Purpose of Report/Presentation	Scrutiny Focus	Responsible/Contact Officer	Submission Deadline
<b>Tuesday 12<sup>th</sup> December 2017 10.00 am</b>	Quarter 1 & 2 Improvement Plan monitoring	To enable members to fulfil their scrutiny role in relation to performance monitoring.	Performance Monitoring/ Assurance	Facilitator	
	Pest Control	To receive a report outlining the services provided to Flintshire residents by the Pest Control Team.	Service Delivery	Chief Officer Planning and Environment	
	Mold Flood Defences Scheme	To receive a progress report on the proposed scheme	Information	Chief Officer Planning and Environment	
	<b>½ hour information session prior to meeting (food safety team)</b>				
<b>Tuesday 16<sup>th</sup> January 2018 10.00 am – Greenfield TBC</b>	Greenfield Valley Museum Heritage Park visit and presentation	To receive an update on the developments at Greenfield Valley Heritage	Assurance	Chief Officer Planning and Environment	
	Review of Grass Cutting Policy	To review the Policy and provide comments to Cabinet.	Options Appraisal	Chief Officer Streetscene and Transportation	
<b>Tuesday 13<sup>th</sup> March 2018 10.00 am</b>	Q3 Improvement Plan Monitoring  <b>Fly Tipping on Public and Private land (development session prior to meeting)</b>	To enable members to fulfil their scrutiny role in relation to performance monitoring.	Performance Monitoring/ Assurance	Facilitator	

## ENVIRONMENT OVERVIEW & SCRUTINY FORWARD WORK PROGRAMME

Date of Meeting	Subject	Purpose of Report/Presentation	Scrutiny Focus	Responsible/Contact Officer	Submission Deadline
Tuesday 17 <sup>th</sup> April 2018 10.00 am	Development session prior to meeting – Corporate Safeguarding			Jane Davies	
Tuesday 12 <sup>th</sup> June 2018 10.00 am	Year end Reporting & Improvement Plan Monitoring	To enable members to fulfil their scrutiny role in relation to performance monitoring.	Performance Monitoring/ Assurance	Facilitator	

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### Items to be scheduled

<b>Subject</b>
<b>Traffic Calming Measures</b>
<b>Highways and Car Park Inspection Policy</b>
<b>North Wales Metro System</b>
<b>North East Wales Bus Strategy</b>
<b>Enforcement and Environmental Care</b>
<b>Contact Centres review</b>
<b>Flintshire Bridge Converter Station (site visit?)</b>