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Cyngor Sir y Fflint Flintshire County Council

Contact Officer:
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To: Cllr Aaron Shotton (Leader)

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

17 October 2018

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on
Tuesday, 23rd October, 2018 in the Clwyd Committee Room, County Hall, Mold CH7
6NA to consider the following items

A G E N D A

1 **APOLOGIES**

Purpose: To receive any apologies.

2 **DECLARATIONS OF INTEREST**

Purpose: To receive any Declarations and advise Members accordingly.

3 **MINUTES** (Pages 5 - 16)

Purpose: To confirm as a correct record the minutes of the meeting held
on 25th September 2018.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 **ANNUAL PERFORMANCE REPORT 2017/18** (Pages 17 - 122)

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

Purpose: To recommend to Council the Annual Performance Report
2017/18 for adoption.

5   A GROWTH DEAL FOR THE ECONOMY OF NORTH WALES: PROPOSITION DOCUMENT (Pages 123 - 194)

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

Purpose: To recommend to Council the Proposition Document as the basis for the developing regional strategy for economic growth and for the negotiation of a Growth Deal, with both Governments, which will fund selected programmes and projects within the strategic document.

6   PROGRESS FOR PROVIDERS - CREATING A PLACE CALLED HOME DELIVERING WHAT MATTERS (Pages 195 - 360)

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

Purpose: To consider and support the nationally recognised approach, Progress for Providers, extending from Residential to Home Care settings.

7   NORTH WALES LEARNING DISABILITY STRATEGY (Pages 361 - 460)

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

Purpose: To consider, make comment on and support the Strategy.

8   WITHDRAWAL OF MANAGED LETTINGS AND OVER 55'S SCHEMES BY NORTH EAST WALES HOMES (Pages 461 - 466)

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

Purpose: To provide information on the process for North East Wales (NEW) Homes for the planned withdrawal from its Managed Lettings and Over 55's schemes.

9   REGISTRATION SERVICE FEES AND INCOME GENERATION (Pages 467 - 474)

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

Purpose: To seek approval to review and identify opportunities to extend the range of services offered by the Registration Service, and approval of a new schedule of fees.

OPERATIONAL REPORTS

10 **REVENUE BUDGET MONITORING 2018/19 (MONTH 5)** (Pages 475 - 494)

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

Purpose: To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end.

11 **THEATR CLWYD - CONSTITUTIONAL ARRANGEMENTS** (Pages 495 - 502)

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

Purpose: To report on the detailed constitutional arrangements recommended for the Theatr Clwyd Board following review.

12 **DRAFT INTERIM HOUSES IN MULTIPLE OCCUPATION (HMO) DEVELOPER ADVICE NOTE** (Pages 503 - 526)

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

Purpose: To present for consideration a draft Interim Houses in Multiple Occupation (HMO) Developer Advice Note to support the use of Unitary Development Plan (UDP) policies to consider applications for the development of HMOs.

13 **DOUBLE CLICK SOCIAL ENTERPRISE - PROGRESS REPORT** (Pages 527 - 558)

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

Purpose: To consider the progress made by Double Click, as the first major Social enterprise initiative in the council.

14 **WELFARE REFORM UPDATE** (Pages 559 - 584)

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

Purpose: To provide an update on collaboration service delivery and performance.

15   CENTENARY FIELDS (Pages 585 - 590)

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

Purpose: To provide information on the Centenary Fields Programme and to seek approval for submitting applications to designate specified areas in Flintshire as Centenary Fields.

16   EXERCISE OF DELEGATED POWERS (Pages 591 - 592)

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

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

Yours sincerely

Robert Robins
Democratic Services Manager

CABINET
25TH SEPTEMBER 2018

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 25th September 2018.

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

IN ATTENDANCE:
Chief Executive, Chief Officer (Governance), Chief Officer (Housing and Assets), Chief Officer (Planning, Environment and Economy), Chief Officer (Education and Youth), Chief Officer (Streetscene and Transportation), Corporate Finance Manager, and Team Leader – Democratic Services.

APOLOGIES:
Councillors Attridge and Butler.

OTHER MEMBERS IN ATTENDANCE:
Councillors: Helen Brown and Patrick Heesom.

224. **DECLARATIONS OF INTEREST**

Councillors Bithell declared a personal and prejudicial interest in agenda item number 13 – Bailey Hill – Tri-Partite Management Agreement and Project Update.

225. **MINUTES**

The minutes of the meeting held on 17th July were approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

226. **MEDIUM TERM FINANCIAL STRATEGY (MTFS) – FORECAST 2019/20**

The Chief Executive introduced the Medium Term Financial Strategy (MTFS) – Forecast 2019/20 report which was the first report outlining the financial picture for 2019/20.

Two Member Budget Workshops had been held in July and one in September where Members were provided with updated information on the latest local financial forecast in the context of the national picture.

The Council would need to identify efficiencies of £13.7m to balance the budget for 2019/20, with £13.1m needed on a recurring basis. The strategic budget solutions had been developed in the three areas of corporate, service and national solutions and were summarised in Table 3 in the report.

The Welsh Local Government Association (WLGA) was working with all 22 Councils in Wales to make the case to Welsh Government (WG) for an uplift in Revenue Support Grant (RSG) to meet critical funding needs. After taking into account efficiencies identified to date, and with an estimated hypothetical Council Tax increase of 4.5%, the Council would need a minimum increase in its RSG of 3%. This could rise to an estimated 4% to be able to meet the anticipated shortfall in funding for the additional teachers' pay award and pension costs.

He emphasised the risks associated to the teachers' pay award which would add a further £1.9m to the forecast, which was not included currently included, as it should be a nationally funded cost pressure. The UK Government had recently announced that there would be some funding available to Wales to meet the costs of the teachers' pay award in 2018/109 and 2019/20, however it was estimated that this would only meet approximately half of the estimated costs. Negotiations were ongoing with WG on the funding of the remaining costs.

In addition, there was a likelihood that teacher pension employer contributions could rise significantly in 2019/20 which would further significantly impact on costs. The rise could be up to 7% which would result in a substantial pressure. A solution to fund the pressure was being looked into by the Local Government Association from 2020/21 however that would leave a potential remaining gap of 7 months where funding would be required.

The Provisional Welsh Local Government Settlement would be received on 9th October with the final Settlement on 19th December. The date of the Chancellor's Autumn Statement was to be announced but was expected to be in December.

The Corporate Finance Manager provided full details of the information contained within the tables in the report on the projected gap, pressures included in the forecast and strategic budget solutions.

Members expressed their concerns on the risks relating to teachers' pay award and teacher pension employer contributions, commenting that such things should be funded nationally and not locally.

Councillor Shotton commented on the amount of work that had been undertaken to identify the considerable efficiencies over recent years. However, those local solutions were not enough and national ones were needed. He said it would be a failure of UK Government if it did not meet the teachers' pay award in full and he hoped the collective stance of all local authorities would be listened to.

RESOLVED:

That the detail within the forecast and the range of solutions within scope be noted, and the case to Welsh Government with the latest information be supported.

227. **SELF-EVALUATION OF LOCAL GOVERNMENT EDUCATION SERVICES**

Councillor Roberts introduced the Self-Evaluation of Local Government Education Services report which had three key purposes. The first was to review the

process and purpose of self-evaluation and how it was at the core of improving services.

The second was to advise of a new framework issued by Estyn for the inspection of Local Government Education Services and the third was to present the current self-evaluation report, based on the new framework.

The inspection areas in the new framework focussed on outcomes, quality of education services; and leadership and management. Judgement would be made on a four point scale: excellent; good; adequate and needs improvement; and unsatisfactory and needs urgent improvement.

The Chief Officer (Education and Youth) said Estyn defined self-evaluation as a process and not a one off event, based on the following three questions:

- How well are we doing and what impact are our services having?
- How do we know?
- How can we improve things further?

Self-evaluation should be continuous and an embedded part of the work of the Council. It would be a cycle that would include planning for improvement, undertaking improvement activity, monitoring the actions taken and evaluating the impact they had.

From September 2017 all local authorities in Wales would be inspected over the following five years with one local authority per region per annual cycle, receiving eight weeks' notice of the inspection. Two to three weeks prior to the inspection, the team would make a preliminary visit to the local authority to meet with a range of stakeholders to gather evidence to support the development of their lines of enquiry.

Flintshire County Council benefitted from highly effective leadership at all levels of the organisation, with strong corporate support for the Education and Youth portfolio. This was evidenced in the Council Improvement Plan and other strategic documents.

The Chief Executive thanked the Chief Officer and her team for the work undertaken on this, which was an objective and fair assessment.

RESOLVED:

(a) That the new Estyn framework for the inspection of education services within the Local Authorities in Wales be noted; and

(b) That the Self-Evaluation Report of Education Services in Flintshire be approved.

228. DRAFT RIGHTS OF WAY IMPROVEMENT PLAN 2018-2028

Councillor Thomas introduced the Draft Rights of Way Improvement Plan 2018-2028 report which assessed the 2018 network and evaluated progress made since 2008. The current policy was examined, priority areas identified and a new style Statement of Action put forward.

Of the 22 identified tasks identified, seven had been completed or made substantial progress. Seven had made little or no progress and eight had made partial progress.

The public rights of way network in 2018 consisted of approximately 1800 individual public paths. A strategic overview of the network was carried out with reference to relevant legislation, strategies and documents at national and county level. The findings from the review of the consultation responses, the desk review of relevant strategies and plans, and the evaluation of the current condition of the network were outlined in full in the report.

Opportunities identified in the Statement of Action were also outlined in the report. A Policy and Procedure booklet had been developed and would be made available to users of the network and to landowners. This would ensure that there was widespread understanding and transparency on what the authority did and how it did it.

A statutory three month consultation would be held on the draft.

RESOLVED:

(a)   That the draft Rights of Way Improvement Plan and Policy & Procedures booklet be noted; and

(b)   That the Plan and Policy booklet be released for the statutory three month public consultation period.

229.   **STRATEGIC HOUSING AND REGENERATION PROGRAMME (SHARP)**

The Chief Officer (Housing and Assets) introduced the Strategic Housing and Regeneration Programme (SHARP) report which provided details on the number of both Social and Affordable Rent properties completed and proposed schemes, together with a general update on progress and performance against key performance indicators.

The report also provided details of changes in housing need since SHARP was first implemented and the rationale for reviewing and revising the tenure split of the properties to be delivered for the remainder of the programme. Separate future funding streams available to the SHARP for the development of both Social Rented and Affordable Rented properties by the Council and North East Wales (NEW) Homes were also identified.

Phases 1 and 2 of the SHARP had all been completed with construction work on the former Melrose Centre, Shotton, scheduled for completion in November 2018. Construction work on Phase 3 sites would commence in September and Maes Gwern, Mold; Llys Dewi, Penyffordd, Holywell; and the former Council Depot, Dobshill.

Due to policy changes around Welfare Reform which had taken place since the initial planning of the SHARP new build delivery, the Council was seeing a shift in the type of demand of property size compared to what had been provided previously

through social housing. This was resulting in a significant demand for properties that were not readily available in the social housing stock or the private rented sector, increasing the waiting times and numbers on the housing register, as well as having an impact on the number of people presenting as homeless to the Council.

The plans for schemes within the next phase of the programme for both Social Rented Properties and Affordable Rent Properties were outlined in the report. If all of those schemes proved viable to move forward to construction phase, they would deliver a further 135 units. Given the increasing demand for Social Rented Housing on the Single Access Route to Housing (SARTH) register, it was proposed that the original tenure split of 200 Council Social Rented properties and 300 Affordable Rent properties be reviewed to reflect the housing need data as follows:

Tenure	Original Target No. of Units	Number of Completed / Council Approved	Projected Number of Additional Units	Projected Total Number of Properties	Variance from Original Target
Council Social Rent	200	173	134	307	+107
Affordable Rent and Lo-Cost Home Ownership	300	120	11	131	-169
Total	500	293	135	428	-72

As good practice the Council had undertaken a review of the arrangements in place to ensure the processes and agreement was being adhered to, and also continued to reflect Value for Money, together with any recommendations for lessons learnt or areas to be further reviewed and improvements made. The Council was already acting upon the key recommendations which had emerged from the final report received and details were provided in the Cabinet report.

Details were provided on the future funding for SHARP, the Affordable Homes Grant and the Housing Revenue Account borrowing cap.

Councillor Shotton welcomed the report and the review of the tenure mix to better meet demand. Councillor Bithell concurred with that but said he was disappointed that more local people were not employed through the SHARP. The Chief Officer explained that there had been a shortage of skilled local labour which were either available or had the necessary capacity to work on the SHARP. However, whilst the performance did not meet the target for local SME spend and labour within Flintshire, when considering the monitored target for the locality area, which was within a 40 mile radius, there was a significant improvement and the target had been exceeded. He also provided details of the Building Futures Programme delivered by Wates in partnership with Communities First. The programme was designed to give local people a career kick-start in construction and bridge the gap to employment.

Councillor Shotton suggested a future item for a Cabinet agenda based on the effectiveness of the Building Futures Programme.

RESOLVED:

(a)   That the rationale for changing tenure mix for the SHARP to a proposed 303 Social Rented (HRA) and 197 Affordable Rent and Shared Equity properties (subject to detailed scheme feasibility, appraisal works and increased borrowing capacity) be approved; and

(b)   That the implementation of the Review Report recommendations be approved.

230.   SINGLE ACCESS ROUTE TO HOUSING (SARTH)

The Chief Officer (Housing and Assets) introduced the Single Access Route to Housing (SARTH) report and explained SARTH was a partnership project between all the major social landlords in North East Wales, covering the local authority areas of Conwy County Borough, Denbighshire and Flintshire.

The Council managed the housing register on behalf of Denbighshire County Council which included the housing solutions triage as well as managing the social housing register. Demand for the social housing register had grown over the past three years and was putting increasing pressure on the management of the register and leading to increased wait times for properties.

A review of the policy to reflect legislation changes was carried out in 2017. It also allowed any issues raised to be addressed and to develop the policy into a more user friendly document. A review of issues raised at an operational panel and steering group established that there were no significant changes required to any of the key principles of the policy. However, the opportunity was taken to develop a document that was easier to read and understand. The three main sections within the policy were: policy statement; the banding scheme; and allocation of properties.

A key area of work was the need to develop updated and more comprehensive operational guidance and procedure documents that sat beneath the policy for staff involved in the management of the register and housing allocations. A robust implementation process was being rolled out providing small group training sessions for all staff that had any part in managing the register or making allocations. This was mandatory training which would improve consistency, ownership and engagement across the teams.

Councillor Shotton welcomed the report and the training that was to be rolled out to staff to ensure a consistent approach.

RESOLVED:

(a)   That the management of the Single Access Route to Housing (SARTH) policy in Flintshire continue to be supported; and

(b)   That the updated policy document be supported.

231. PHASE 2 SPEED LIMIT REVIEW UPDATE

Councillor Thomas introduced the Phase 2 Speed Limit Review Update report which provided an update on the progress made to date as well as providing details of a number of legal challenges against the proposed process, which had since been overcome.

The report provided information on the revised timelines associated with the progression of a Single Consolidated Order covering the entire highway network, whilst also clarifying proposals to expedite those Member requests that were supported by the Department for Transport (DfE) criteria.

A system of approved templates had been developed which had enabled the completion of a 'Single Order' for which all speed limits were to be advertised. This had streamlined the previous over complicated procedure standardising the order writing process for any given eventuality.

The Chief Officer (Streetscene and Transportation) explained the complex nature of the concerns regarding the objections to the consolidated speed limit order which fell into two categories (1) those that were 30mph by default of a system of Street Lighting for which an Order was not required or those 30mps speed limits that did not possess a system of street lighting for which and Order would be required; and (2) National speed limit roads with lighting which required an order to remove the default 30mph.

Details were provided on the legal challenges that had been made which had delayed the process, details of which were in the report. The Chief Officer referred to a number of comments had been made at the recent Environment Overview and Scrutiny Committee on the members of the public who had objected to many of the speed limits in the County, despite many of the roads not being in the area where they resided. He said the objectors cared passionately about speed limits in the County and shared a motive to ensure the appropriate speed limits were in place on every road, so as to not undermine the validity of speed limits everywhere. Their role was to protect that and the criteria that the speeds limits were based on, and he thanked them for their involvement and stated that the Council were indeed lucky to have such people who gave their own time to ensure the proposals were correct.

Appended to the report was a matrix which detailed local Member speed limit requests. On those that were supported by DfT criteria, it was proposed to expedite the advertisement of the 15 proposed speed limits in November 2018 with the exception of the A5119 Northop Road, Flint Mountain for which had been prioritised for advertisement in September 2018 due to an increasing number of accidents.

Councillor Shotton welcomed the report and thanked the Chief Officer and his team for the work undertaken for the safety of people on the roads in the future.

RESOLVED:

(a)   That the progress made to date be noted and both the legal challenges and subsequent changes in approach, which have led to a delay in the process, be acknowledged; and

(b)   That the amended legal process in order to progress the delivery of a Single Consolidated Order be supported.

232.   **SUSTAINABLE DRAINAGE (SuDS) APPROVAL BODY (SAB)**

Councillor Bithell introduced the Sustainable Drainage (SuDS Approval Body (SAB) report which highlighted that the implementation of Schedule 3 of the Flood and Water Management Act 2010 had a start date of 7th January 2019. From this date Flintshire County Council would be required to undertake the role of a 'Sustainable Drainage (SuDS) Approving Body' (SAB).

Under the statutory function the SAB was required to undertake a technical review and approval of surface water management systems serving new developments to ensure compliance with new mandatory National Standards. Those affected by the change would include developers and their designers, consulting engineers, local authority planners, highways and drainage engineers, statutory consultees and those responsible for green space management.

The Chief Officer (Planning, Environment and Economy) explained that the SAB would be an independent body within the local authority. Whilst the process would be separate from the planning application function a lack of adequate integration between the two could lead to the conflicting scenarios of a SAB approval not being granted where planning permission had been, or vice versa.

The full extent of the risk of not having a functioning SAB on 7th January 2019 remained largely unknown and would be likely to leave the Authority open to legal challenges and appeals from developers with associated cost implications. It was therefore recommended that a letter be sent to the relevant Cabinet Secretary to seek an extension to the implementation date.

Members expressed their concerns on the risks outlined in the report and supported the request for an extension to the implementation date. The Chief Officer said he had no objections to the principle of the SAB, but more details were needed. He responded to a comment on capacity and said that a fee was generated for each scheme. He would share the letter to the Cabinet Secretary with other local authorities to encourage common support.

RESOLVED:

(a)   That approval be given to establish the SuDS Approving Body (SAB) to undertake this new statutory function upon commencement of Schedule 3 of the Flood and Water Management Act on 7th January 2019, and authority is delegated to the Chief Officer (Planning, Environment and Economy) to issue decisions in respect of applications for approval made to the SAB;

(b)   That a letter is sent to the relevant Cabinet Secretary to seek an extension to the implementation date and to properly resource Local Authorities to enable them to successfully plan and implement effective SABs;

(c)   That the letter is circulated widely amongst other Local Authorities to encourage common support for such an extension of time; and

(d)   That a Member and Officer seminar/workshop is undertaken in addition to a Developer Forum to raise awareness of the upcoming changes.

233.   REVENUE BUDGET MONITORING 2018/19 (MONTH 4)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2018/19 (Month 4) report which provided the latest revenue budget monitoring position for 2018/19 for the Council Fund and the Housing Revenue Account. It was the first full detailed monitoring report for the new financial year and presented the position, based on actual income and expenditure, as at Month 4 of the financial year. It projected how the budget would stand at the close of the financial year if all things remained unchanged.

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

Council Fund:

- An operating deficit of £0.660m (the actual net in-year expenditure forecast showed a £2.680m surplus once the positive impact of a £1.400m contribution due to the agreed change to the accounting policy for Minimum Revenue Provision (MRP) and receipt of a VAT rebate for £1.940m were included, noting that both sums were recommended for allocation to the Contingency Reserve to support the Medium Term Financial Strategy); and
- A projected contingency reserve balance as at 31st March 2019 of £8.145m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.007m higher than budget; and
- A projected closing balance as at 31st March 2019 of £1.165m

The report covered the Council Fund projected position; projected position by portfolio; tracking of in-year risks and emerging issues; National Joint Council (NJC) pay award; out of county placements; achievement of planned in-year efficiencies; other tracked risks; income; recycling income; schools pressures; other in-year issues; reserves and balances; earmarked reserves; and carbon reduction commitment.

The Chief Executive added that the risks on teachers' pay award and pension contributions, as reported at agenda item number 4, would be included in the next budget monitoring report.

RESOLVED:

(a)   That the overall report and projected Council Fund contingency sum as at 31st March 2019 be noted;

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

(c)   That an allocation of £1.084m from the Contingency Reserve be approved to meet the additional budget pressure in 2018/19 for the agreed pay award over and above the 1% included in the Council Fund budget for 2018/19;

(d)   That an allocation of £0.100m from the Contingency Reserve for the ongoing resourcing of the Victim Contact Team within Social Services be approved;

(e)   That a transfer to the Contingency Reserve for the amount of £1.400m recovered from the change in accounting policy for the Minimum Revenue Provision be approved;

(f)   That a transfer to the Contingency Reserve for an amount of £1.940m due to the amount received from the VAT rebate be approved;

(g)   That the earmarking of £0.296m from the Carbon Reduction Commitment budget for consideration of funding costs associated with the solar farm project agreed at Cabinet in July be approved.

234.   CAPITAL PROGRAMME 2018/19 (MONTH 4)

The Corporate Finance Manager introduced the Capital Programme 2018/19 (Month 4) report which summarised the changes made to the Capital Programme 2018/19 since it was set in February 2018 to the end of Month 4 (July 2018), along with expenditure to date and projected outturn.

The Capital Programme had seen a net increase of £16.125m during the period, which was comprised of:

- Net increases in the programme of £8.420m (CF £9.676m, HRA (£1.256m)); and
- Introduction of Carry Forward from 2017/18 of £7.705m.

Actual expenditure was £13.728m

The final outturn for 2017/18 was a minor funding deficit of £0.068. There had been a small number of capital receipts in year which, together with a projected shortfall of £8.216 in the Capital Programme 2018/19 to 2020/21 and a request for an additional allocation of £0.500 towards the relocation of services to Unity House, put the current funding deficit, for the 3 year period, at £8.719. This was in advance of any capital receipts or other funding being released.

The Chief Executive added that the report had been submitted to Corporate Resources Overview and Scrutiny Committee the previous week where no challenges were made.

RESOLVED:

(a)   That the overall report be approved;

(b)   That the carry forward adjustment set out in the report be approved; and

(c)   That the additional allocation of £0.500m for the relocation of services to Unity House be approved.

235.   **BAILEY HILL – TRI-PARTITE MANAGEMENT AGREEMENT AND PROJECT UPDATE**

Councillor Bithell, having earlier declared a personal and prejudicial interest, left the room during the debate on this item.

Councillor Thomas introduced the Bailey Hill – Tri-Partite Management Agreement and Project Update report which provided the background to the agreement, the delivery of the project over the next three years and the Council's position and liabilities.

The approved elements of the Bailey Hill project were outlined in the report alongside the project funding breakdown. She paid tribute to the previous Chief Officer, Ian Bancroft, for his work on this project. The Chief Officer (Planning, Environment and Economy), concurred with the comments of the Cabinet Member and said the work undertaken had resulted in the successful application and a grant of £963,700.

RESOLVED:

(a)   That delegated authority to enter into a grant agreement with the Heritage Lottery Fund for £963,700m be approved;

(b)   That delegated authority to progress the Bailey Hill Project with authority to spend (funding from HLF) and Tourism Amenity Investment Support (TAIS) be approved, and authority to procure lead consultant and subsequent contractors.

(c)   That a legal agreement be entered into for the development and management of Bailey Hill with Mold Town Council and the Friends of Bailey Hill and to have delegated authority to facilitate minor changes to the document.

236.   **CAPITAL WORKS – PROCUREMENT OF WELSH HOUSING QUALITY STANDARD (WHQS) KITCHEN AND BATHROOM PROGRAMME FOR INTERNAL WORKS**

The Chief Officer (Housing and Assets) introduced the Capital Works – Procurement of Welsh Housing Quality Standard (WHQS) Kitchen and Bathroom

Programme for Internal Works report which sought approval to procure a contractor to continue to deliver the programme through the Procure Plus framework.

They were the properties that met the Acceptable Fail criteria which the team planned to revisit and upgrade to the WHQS Standard.

RESOLVED:

(a)   That the procurement of a new contractor to complete the WHQS bathroom and kitchen programme through the Procure Plus framework be approved; and

(b)   That delegated authority be given to the Chief Officer (Housing and Assets), in consultation with the Deputy Leader and Cabinet Member for Housing, to negotiate and accept the contract once finalised.

237.   EXERCISE OF DELEGATED POWERS

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

Streetscene and Transportation
- **Street Lighting LED Lantern Replacement**
  Replacement of a further 6,500 lanterns under the Salix programme to save on energy and carbon output.

- **The Flintshire County Council. Main Road, Llys Derwen, Meadow Croft and Springfield Court, Higher Kinnerton. Proposed Prohibition of Waiting At Any Time**
  To advise Members of an objection received following the advertisement of the proposed Prohibition and Restriction of Waiting At Any Time Traffic Regulation Order on Main Road, Llys Derwen, Meadow Croft and Springfield Court, Higher Kinnerton.

RESOLVED:

That the actions taken under delegated powers be noted.

238.   MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30 a.m. and ended at 11.45 a.m.)

…………………………..
Chair

	CABINET

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	Annual Performance Report 2017-18
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Annual Performance Report for 2017/18 reviews our progress against the Council Priorities as detailed in the Council Plan 2017/18.

The report reflects the overall progress that has been made against our priorities and the level of confidence we have in achieving the desired outcomes. It also shows the position against our 46 risks, with 4 risks increased in significance during the year and 10 risks reducing in significance by year end.

Performance against the Council Plan measures was positive with 83% of agreed key activities being assessed as making good progress and 21% likely to achieve the desired outcome. In addition, 58% of the performance indicators met or exceeded target for the year, whilst 68% showed improvement or remained stable.

Risks are also being successfully managed with the majority being assessed as moderate (61%) or minor/insignificant (13%); 26% of risks showed a high risk status at year-end, mostly due to financial resourcing.

Comparison nationally using the Public Accountability Measures (PAMs) revealed 67% of indicators showed improved or sustained performance.

A small number of performance areas were agreed by Cabinet and Corporate Resources Overview and Scrutiny Committee as requiring further scrutiny and reassurance for improved performance in 2018/19.

These areas are:
- Leisure participation
- Disabled Facilities Grants (timeliness)
- Planning applications (timeliness)

The three service areas have all considered the annual turnout figures and provided explanation and/or changes in processes and procedures to improve performance in-year.

The report provides this detail for reassurance, along with insight into any identified risks.

	RECOMMENDATIONS
1	To endorse the 2017/18 Annual Performance Report
2	To endorse the improvement actions for the areas of service under-performance during 2017/18.
3	To receive a mid-year progress report against the improvement actions in November.

REPORT DETAILS

1.00	COUNCIL PERFORMANCE 2017/18
1.01	The Annual Performance Report (the Report) meets the statutory requirement to publish an Improvement Plan as required by the Local Government (Wales) Measure (2009) (the Measure). The report must be published by 31st October each year. The purpose of the report is to account for the organisation's previous year's performance against its Improvement Priorities. Our 'Improvement Plan' is called our 'Council Plan.'
1.02	The requirements of the Measure are met through the "forward looking" document; the Council Plan 2017/18. This sets out the vision and priorities for the Council. The second statutory requirement of the Measure is met by this Annual Performance Report, which reviews progress on commitments made in the previous year.
1.03	The Annual Performance Report must be approved by the full Council prior to publication.
1.04	The Annual Performance Report for 2017/18 reviews our progress against the Priorities as detailed in the Council Plan 2017/18. This assessment takes into consideration assessments of our performance for each of the Improvement Priorities through: • Progress against key actions and projects • Progress against identified risks and challenges • Performance indicator outturns (target and trend analysis) • Regulatory, audit and inspection activity
1.05	**Progress against Key Activities** Overall good progress has been made against the 2017/18 Council Plan priorities and there is a high level of confidence in the achievement of

	desired outcomes. The Report summaries progress against the key activities supporting the priorities as follows: **Progress:** • We are making good progress in 83% (48) • We are making satisfactory progress in 17% (10) **Outcome:** • We have a high level of confidence in the achievement of 74% (43). • We have a medium level of confidence in the achievement of 26% (15).
1.06	**Progress against Risks and Challenges** Good progress was made in managing our risks. Analysis of the year end risk levels for the 46 strategic risks identified in the Council Plan is as follows: • 69.6% (32) risks remained the same. • 21.7% (10) risks reduced • 8.7% (4) risks increased
1.07	**Performance Indicator Outturns** The Report summaries our performance against the Council Plan measures and also nationally using the Public Accountability Measures (PAMs). **Council Plan Measures** Assessment of actual performance against target: • 58% (64) of performance measures achieved target or better. • 34% (37) of performance measures missed target within an acceptable margin • 8% (9) of performance measures significantly missed target. Analysis of trend was also undertaken. This is a comparison of current year performance with that of the previous year. Where trend analysis could be undertaken: - • 55 (68%) of performance measures showed improved performance; • 19 (23%) showed performance which had downturned when compared with the previous year; and • 7 (9%) had maintained the same level of performance. **Public Accountability Measures** 67% of these national measures maintained or improved performance against 2016/17. Our quartile profile over previous years is as follows:

Number of PIs by quarter by year
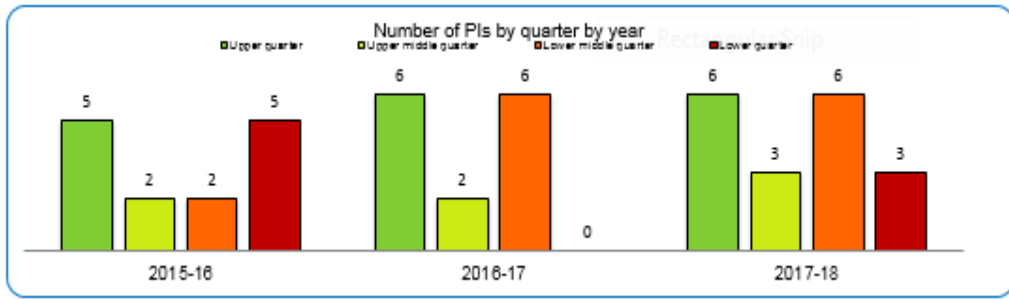
	The three 4th quartile indicators are referred to elsewhere in this report.
1.08	**Regulation, Audit and Inspection Activity** The Wales Audit Office publishes an Annual Improvement Report (AIR) each year on behalf of the Auditor General for Wales. The AIR published in September 2018 for Flintshire summarised the findings and recommendations from the various reports that have been produced. Overall the Auditor General concluded that: *"The Council is meeting its statutory requirements in relation to continuous improvement."*
1.09	The statutory requirements of the Measure are met through a concentration on the Council's Priorities.
1.10	The Report will be available via the Council's website. Paper copies can be generated as required and the supporting documents which provide the more detailed information will be available as 'hyperlinked' documents. A more engaging and web-enabled summary of the Report will be included within the e-magazine 'Your Council'.
1.11	Both Cabinet and Corporate Resources Overview and Scrutiny Committee considered a number of performance areas which under-performed (downward trend and /or low quartile benchmark position) during 2017/18. From these areas an outline response was agreed (Appendix 2), with a number of areas still requiring further in-depth scrutiny to ensure improvement in performance during 2018/19. The three identified areas are: • Leisure participation • Disabled Facilities Grants (timeliness) • Planning applications (timeliness) The context and/or actions to improve performance are captured in Appendix 3.
1.12	Progress against these action plans with mid-year performance will be monitored and reported in November as part of the mid-year performance reports.

2.00	RESOURCE IMPLICATIONS
2.01	All Council Plan actions and measures have resources which need to be taken into account and balanced against priority and capacity.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Member workshop on 29 May and Corporate Resources Overview and Scrutiny on 4 June gave members the opportunity to consider which areas of performance needed additional focus and continued attention.

4.00	RISK MANAGEMENT
4.01	Actions to improve performance measures need to risk assessed to understand and manage the impact that certain activities can have.

5.00	APPENDICES
5.01	Appendix A: Draft Annual Performance Report 2017/18 Appendix B: Council Plan 2017/18 Risk Register Appendix C: National Indicators Measures data table Appendix D: Public Accountability Measures 2017/18 Appendix E: Alignment of Well-being Goals Appendix F: Glossary of Terms Appendix G: 2017/18 under-performance response Appendix H: 2017/18 Under performance improvement plan

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2017/18 **Contact Officer:** Karen Armstrong, Corporate Business and Communications Executive Officer **Telephone:** 01352 702740 **E-mail:** Karen.armstrong@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Council Plan:** the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Objectives and publish a Plan. **Public Accountability Measures:** nationally agreed measures to be collected and monitored by all councils for benchmarking purposes.

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Annual
Performance Report
2017/18

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Introduction

The Annual Performance Report (APR) gives an overview of the performance of the Council during 2017/18 against the priorities we set. It also covers progress against our Well-being Objectives.

The report covers: -

- Progress against key actions and projects.
- Actual and comparative performance information against local and nationally set performance indicators.
- An assessment of how well the Council is managing the strategic risks and challenges it faces.
- The outcomes of external regulatory work and the Council's response to improve governance and public services as a result.

The publication of this Annual Performance Report meets the statutory requirement to publish an annual 'backward looking' report on our Council Plan as part of the Local Government (Wales) Measure (2009). The Council Plan, our 'forward looking' publication, meets the other statutory requirement. In meeting these requirements the Council demonstrates a sound system of internal control which supports the effective discharge of its functions.

Setting Priorities

The Council has competing pressures and priorities. Some priorities are 'self-selecting' to meet national government social policy objectives such as housing and education. Others are set more locally.

The priorities have been shaped by councillors across our Cabinet and the Overview and Scrutiny functions to ensure continuity of analysis for past, present and future performance against which the Council can be judged. There is widespread ownership of the priorities within the Council and with our key partners in the public, private and voluntary sectors.

This set of six priorities supported by a series of sub-priorities (seen overleaf in Table 1) has helped the Council to concentrate on the things where attention was most needed during 2017/18. The remaining priorities from previous years have been managed as more routine business outside of the Plan.

The Council acts as a representative democratic body and sets its priorities based on the evidence it has gathered from many sources. Our elected members are in touch with local views through:-

- Democratic representation.
- Partnership Forums.
- Statutory consultation.
- Direct community/user consultation.

Table 1: Council Priorities 2017/18

Priority	Sub Priority	Impact
Supportive Council	Appropriate and Affordable Homes	• Ensuring the supply of affordable and quality housing of all tenures
	Modern, Efficient and Adapted Homes	• Ensuring the supply of affordable and quality housing of all tenures
	Protecting people from poverty	• Protecting people from poverty by maximising their income and employability
	Independent Living	• Making early interventions to support healthy and independent living. • Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.
	Integrated Community Social and Health Services	• Enabling more people to live independently and well at home. • Giving equal opportunity to all to fulfil their lives. • Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.
	Safeguarding	• Protecting people from the risk of any form of abuse. • Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.
Ambitious Council	Business Sector Growth and Regeneration	• Sustaining economic growth through local and regional business development, employment and training sites. • Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites. • Creating a supply of diverse and quality training and employment opportunities.

Learning Council	High Performing Education	- Providing high quality learning opportunities and learning environments for learners of all ages. - Supporting children and younger people to achieve their potential. - Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.
Green Council	Sustainable Development and Environmental Management	- Enhancing the natural environment and promoting access to open and green spaces. - Reducing energy consumption and using and developing alternative/renewable energy production. - Maximising the recovery and recycling of waste.
	Safe and sustainable travel services	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.
Connected Council	Resilient Communities	- Supporting local communities to be resilient and self-supporting. - Committing to resilient service models to sustain local public services. - Widening digital access to public services.
Serving Council	Effective Resource Management	- Continuing to be a high performing and innovative public sector organisation with social values. - Providing high quality, accessible, responsive and cost effective public services.

Note: The colour scheme used in this table is used throughout the document for ease of recognition.

Consultation

Consultation and engagement with our customers and communities takes place on a number of different levels: representative democracy through our elected members, structured engagement through, for example, our County Forum (with Town and Community Councils), formal needs assessments through our strategic partnerships, surveys and feedback, and workshops and roadshows. Different methods are used according to circumstances, the type of audience, and the reach of coverage sought.

Between April 2017 and March 2018 we undertook a range of consultations with impacted stakeholders. Examples of these are:

- Local Development Plan for Flintshire (November 2017 – December 2017)
- Public Engagement Events around the Flintshire County Council's Budget (October 2017 - November 2017)
- Public Engagement Events and various consultation exercises around the draft priorities of the Well-being Plan (September 2017 – February 2018)
- Active Travel Draft Integrated Network Map (July 2017 – September 2017)
- School Modernisation: Brynford and Lixwm Area School Review

Examples include:
Local Development Plan – Preferred strategy
The Preferred Strategy consultation followed on from previous consultations particularly relating to Strategic Growth and Spatial Options. The consultation presented the preferred approach on how much the County will grow by and how development will be broadly distributed across the County. It gave the public the opportunity to comment on the Council's preliminary assessment as to whether the candidate sites broadly fit in with the Preferred Strategy and put forward new or 'alternative' sites for consideration as part of the consultation exercise.

Active Travel Consultation - The Active Travel Act provides an opportunity to make Wales an active travel nation. Flintshire mapped out its proposals for improving walking and cycling infrastructure over a 15 year plan period. These draft proposals went out for consultation with the general public inviting them to help shape the Integrated Network Map before its submission to Welsh Ministers in November for approval.

School Modernisation: Brynford and Lixwm Area School Review - The consultation, run in compliance with the statutory School Organisation Code, was extensive. The schools network needed to remain viable and a sustainable model of primary education within the two communities. Cabinet agreed to proceed to statutory consultation on school organisational change on the proposal to amalgamate Brynford and Lixwm Community Primary Schools to create a single area school.

Section 1: Assessment of our Performance against Council Priorities for 2017/18

For 2017/18 the Council had six Priorities as detailed in its Council Plan.

Table 2 below shows a summary of the year end "progress" and confidence in meeting "outcome" assessment for each priority based on the following red, amber, green (RAG) status key.

All activities in the Report have been graded as described in the 'key' below. These are (RAG) graded for progress and/or performance. An analysis is made of the number of activities in each RAG category to provide a collective grade for each priority and sub-priority heading. Where there is an equal number of two gradings, then the lower one is always used.

The Outcome RAG status below was assessed as part of the end of year reports in June and is based on our confidence in contributing positively towards the Outcome during the year.

PROGRESS RAG Status Key			OUTCOME RAG Status Key	
R	**Limited Progress -** delay in scheduled activity; not on track		R	**Low** - lower level of confidence in the achievement of outcome(s)
A	**Satisfactory Progress -** some delay in scheduled activity, but broadly on track		A	**Medium -** uncertain level of confidence in the achievement of the outcome(s)
G	**Good Progress** - activities completed on schedule, on track		G	**High** - full confidence in the achievement of the outcome(s)

Well-being Objectives
The Council set its Well-being Objectives in June 2017. These are the Council's commitments to comply with the Well-being of Future Generations (Wales) Act 2015. Designated public bodies are required to work individually and collectively to improve wellbeing in Wales. The seven well-being goals and the five ways of working set a general purpose for public bodies. They also aim to ensure better decisions by:

• considering the long-term
• prevention
• integrated working
• working collaboratively
• and being inclusive of people of all ages.
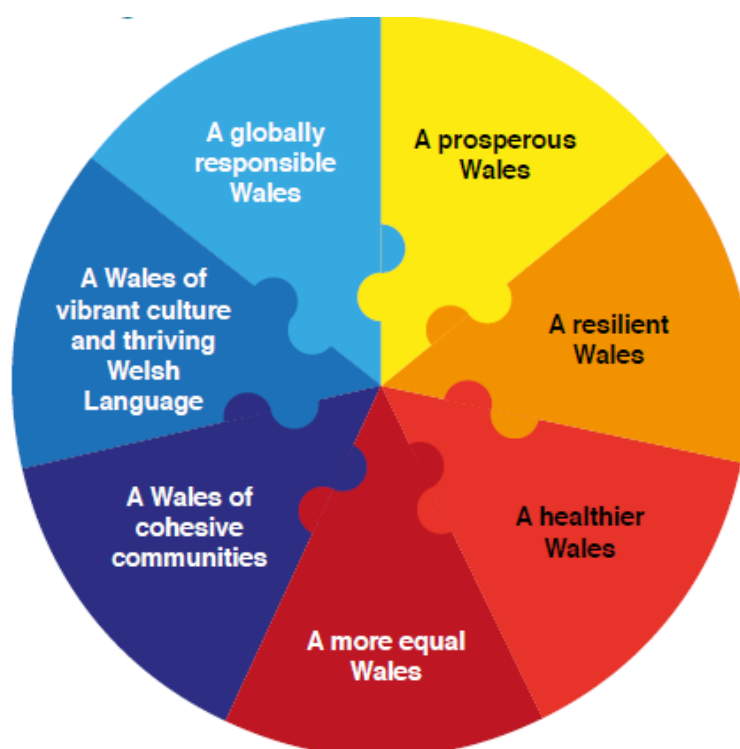
Our Well-being Objectives reflect the 'Impacts' we intend to make through the actions and activities within each priority. An assessment of the progress against each Objective is made as part of the overall performance for each priority.
We are expected to report on our contribution to the principles of the Act, and information about a number of these activities can be found in the report.

For the purpose of this report, since we are reflecting on 2017/18, we have reported against the Well-being Objectives adopted for that year.

Appendix D examines the way our Well-being Objectives align with achieving the aims of the national well-being goals.

Table 2: Summary of 2017/18 Priority Performance

Priority	Sub Priority	Progress	Outcome
Supportive Council	Appropriate and Affordable Homes	G	G
	Modern, Efficient and Adapted Homes	G	G
	Protecting people from poverty	G	G
	Independent Living	G	G
	Integrated Community Social and Health Services	G	G
	Safeguarding	G	G
Ambitious Council	Business Sector Growth and Regeneration	G	G
Learning Council	High Performing Education	G	G
Green Council	Sustainable Development and Environmental Management	G	G
	Safe and sustainable travel services	G	G
Connected Council	Resilient Communities	G	A
Serving Council	Effective Resource Management	G	A

Section 2 of this report (page 15) gives a more detailed assessment for the "progress" against each of the sub-priorities which support the six Priorities.

Risk Management

The Council adopted the Council Plan for 2017/18 in July 2017. The Council Plan's strategic risks are contained within the priorities of the Plan and are monitored throughout the year.

Analysis of the year end risk levels for the 46 strategic risks identified in the Council Plan is as follows: -

- 2 (4.5%) are low (green)
- 4 (8.5%) are minor (yellow)
- 28 (61%) are medium (amber)
- 12 (26%) are high (red)

Trend analysis was also undertaken, comparing risk levels at the end of the year with those at the start of the year. The analysis showed that: -

- 10 (21.7%) risks had reduced
- 32 (69.6%) risks remained the same
- 4 (8.7%) risks had increased
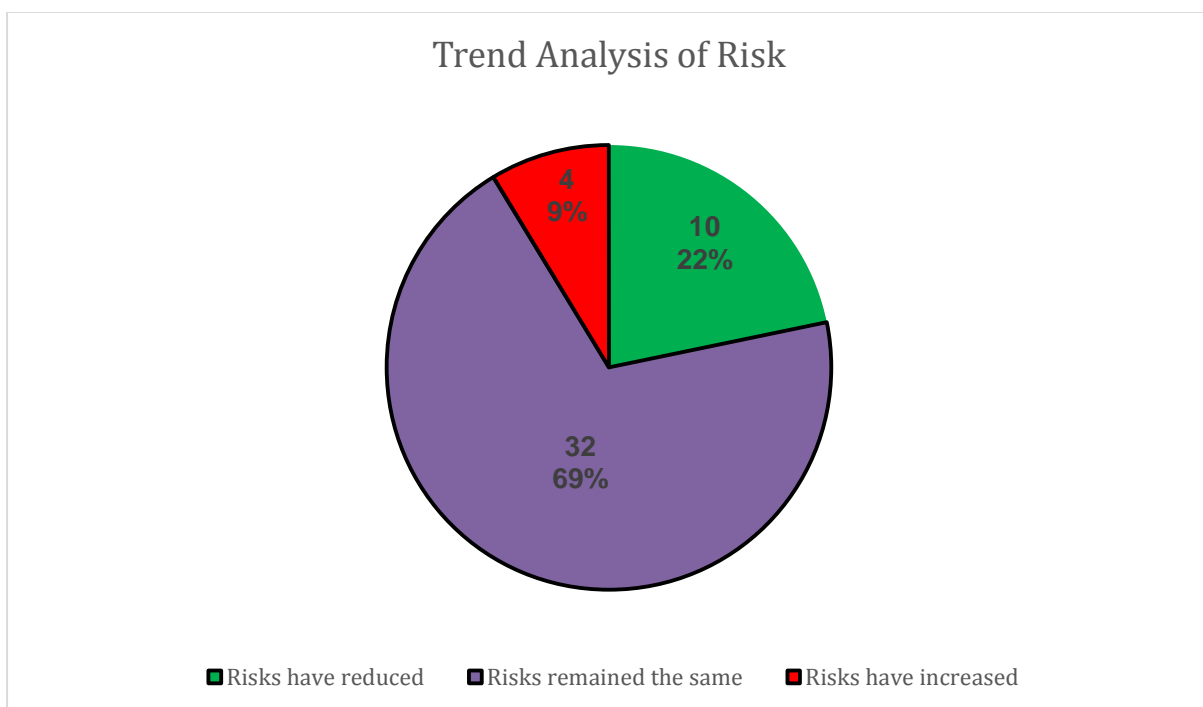
A summary table of the risks at year end 2017/18 is shown at Appendix A.

10

Performance Data Summary

National Performance Summary (All Wales Position)
The Welsh Government and the Local Government Data Unit released 2017/18 performance data for all local authorities in Wales (and Public Accountability Measures) in September 2018. This was accompanied by an overview of national trends as in previous years.

Improving Our Performance
Performance for 2017/18 against our Council Plan Measures is summarised in an outturn performance indicator table (Chart 1a). 58% of indicators achieved target or better compared to 63% in 2016/17. Only 8% of indicators significantly missed targets compared to 7% during 2016/17.

Year on year improvements are summarised in Chart 1b. This shows 77% of indicators either improving or maintaining good levels of performance.

Analysis of year end levels of performance identified: -

Chart 1a: How we performed against our 2017/18 target measures
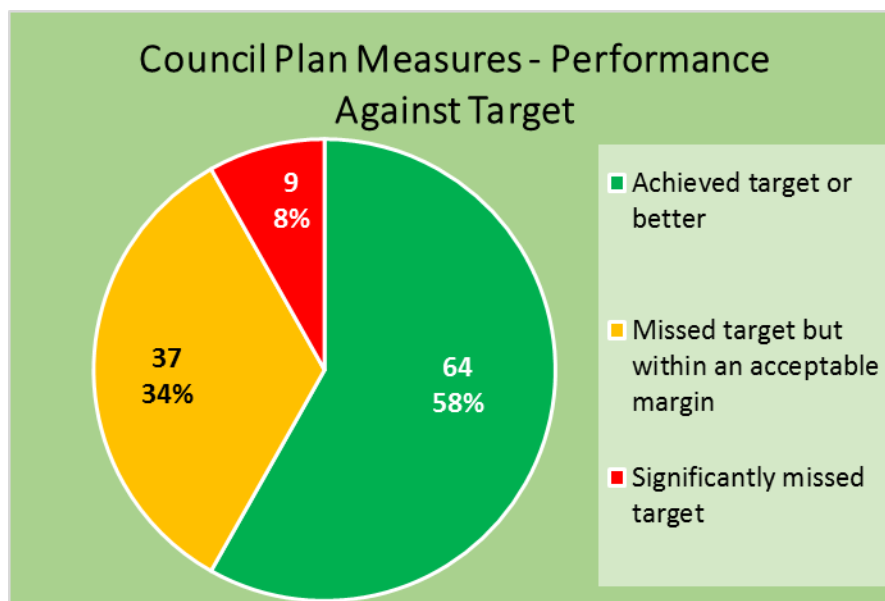
Chart 1b: Performance trend for our Council Plan measures
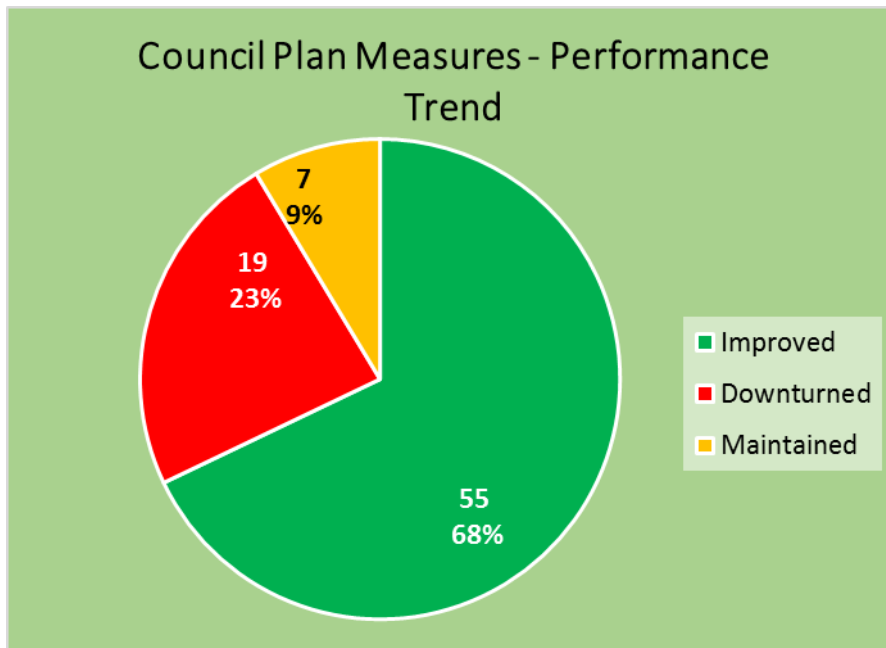
Chart 2: Performance trend for the national statutory measures
Analysis of the number of indicators where trend was relevant and performance had improved, been maintained or downturned.
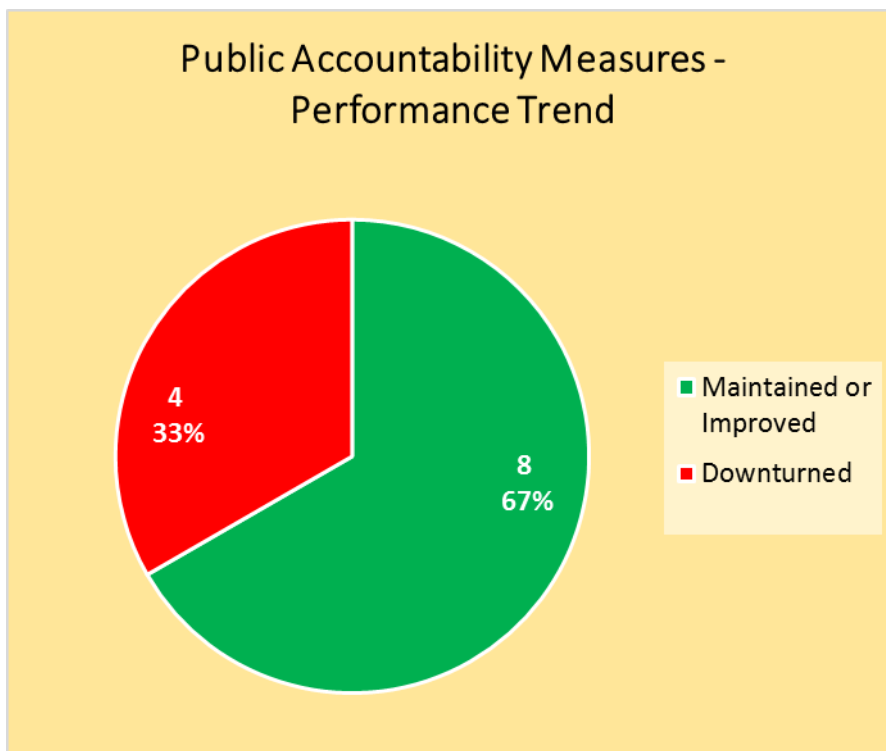
Performance Data Comparison

The tables below show a comparison of performance data between 2016/17 and 2017/18. Each table shows positive progress being made in comparison to the previous year.

Chart 3a: Council Plan Measures comparison of Performance Against Target for 2016/17 and 2017/18
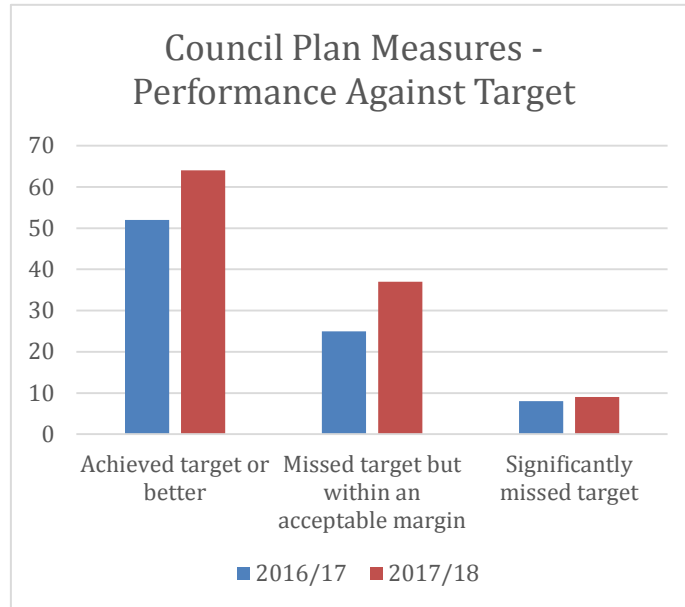
Chart 3b: Council Plan Measures comparison of Performance Trend for 2016/17 and 2017/18
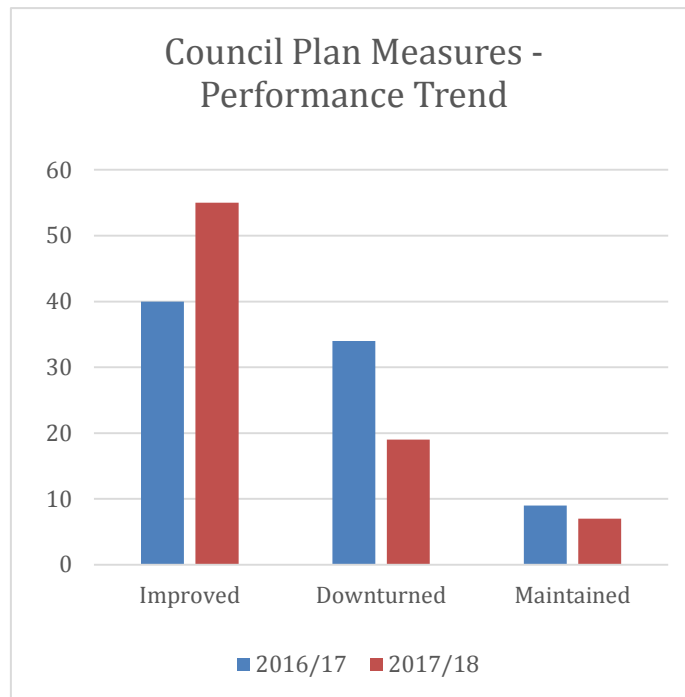
Chart 3c: Council Plan Measures comparison of PAMs Performance Trend for 2016/17 and 2017/18
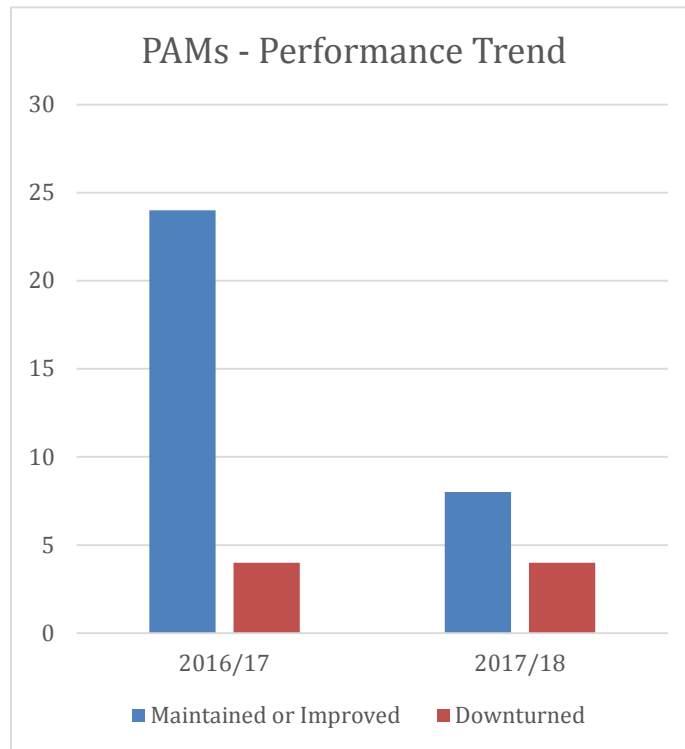
There are a reduced number of PAMs in 2017/18 reported against (no.12) compared with 2016/17 (no. 28). Some performance data is still to be confirmed – such as from waste and social services.

Section 2: Detailed Priority Reporting

Priority: Supportive Council

Progress: G Outcome: G

Sub Priority: Appropriate and Affordable Homes

Impact / Well-being Objective: Ensuring the supply of affordable and quality housing of all tenures

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

1. Provide new social and affordable homes by:
   - Building 79 new Council and 62 new affordable homes through the Strategic Housing and Regeneration Programme (SHARP); and
   - Increasing the number of properties managed by NEW Homes to 144 in 2017/18
   - Delivering options for new, innovative low rent housing schemes for under 35's.

What we did:

✓ During 2017/18 the Council's Strategic Housing and Regeneration Programme (SHARP) has built 95 social and affordable homes in Connah's Quay, Leeswood, Mold and Flint with a further 31 units completed and occupied during April 2018. This sees the completion of Phases 1 and 2 of SHARP which has delivered 138 units comprising 62 affordable homes, managed by North East Wales Homes (NEW) Homes Ltd and 76 council homes.

2. Achieve the Welsh Housing Quality Standard (WHQS) investment plan targets by:
   - Completing WHQS work schemes in line with the Housing Asset Management Strategy provided through the Social Housing Grant (SHG) programme.

What we did:

✓ Positive work achieved in the first 2 years of the programme has continued into year three. The WHQS Capital Programme is still on target to be completed by 2020. New workstreams comprising of roofing works, window and door replacements along with wider community works such as car parking and communal footpaths have been introduced.

3. Develop solutions to the increasing frequency of unauthorised Gypsy and Traveller encampments by:
   - Agreeing options appraisal identifying a range of measures to address this.

What we did:

✓ Suitable locations for a transit site are being explored. Unauthorised Gypsy Traveller encampments on council land have effective and responsive processes in place; immediate action is being taken for their removal in line with legal requirements.

Sub Priority: Modern, Efficient and Adapted Homes

Impact / Well-being Objective: Ensuring the supply of affordable and quality housing of all tenures

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

1. Improve standards within the private rented sector by:
   - Working proactively with landlords and tenants to improve the quality of private rented sector properties; and
   - Ensuring landlords and letting agents comply with the Rent Smart Code of Practice.

What we did:

✓ During 2017/18, the Council;
   - Investigated 67 service requests in relation to complaints about living conditions. All of which were investigated and appropriate action taken
   - Proactively encouraged landlords and letting agents to register with Rent Smart Wales - 80.35% are now registered and compliant with the Rent Smart Code of Practice.

2. Deliver the council's housing growth needs by:
   - Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18,
   - Delivering social and affordable homes through Welsh Government funding programmes; and
   - Increasing the number of new homes created as a result of bringing empty properties back into use.

What we did:

✓ During 2017/18 the Council;
   - Approved 186 planning applications for affordable homes

- Created 293 homes new homes as a result of bringing empty homes back into use
- Agreed the Housing Revenue Account (HRA) 30 year Business Plan (2018 - 2048) with plans to deliver 50 new build council properties per year to meet social housing needs and;
- Started to develop a NEW Homes Business Plan which setting ambitions to deliver affordable rented properties.

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

What we did:

‼ Due to the high level of demand for Disabled Facilities Grants (DFGs) the Council instigated tight budget controls to manage expenditure which slowed progress in delivering some less urgent DFG works.
The Council has now implemented a more comprehensive monitoring programme for Disabled Facilities Grants (DFGs) to identify and, wherever possible, address blockages in the system to include a faster approach to commissioning work.

✓ Llys Raddington will provide 73 units for Extra Care. Due to delays on site, the facility is expected to be open in September 2018.
✓ Plans for the Holywell Extra Care scheme providing 55 new units has been approved.

Sub Priority: Protecting people from poverty
Impact / Well-being Objective: Protecting people from poverty by maximising their income and employability

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

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

2. Manage local impact of the full service Universal Credit (UC) roll out by:
    *   Achieving the Homeless prevention target
    *   Delivering the UC Operational board action plan; and
    *   Delivering Personal Budgeting and Digital Support Services.

What we did:
✓ During 2017/18;
    *   All services who provide support and advice were aligned where possible. Personal budgeting support for UC claims and support and advice was provided to assist tenants to manage their finances to maintain their commitments to rent and council tax
    *   Over 2,100 people on UC received digital support against a target of 640
    *   There was a reduction in both the number of days to process new housing benefit claims (17 days from 20) and to process change of circumstances for housing benefit from 2016/17 (from 32 to 24 days)
    *   Additional income paid to Flintshire residents as a result of the work undertaken by the Council was over £1.4 million, which is comparable to previous years without taking into account loss of a Macmillan contract

!! There were 70.47% of households successfully prevented from becoming homeless a reduction in over 11% points during the year.

!! 424 people in Flintshire on Universal Credit received personal budgeting support against a target of 590.

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

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

What we did:

✓ During 2017/18 the Council refocused the Communities First programme to ensure that all activities contributed towards improving employability

✓ 628 people completed programmes commissioned by the Council to deliver better job and training outcomes; an increase of 305 from 2016/17

✓ An intensive two week programme for long term unemployed people has resulted in nine people ready for recruitment within the Council's Streetscene service.

4. Develop and deliver programmes to improve domestic energy efficiency to reduce CO_2 emissions and fuel poverty by:
- Reducing the overall annual fuel bill for residents benefiting from energy efficient programmes
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff
- Increasing the number of private sector and Council homes receiving energy efficiency measures
- Securing Welsh Government ARBED 3 Programme Funding by March 2018.

What we did:

✓ During 2017/18:
- 124 residents have been supported to lower their energy tariff
- 108 people are receiving the warm home discount
- 547 people received a full healthy homes healthy people / Housing Health and Safety Rating System (HHSRS) home visit and tailored service

✓ Gas infill projects in Penyffordd and Wepre Court are nearing completion.

‼ External funding to support households reduced, as the Welsh Government funding bid was unsuccessful and the start date for the Warm Homes Fund was delayed by two months; all had an impact upon targets set for 2017/18.

5. Develop a strategy to address food poverty by:
- Developing programmes in partnership with the social and third sector to work towards addressing food poverty; and

- Undertaking feasibility work for the development of a food-based social enterprise by December 2017.

What we did:

✓ A Food Poverty Strategy was drafted linking the community resilience work, the Community Benefits Strategy, and aligning closely with the Betsi Cadwaladr University Health Board (BCUHB) draft Strategy. A steering group has been established and an Action Plan in line with the objectives set out in the strategy is being developed

✓ Successful pilot of a ground-breaking Holiday Hunger Programme.

6. Assist residents of Flintshire to access affordable credit by:
- Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit.

What we did:

✓ The Council worked with the two credit unions in Flintshire to actively promote the products and services that are on offer and both credit unions agreed to be part of The Tackling Poverty Partnership group.

Sub Priority: Independent Living

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

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

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

What we did:
- ✓ During 2017/18 the Council has;
  - Completed the Regional Domiciliary Framework and new provider contracts have been dispatched. We are expecting this to bring at least three new domiciliary providers into the County. The roll out of "Progress for Providers" to promote person centred care in residential homes continues.
  - Been nominated for a Social Care Accolade for the 'Progress for Providers' Programme** - 20 care homes enrolled to implement the 'Progress for Providers' Programme with 10 of these achieving the bronze standard
  - Sustained existing care home provision (26 care homes)
  - Made good progress around the extension of Marleyfield Care Home. A feasibility study has been undertaken and various options are being considered. Approval for Integrated Care Fund capital funding has been allocated for the expansion over the next three years (£415K per year).
  - Secured funding from Cadwyn Clwyd to carry out a feasibility study on microcare services, which involve small teams of people providing domiciliary care.

** 'Progress for Providers' enables care homes to assess themselves against the Flintshire bronze, silver and gold standards in person-centred care.

2. Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation by:
- Adults who are satisfied with their care and support
- Implementation of a joint Community Resource Team (CRT) with BCUHB which is able to offer advice and support through the Single Point of Access (SPOA); and
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Wellbeing Act (Wales) 2014

What we did:
- ✓ This year our Ageing Well Plan has focused on the development of age friendly and dementia friendly communities, the prevention of falls, opportunities for learning and employment for older people and support for those in the community who feel lonely and isolated
- ✓ A staged replacement of double staffed packages of care is being managed, in a targeted approach with care providers
- ✓ In parallel with this the Council has invested in new single handling equipment which is less intrusive in the home. We are now collecting case studies to show how well this is working for people receiving care and support.

3. Improve outcomes for looked after children by:
- Supporting children in stable, local placements; and
- Strengthening partnership working with BCUHB to ensure timely access to health assessments including Child and Adolescent Mental Health Services (CAMHS).

What we did:
- ✓ Developed a Corporate Parenting Strategy in consultation with Looked After Children and young people which sets out our commitments to Looked After Children
- ✓ A pledge for care leavers has been developed. Finding suitable placements for Looked After Children can be challenging. There is a national shortage of foster care and residential provision and work has commenced on a regional footprint to look at potential medium term solutions
- ✓ Three work streams develop a more detailed insight into: i) current and future placement need ii) options for support/placements and iii) the associated costs. This will be used to inform and develop our strategic approach to securing permanent, stable homes for Looked After Children.

Sub Priority: Integrated Community Social and Health Services

Impacts / Well-being Objectives:
1) **Enabling more people to live independently and well at home.**
2) **Giving equal opportunity to all to fulfil their lives.**
3) **Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.**

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

1. Ensure that effective services to support carers are in place as part of collaborative social and health services by:
   - Increasing the number of Carers identified through the Single Point of Access (SPOA)
   - Increasing the number of Carers that feel supported
   - Evidencing improved outcomes for Carers; and
   - Developing the Carers' Action Plan.

What we did:

- ✓ The external review of Carers services showed that services across Flintshire are meeting the needs of Carers in Flintshire well and that the funding services ensures that the needs of Carers are robustly met. The review identified a few areas where collaborative work could further improve services, and from April 2018, service contracts for the services were amended to reflect the agreed outcomes of the review
- ✓ Feedback from carers continues to be positive and Flintshire is now amending monitoring tools to better evidence the way in which services meet the outcomes of individuals
- ✓ The Young Carers service in Flintshire has recently contributed to a regional piece of work where all Young Carers services across North Wales now use an

agreed assessment form which incorporates the 'What Matters' conversation tool. This will ensure that Young Carers across the region are meeting their personal outcomes and that services are consistent in their approach to assessment.

2. Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services by:
   - Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital; and
   - Maintaining the rate of delayed transfers of care for social care reasons.

What we did:
   - ✓ 219 admissions were made into Step Up/Step Down beds. Of the 203 people discharged in the year, 93 people were able to return home or to a relative's home
   - ✓ Single Point of Access has extended the time the service is available in the mornings and evenings
   - ✓ Integrated Care Fund capital funding has been aligned with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects.

3. Establish an Early Help Hub, involving all statutory partners and the third sector by:
   - Establishing the Early Help Hub to provide effective and timely support to families; and
   - Reducing referrals that result in "no further action".

What we did:
   - ✓ The Early Help Hub now accepts direct referrals from partner agencies and professionals
   - ✓ Since opening in July 2017, 595 families who would not otherwise have met thresholds for statutory services have been referred to the Early Help Hub
   - ✓ Children's referrals where "No Further Action" was taken indicates that our rate of child protection referrals resulting in 'no further action' has reduced from 55% to 30%
   - ✓ Initial evaluation of the Hub has been positive. A full evaluation of resources and outcomes will be undertaken in 2019.

4. Further develop dementia awareness across the county by:
   - The number of dementia friendly cafes in Flintshire; and
   - Increasing number of dementia friendly communities in Flintshire.

What we did:
   - ✓ Flintshire has ten Dementia Cafes and four accredited Dementia Friendly Communities. We have 56 accredited Dementia Friendly Businesses, and additional organisations are achieving accreditation in the area; currently Aura

Leisure and Libraries and Theatr Clwyd are applying with support from Flintshire Social Services

✓ The Intergeneration Project with learners and people living with dementia has been completed in seven schools. The Creative Conversation research study has improved skills in 18 Care Homes in creatively communicating with people living with dementia using the arts. The Older People's Commissioner for Wales praised the Creative Conversation research study in her recent response to our requirement for action in the 'A Place to call Home' report.

Sub Priority: Safeguarding

Impacts / Well-being Objectives:
1) **Protecting people from the risk of any form of abuse.**
2) **Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.**

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

1. Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding by:
   - Increasing referral rates from within Council services other than Social Services
   - Completion of the online child and adult safeguarding module
   - Council employees completing safeguarding awareness training
   - Embedding processes and best practice across the Council
   - Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage; and
   - Implement the Safeguarding Policy across all Council services.

What we did:

✓ The number of referrals from within Council services other than social services has increased from 6 in 2016/17 to 14 in 2017/18. This represents a 57% increase from previous year

✓ Initial work programme has been completed by the Corporate Safeguarding Panel and the future work programme has been agreed
✓ The Corporate Safeguarding policy is in place and is being implemented. All actions identified in the Internal Audit report have been completed or are in progress.

2. Ensure that our response rates to referrals remain within statutory targets by:
   - Meeting statutory procedural targets for child and adult protection.

What we did:

- ✓ Following a realignment of resources in the Safeguarding Unit, 84% of Adult Safeguarding referrals are now being processed within the 7 day timescale. Those referrals processed outside the timescale are of a complex nature which are awaiting further information from a practitioner or agency
- ✓ 91% of initial child protection conferences were completed within timescales; this was below our annual target of 95% but well above last year's performance of 74%, reflecting the efforts of the Safeguarding Unit to schedule conferences within the timescales wherever possible.

3. Preventative approach towards Child Sexual Exploitation (CSE) by:
- Developing a Corporate Plan linked to regional work to combat CSE; and
- Cascading of North Wales Police (NWP) CSE videos to all portfolios.

What we did:

- ✓ North Wales Police Child Sexual Exploitation (CSE) videos have been shared at Senior Management Team meetings and at the Corporate Safeguarding Panel. CSE awareness is also on the agenda for general safeguarding training to be delivered to all Scrutiny Committee members.

4. Identify and address the signs and symptoms of domestic abuse and sexual violence by:
- Delivering the level 1 training programme for all Council employees
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework; and
- The number of incidents of Domestic Abuse and Sexual Violence reported.

What we did:

- ✓ Internal presentations have been delivered across the Council on the training requirements. Chief Officers and Service Managers have supported the roll-out throughout the organisation
- ✓ 2017/18 has seen an increase in the reporting levels of domestic abuse and sexual violence. Greater numbers of victims are coming forward to report current and historic incidents, which demonstrates an increased confidence in the statutory agencies.

5. Strengthen regional community safety through collaboration and partnership arrangements by:
- Adopting and achieving the priorities of the North Wales Safer Communities Board Plan through formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board.

What we did:

✓ The North Wales Safer Communities' Board Plan has been approved setting out the priorities and work plan for the statutory partners for the next three year period. Flintshire continues to take an active role in this forum, and on a local level has adopted the regional priorities through the work of the Flintshire Public Services Board.

6. Ensure we meet the requirements of the North Wales Contest Board by:
   - Developing a plan to identify and monitor progress of the Prevent Duties as outlined within Counter Terrorism and Security Act 2015.

What we did:

✓ The self assessment measuring the Council's progress against the 'Prevent' duties has been undertaken. Progress is reviewed on a regular basis at the Corporate Safeguarding Panel. The Panel continues to work on the areas of weakness highlighted in the self-assessment, and respond to any requests from the North Wales Contest Board, as and when required.

Priority: Ambitious Council

Progress: G Outcome: G

Sub Priority: Business Sector Growth and Regeneration

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

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

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

What we did:
   - ✓ The Council continues to play a major role in the development of the Growth Deal for North Wales. The Economic Ambition Board has established working groups to develop each element of the bid including; skills and employment, infrastructure and housing, business growth and transport improvements. Outline business cases for all projects were prepared for submission to both Governments in April 2018.

2) Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that the developments maximise

economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal by:

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

What we did:
- ✓ The Council is represented on the Deeside Enterprise Zone Board and has provided a responsive supporting function to the Board as required and to businesses in the Enterprise Zone
- ✓ The Council has actively worked with the two landowners for the Northern Gateway site to encourage development to come forward and to steer development towards those investments which offer the greatest value to the economy of Flintshire
- ✓ Welsh Government has announced investment of £20m in the development of the North Wales Advanced Manufacturing Institute which will be located on two campuses in Deeside.

3) Develop long term strategic approach to Council's economic estate and land by:
- Completing a review of the Council's economic estate and land.

What we did:
- ✓ A strategic review of our industrial and commercial estate was needed to ensure it is fit for purpose, provides key economic drivers, supports the aspirations of the Council and supports local business. A draft report was concluded with a final report issued at the end of May 2018.

4) Expand the scale and quality of apprenticeships both regionally and locally and make best use of the Apprenticeship Training Levy (ATL) by:
- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal.

What we did:
- ✓ The Council produced and distributed a film which encourages people to consider an apprenticeship in a STEM (Science, Technology, Engineering, Maths) field. This has been distributed widely within the county to reach as many young people as possible and has been viewed over 1,791 times via the online link
- ✓ To promote apprenticeships in the construction industry, the Council has been working closely with Wates, the Strategic Housing and Regeneration Programme (SHARP) development partner. The Council is engaged with the local college over the provision of learning attached to apprenticeships.

5) Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County by:
   - Developing and agreeing a multi-agency plan
   - Developing solutions for the productive use of land in town centres for retail, commercial, housing and complementary uses; and
   - Plan to identify options to diversify land use in town centres whilst maintaining their primary role as retail centres.

What we did:
   - ✓ Initial scoping work was completed to look at options for the town centres in Flintshire including learning from other areas. This has continued into 2018/19 in more detailed development work.

6) Ensure the development of regional and local transport strategy and initiatives maximises the potential for economic benefits and improve access to employment and tourism destinations by:
   - Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal
   - Plan the development of transport connections from the North East Wales Metro scheme to support wider economic development across Flintshire
   - Implementing the Deeside Plan for transport access to the principal employment sites
   - Inclusion of local transport priorities in the North Wales Economic Strategy and the North Wales Growth Deal Bid
   - The performance of the local and sub-regional economy with public sector interventions in investment.

What we did:
   - ✓ The Deeside Plan was developed in early in 2017 and sets out ambitions for a transport infrastructure to maximise the potential for economic growth
   - ✓ The viability of different options to improve the infrastructure for cars, rail passengers and cyclists is being assessed
   - ✓ Welsh Government announced investment in the transport infrastructure in Deeside to improve the public transport infrastructure and to develop a new strategic route to link the A494 to the A55.

Priority: Learning Council

Progress: **G** Outcome: **G**

Sub Priority: High Performing Education

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

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

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

What we did:
- ✓ The Education and Youth Portfolio continued to work in partnership with the Regional School Improvement Service (GwE) to achieve the best possible educational outcomes for all learners
- ✓ Collaboration with the GwE Core Leads for Primary, Special and Secondary schools has provided targeted support for schools. Priorities have been focused on improving wellbeing and standards by developing curriculum and assessment, improving teaching and learning and building leadership capacity
- ✓ Flintshire schools have had access to an increased professional development offer through GwE which includes a regional offer for the development of digital competency
- ✓ 94% of Flintshire pupils aged 15 achieved Level .
- ✓ 65.8% of Flintshire pupils aged 15 achieved Level 2, 57% of these achieved Level 2 including English, Welsh and Maths
- ✓ 66.9% of Flintshire pupils aged 15 achieved A* - C in English or Welsh as a first language

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

What we did:
- ✓ Welsh Government has developed a Digital Competency Framework and a working group has been established to support improved outcomes for more able and talented pupils. The group has focused on skill development and offers sessions to support the improvement and development of areas such as communication skills
- ✓ A suite of vocational options has been offered to Key Stage 4 pupils across Flintshire schools. These offer accredited courses along with qualifications in Teamwork, Personal Development in the Community and Employability Skills
- ✓ Welsh Government are promoting an initiative called the Junior Apprenticeship. This enables young people in Key Stage 4 to access a full vocational programme with a view to continuing onto a formal apprenticeship in the field of study
- ✓ Flintshire schools have also engaged in a range of free vocational workshops through the 'Have a Go' initiative. These provide the opportunity for learners to engage in a range of practical activities
- ✓ Coleg Cambria are running a Construction Academy which offers young people between the ages of 16 and 18 a chance to gain skills and experience in the

construction industry. Local construction companies are engaged in this initiative and will provide work experience.

3) Implementing the Welsh Government pilot of the 30 hour childcare offer by:
   - Implementation of the Childcare Pilot project plan
   - The number of registered settings and the numbers of children accessing the offer.

What we did:
   - ✓ The initial Early Implementation Schedule was completed. There are three grants; Administration, Childcare Settings, and Special Educational Needs. The application process is electronic and can only be accessed if the child is living at an address in an eligible area
   - ✓ Since September 2017 payments to Settings have been processed in a timely manner. Expansion has been made into other areas. Welsh Government have acknowledged Flintshire's effective implementation of this pilot.

4) Families First Collaborative Programme by:
   - Implementation of a Collaborative Families First strategy from 2017 - 2020
   - Number of young people accessing the 'offer'.

What we did:
   - ✓ For 2017/18 the aim was to achieve Welsh Government Funding to enable the Council to re-commission a full Families First Programme. The funding (approx. £1.6 million) was granted and fully commissioned for an April 2018 start in line with Welsh Government's agreed transition time
   - ✓ The third sector has been key to delivery and has been engaged in all development and provision. This includes utilising third sector buildings and producing efficiencies for the Council. The programme has ensured that the new provision is a resource for the Early Help Hub, an innovative multi-agency approach. The programme will add value to other provision and will offer early intervention and targeted support.

Priority: Green Council

Progress: G Outcome: G

Sub Priority: Sustainable Development and Environmental Management

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

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

1) Improve, protect and enhance the built environment by:
   - Adoption of a Local Heritage Strategy.

What we did:
‼ The Draft Flintshire Built Heritage Strategy was presented to the Planning Strategy Group in March 2018 where it was endorsed and agreed for further development to prepare for wider stakeholder and public consultation.

2) Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals by:
   - Reviewing the rights of way improvement plan; and
   - Delivering projects set out within the ESD grant application.

What we did:
   ✓ All projects set out within the Environment and Sustainable Development grant application, including flood defence, biodiversity duty and green-space enhancement were completed
   ✓ The allocation of the grant is also being used to deliver Flintshire's Greenspace Strategy, improve green-space facilities to encourage access, enjoyment and well-being and to facilitate engagement through arts in the community.

3) Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost by:
   - Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015
   - Reducing Council energy consumption
   - Increasing usage of environmentally efficient vehicles; and
   - Reducing our carbon footprint across our Council buildings (non-housing).

What we did:
- ✓ The battery storage system at Ysgol Abermorddu was due to be completed by the end of April 2018 and was operational for the peak generation period across the summer. Potential for battery storage at Brookhill and Standard solar farms/landfills is being explored.
- ✓ Lighting upgrades to seven schools and Wepre Park Visitors Centre were commissioned. The lighting project at Westwood Primary School was completed and has been converted to LED.
- ✓ To facilitate better control of heating and hot water a number of sites can now gain remote access to the heating systems. This also allows Officers to check that heating systems are turned off during school holidays. Heating control systems have been upgraded in Bryn Garth CP, Northop Hall CP and Westwood CP Schools and the Aston Family Centre.
- ✓ The business case and financial modelling for solar PV at Flint Landfill and Crumps Yard was progressed for decisions to be made in June 2018.

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

What we did:
- ✓ Ongoing recycling awareness campaigns and an interim residual waste treatment contract have ensured that Council remains committed to maximising recovery opportunities and diversion from landfill where possible.

5) Strengthen regional air quality collaboration to help promote better health and well-being outcomes by:
- Developing a regional strategic approach to the collation of air quality data.

What we did:
- ✓ A regional air quality assessment on behalf of the North Wales local authorities has been undertaken. The need to develop a local strategy was highlighted by the Public Services Board, and work is underway to identify how Flintshire can further improve air quality. The Environment theme has now been adopted as a priority for the Public Services Board and included in the Flintshire Well-being Plan.

6) Identification of the Local Development Plan preferred strategy by:
- Adopting the Local Development Plan to support Sustainable Development and Environmental Management

What we did:
- ✓ The preferred strategy for the Local Development Plan (LDP) was approved and published for consultation for a six week period between November and December 2017. Consultation responses were presented to the Planning Strategy Group in February 2018 and minor amendments were approved. The Preferred Strategy provides a firm basis for more detailed work which will feed into the Deposit LDP.

Sub Priority: Safe and sustainable travel services

Impact / Well-being Objective: Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.

Progress: GREEN   Outcome: GREEN

During 2017/18 we said we would:

1) Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education by:
    - Successfully delivering projects and services through national grant funded schemes
        - o Local Transport Fund
        - o Rural Communities and Development Fund
        - o Road Safety
        - o Safe Routes
        - o Bus Service Support Grant
        - o Active Travel integrated network map; and
    - Development of sub-regional and Metro inter-modal transport projects.

What we did:
- ✓ All work for 2017/18 has been completed in line with grant funding awarded for the Local Transport Fund and Local Transport Network Fund. These include: active travel scheme designs (cycling/walking); traffic modelling, business case development and outline scheme designs for B5129 bus corridor; Quality Bus Partnership workshops and development; public transport infrastructure and vehicle procurement in Deeside
- ‼ Additional funding is required for 2018/19 to undertake additional schemes and complete work on existing schemes.

2) Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network by:
    - Monitoring the condition of the highways infrastructure
    - Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network; and
    - Delivery of the Highways Asset Management Plan.

What we did:
- ✓ The highway network has been reviewed and assessed for investment need and repairs. The capital programme for preventative maintenance has been developed, tendered and implemented across the network.

3) Work closely with the communities to develop innovative and sustainable community based transport schemes by:
  - Development of community based transport schemes within available funding; and
  - Developing and supporting community based transport schemes to complement the core network of bus services.

What we did:
- ✓ Pilot schemes are underway in Higher Kinnerton-Broughton; Penyffordd-Buckley; Northop Hall-Connah's Quay and Treuddyn-Llanfynydd. Work is ongoing with the Town/Community Councils in Holywell, Trelawnyd, Carmel, and Whitford to develop the remaining pilot schemes. Next steps to develop the strategic core bus network and longer term local transport arrangements to be agreed during 2018/19.

4) Deliver a compliant, safe and integrated transport service by:
  - Increasing the number of financially compliant contracts
  - Increasing the number of safety compliant checks; and
  - Ensure safety compliant checks for transport services are maintained.

What we did:
- ✓ A transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant has been completed. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetim.
- ✓ Work is underway with Procurement team to develop Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks
- ‼ Further work is required during 2018/19 for re-procurement of college transport routes (Coleg Cambria) and mandatory training for operators, drivers, and passenger assistants.

Priority: Connected Council

Progress: G Outcome: A

Sub Priority: Resilient Communities

Impacts / Well-being Objectives:
1) Supporting local communities to be resilient and self-supporting.
2) Committing to resilient service models to sustain local public services.
3) Widening digital access to public services.

Progress: GREEN   Outcome: AMBER

During 2017/18 we said we would:

1. Build stronger social enterprises with the sector itself leading development of the sector by:
   - Developing a strategy to grow existing social enterprises.

What we did:
   - ✓ To help grow the sector and sustain itself specific contracts and community benefits work was targeted at the sector. The development of a range of tools such as Community Shares is underway that enable existing social enterprises to grow and develop. Projects that are applicable for Community Shares have been identified and a business case format for these has been developed
   - ✓ Social enterprises attended the Flintshire Business awards and for the first time won a significant award
   - ✓ Wider plans for developing tools for the social enterprise sector have been shared with the Public Services Board and is forming part of their Community Resilience Action Plan. Funding has been secured for extending the post of the Social Enterprise Officer and work is currently taking place to develop an action plan for the next 12 months

2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining by:
   - Monitoring the level of efficiencies ADMs have supported
   - Establishing two new social enterprises operating in Flintshire through the ADM and Community Asset Transfer Programme; and
   - Monitoring community benefits delivered by Community Asset Transfers.

What we did:
   - ✓ Work has taken place with key social enterprises to strengthen their business plans. This includes establishing two new social enterprises of a significant scale operating in Flintshire through the Alternative Delivery Models (ADMs) and Community Asset Transfer Programme
   - ✓ With the establishment of the Home Farms Trust contract (HFT) which began on 1st February 2018, three Alternative Delivery Models (ADM's) have been

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established to operate council services in the past 12 months. These are Aura Leisure and Libraries (operated from 1 September 2017) and NEWydd Catering and Cleaning (operated from 1 April 2018)

✓ To ensure the organisations become more sustaining, regular review meetings take place including formal partnership boards. A number of meetings and reviews have now been completed with the remainder to be completed by the summer

✓ Meetings have been held with organisations who had asset transfers between 2015 -2017 and first year reports have been provided on community benefits. Second Year Review Meetings were held in March 2018.

3. Implement the Digital Strategy and resources to meet future customer needs by:
- Developing an action plan to improve community access to digital services and to raise skill levels; and
- Reviewing the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County.

What we did:
✓ The first year of the five year Digital Strategy programme of work has concluded. Progress remains steady across all six work streams to identify those projects that can and should be progressed as a matter of priority, and a number have already identified their priorities for inclusion in the action plan

✓ The Digital Customer work stream, is to be the primary focus for the Digital Strategy due to the opportunities it brings to the public and potential for savings to be made.

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

What we did:
✓ The Council developed a new Community Benefits Strategy approved in October 2017

✓ A Community Benefits Delivery Plan template has been developed which will assist the service commissioners to identify and target relevant Community Benefits. A new Commissioning Form has also been developed which requires Commissioners to complete for all contracts above £25,000 and the completed form is scrutinised by the Corporate Procurement Service for Community Benefits inclusion

✓ During Quarter 4, 14 projects under £1m were procured of which 5 projects included Community Benefits which represents 36% of the total contracts

procured under £1m. Due to reporting difficulties we are not able to quantify figures prior to Quarter 4

✓ Considerable progress has been made in delivering social value for contracts below £1m and we expect this momentum to continue in the 2018/19 financial year as the use of the Delivery Plan template is used more widely.

5. Enabling the third sector to maximise their contribution by:
   • Increasing the number of volunteering placements

What we did:
   ✓ Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against
   ✓ Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer delivered specific support to the sector including supporting the establishment of community asset transfers
   ✓ As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector.

6. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services by:
   • Revising portfolio policies to reflect the ambitions of the Armed Forces Covenant
   • Achieving Silver status for our Employee Recognition Scheme; and
   • Optimising the value of the regional grant monies to support a two year programme.

What we did:
   ✓ The partnership group driving the work of Flintshire's Armed Forces Covenant forward has made good progress over the year
   ✓ The silver award for the Employee Recognition Scheme was awarded, marginally missing the gold award
   ✓ Within the Council improvements to policy and practise include; a new policy for Reservists in the Council supported with an additional two weeks annual leave to attend services-related training; revision of the Council's Recruitment Policy to include a guaranteed interview to all veterans meeting the essential criteria. In addition, an agreement is now in place to capture data from schools about pupils from serving or veteran families in order to understand the scale of support needed and to plan support, including funding, co-ordination and support of Covenant funding applications within local communities
   ✓ North Wales Fire and Rescue Services signed up to Flintshire's Covenant in 2017/18 and the first Annual report was endorsed by full County Council
   ✓ The two Armed Forces Liaison Officers appointed for regional co-ordination of the 6 County Covenants have positively impacted on the good progress made.

‼ The outcomes of the progress made this year have still to be determined, hence the Amber 'Outcome' rating.

7. Getting Flintshire active through partnership objectives via the Public Services Board by:
   - Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside
   - Increasing community assets
   - Identity and equality of participation.

What we did:
- ✓ The Public Services Board's (PSB) Well-being Plan has five priority areas of work: Community Resilience, Healthy and Independent Living, Environment, Community Safety, and Economy and Skills.

‼ The Community Resilience priority has a number of work-streams, one of which is 'Getting Flintshire moving'. This priority area is led by Public Health Wales with two specific activities around reducing sedentary behaviour; one of which is focused on the scale of impact that could be made across the public sector as a major employer and within specific community areas (as pilots). A list of key drivers to support this activity has been developed and will be worked through with Public Services Board (PSB) partners. This is a longer term project which has not shown immediate impact in-year, hence the amber rating for outcome.

Priority: Serving Council

Progress: G Outcome: A

Sub Priority: Effective Resource Management

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

Progress: GREEN   Outcome: AMBER

During 2017/18 we said we would:

1. Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new council by:
   - Increasing achievement rate of the budgeted efficiency targets to 95%
   - Revising our plan to meet the relevant funding gap for 2017 / 2022
   - Matching our priorities with revenue and capital investment
   - Ensure sustainable business plans for service portfolios; and
   - Develop a range of operational financial performance indicators.

What we did:
   - ✓ The financial forecast for 2018/19 was completed and the budget set. Although it is challenging to provide a Medium Term Financial Strategy (MTFS) for a 5 year period with such uncertainty over future national funding levels a strategy for 2019/20 to 2021/22 is currently in development. The medium term forecast is being reviewed and concentration is on 2019/20. A report on the initial forecast was considered by Cabinet in April 2018.

2. Through the People Strategy we aim to operate effectively as a smaller organisation by:
   - Improving attendance
   - Increasing the number of managers and employees attending and accessing stress related / management programmes
   - Percentage of employees who have secured employment following completion of apprenticeship training
   - A single consolidated workforce plan and supporting action plan
   - Attainment of appraisal targets.

What we did:
   - ✓ Good progress in delivering the key priority areas of the People Strategy has been made

✓ Our employees continue to face significant change as a result of further funding cuts, service reviews and the loss of 82 colleagues as a result of both voluntary and compulsory redundancies

✓ The sickness absence out-turn for 2017/18 is 8.89 days per Full Time Employee (FTE) which exceeds our target of 9.00 days per FTE. The top three reasons for absence are stress / depression / anxiety, infections and musculoskeletal. We have taken a pro-active approach to helping managers and staff identify stress/anxiety in themselves and others and how to access the various options of support provided by the Council

✓ Our learning and development offer has been reviewed and enhanced. At its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarch

✓ Supporting the transition into alternative delivery models remains a priority, as does the continued development of the following work streams; Reward, Recognition and Well-being. A number of initiatives under this theme have been delivered, most notably the introduction of an Employee Assistance Programme (EAP) via CareFirst which provides access to professionally qualified Counsellors and Information Specialists, experienced in helping people to deal with all kinds of practical and emotional issues such as well-being, family matters, relationships, debt management, workplace issues 24/7, 365 days a year.

3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements by:
   - Percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)
   - Percentage of Council spend with Welsh businesses
   - Percentage of Council spend with Flintshire businesses; and
   - Percentage of Council spend with businesses within the Mersey Dee Alliance.

What we did:

✓ The joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects have been procured jointly across both Councils, with another 10 projects identified

✓ Use of national collaborative arrangements through the National Procurement Service has meant that a total spend of £4.8m was utilised across the Council and Flintshire Schools resulting in £114,000 of actual and cost avoidance efficiency savings

‼ The take up of framework agreements and efficiency savings arising from the National Procurement Service is lower than anticipated due to the fact that the framework agreements that have been awarded do not always provide value

for money and occasionally their use would be detrimental to local supply chains

✓ Welsh Government commissioned a review of the National Procurement Service with the aim of developing a new Target Delivery Model. The review is scheduled to be completed by September 2018

✓ The PROACTIS electronic tendering and contract management system continues to be rolled out across the Council, with 200 officers having now been trained to use the system. The system is expected to provide process efficiencies as part of the tendering process, reducing timescales and ensuring compliance with the regulatory procurement framework. This in turn will negate the risk of receiving any supplier legal challenges due to potential procurement procedures not being followed.

4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts by:
   • Developing a programme to support local businesses
   • Developing and delivering training and support to improve the inclusion of community benefits in Council contracts; and
   • Developing a system to record and monitor community benefits centrally.

What we did:
   ✓ Extensive research has been undertaken to identify best practice recommendations across multiple government and industry reports to make procurement processes more supplier friendly
   ✓ A total of 62 best practice recommendations were identified from the research of which 39 recommendations (100%) have been completed in Year 1 as part of a 3 year Local Supplier Development Implementation Action Plan
   ✓ Partnership working across the Council has facilitated more support for local suppliers to compete for Council contracts. Joint initiatives commenced such as reviewing the amount of procurement spend outside Flintshire and North Wales, which could potentially be sourced from local suppliers
   ✓ Joint Procurement Taster Session workshops have been held in conjunction with Flintshire Local Voluntary Council (FLVC) to provide advice and guidance to the local Third Sector on various procurement policies as well as assessing the support needed for the Third Sector to compete for Council and public sector contracts
   ✓ Regular dialogue / meetings with Business Wales to provide tendering support to suppliers on individual tender projects has been well received by suppliers and contractors. Local suppliers have been provided with the opportunity to access support on the PROACTIS e-tendering portal and access direct support from Business Wales consultants in updating or developing various policy documents required as part of the tender process
   ✓ Streamlining our current procurement processes to make it easier for suppliers to bid is part of a comprehensive review. The revised approach will ease the administrative burden on suppliers when responding to tender opportunities.

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

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

What we did:
- ✓ The Council agreed a strategic approach to developing Customer Services and enhancing our use of digital technology in March 2017
- ✓ Work has been undertaken to review how customers contact the Council now, and opportunities to enhance access in the future
- ✓ The Customer Service and Digital Flintshire strategies are being managed as a transformation programme and a report was approved by Cabinet on 20 February, 2018 that outlined how the Customer Service (and Digital Flintshire) strategy will be delivered
- ✓ Delivery of our objectives is an on-going transformation programme; an action plan has been approved to deliver in three phases. A significant milestone was the launch of a Customer Account in March 2018 which will be extended to members of the public in June following a period of review internally. The merge of two Contact Centres in January 2018 also demonstrates our commitment to improving the way telephone contact is managed.

6. Delivery of key annualised objectives from the Capital and Asset Management Strategy by:
- Continuation with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services
- Identify and consider options available to fund capital expenditure that minimises ongoing revenue implications of new and existing investments
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money

What we did:
- ✓ The refresh of the Capital and Asset Management Strategy has been placed on hold pending release of guidance from CIPFA which will need to be reflected in any revised strategy document. There are no risks or issues to the Council in adopting this approach as the contents of the current strategy are still relevant.

Section 3

Equality

The Council takes seriously its duty to promote equality, eliminate discrimination and foster good relations through all its activities. The Council published an updated Strategic Equality Plan in 2017; this is being incorporated into CAMMS (Performance management system) to ensure that progress and achievements can be monitored more effectively and regular updates provided.

Welsh Language Standards (WLS)

The Council is committed to meeting the Welsh Language Standards ensuring that we can provide high quality services in both English and Welsh. The Welsh Language Promotion Strategy has been drafted and subject to consultation.

Partnership and Collaboration Activity

Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect the statutory and third sector partners to work together, to work to shared priorities and, through collective effort, to get things done. The Public Services Board, is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on some of the big social issues of today.

The Flintshire Public Services Board was established on 1st April 2016 as a result of the "Well-being of Future Generations (Wales) Act" coming into effect. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations: Flintshire County Council, Betsi Cadwaladr University Health Board, Natural Resources Wales, North Wales Fire & Rescue Services (statutory members), North Wales Police, Public Health Wales, Flintshire Local Voluntary Council, Coleg Cambria, Glyndwr University, Wales Community Rehabilitation, National Probation Services Wales, Police & Crime Commissioner and Welsh Government (invited PSB members). Together these organisations are responsible for developing and implementing the Well-being Plan for Flintshire published in May 2018.

Whilst the PSB realise there is much that could be done to add value to public services and to the communities of Flintshire and have identified a number of priorities for 2017/18 that support the seven goals of the "Well-being of Future Generations (Wales) Act".

Regulation, Audit and Inspection

The Council is regulated by a number of organisations throughout the year. These include, amongst others the Wales Audit Office (WAO), Estyn for Education and the Care and Social Services Inspectorate (CSSIW).

The WAO publish an annual report on behalf of the Auditor General for Wales called the Annual Improvement Report. This report summarises the outcomes of all work that the WAO have undertaken during the year.

Corporate Health and Safety

The Council is committed to its duties and responsibilities as an employer for health and safety. The management of workplaces that are safe to the health of all Council employees, sub-contractors, stakeholders and members of the public is one of our main priorities. To meet this priority we plan to meet the requirements of the Health and Safety at Work Act 1974 and other associated legislation as far as is reasonably practicable.

Appendices

Appendix A – Council Plan 2017/18 Risk Register

Appendix B – National Indicators Data Table

Appendix C – Flintshire County Council's Well-being Objectives alignment to the national Well-being Goals

Appendix D – Glossary of Terms

Feedback and how to Obtain Further Information

There are a number of related documents which support this Annual Performance Report. These can be obtained through the following links:

- Flintshire County Council Plan 2017/18

- Flintshire Social Services Annual Performance Report 2017/18

- Annual Strategic Equality Plan Report 2017/18

- Welsh Language Monitoring Report 2017/18

Thank you for reading our Annual Performance Report for 2017/18

A public summary of this report will be published before December and will be available on the Council's website and via electronic promotion.

Your views and suggestions about how we might improve the content and layout of the Annual Performance Report for future years are welcome.

In addition, should you wish to know more about our priorities for this year onwards please read our Council Plan 2018/19. Again, your views about future priorities, plan content and layout are welcome.

Please contact us on:
Tel: 01352 701457
Email: corporatebusiness@flintshire.gov.uk

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Integrated Risk Manager
A CAMMS SOLUTION

Risk Report 2017/18

Flintshire County Council

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Print Date: 24-Aug-2018

Risk Summary

Strategic Risks

Strategic Risks

<table>
<tr><td colspan="9">**1 Supportive Council**</td></tr>
<tr>
<th>Risk Ref.</th>
<th>Risk Title</th>
<th>Risk Type</th>
<th>Lead Officer</th>
<th>Supporting Officers</th>
<th>Initial Risk Rating</th>
<th>Current Risk Rating</th>
<th>Risk Trend</th>
<th>Risk Status</th>
</tr>
<tr>
<td>ST164</td>
<td>Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery</td>
<td>Strategic Risk</td>
<td>Susie Lunt - Senior Manager, Integrated Services and Lead Adults</td>
<td>Jacque Slee - Team Manager Performance</td>
<td>Red</td>
<td>Amber</td>
<td>⬇ (green)</td>
<td>Open</td>
</tr>
</table>

Potential Effects: Insufficient funding to sustain medium term service delivery.

Lead Supporting Officer Comments: The re-phasing of agreed Integrated Care Fund (ICF) capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of the Betsi Cadwaladr University Health Board (BCUHB) have created an agreement around the allocation of funds to support delivery of medium term services.

Last Updated: 12-Jul-2018

<table>
<tr>
<th>Risk Ref.</th>
<th>Risk Title</th>
<th>Risk Type</th>
<th>Lead Officer</th>
<th>Supporting Officers</th>
<th>Initial Risk Rating</th>
<th>Current Risk Rating</th>
<th>Risk Trend</th>
<th>Risk Status</th>
</tr>
<tr>
<td>ST157</td>
<td>Availability of sufficient funding to resource key priorities</td>
<td>Strategic Risk</td>
<td>Niall Waller - Service Manager - Enterprise and Regeneration</td>
<td>Melville Evans - Senior Manager - Housing Programmes</td>
<td>Amber</td>
<td>Red</td>
<td>⬆ (red)</td>
<td>Open</td>
</tr>
</table>

Potential Effects: Should resources prove to be insufficient then the Council will be able to process further applications for adaptations leading to delays in the process. This in turn will lead to reputational damage to the Council.

Lead Supporting Officer Comments: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements. The Council was forced to delay the least urgent Disabled facilities Grant (DFG) cases in the latter part of 2017/18 due to demand on the service.

Last Updated: 23-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST155	Capital borrowing limits for council housing	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	⬄	Open

Potential Effects: i) reduction in construction and delivery of Council houses

Lead Supporting Officer Comments: Discussions are in progress between the Council and Welsh Government to secure additional borrowing approval. Welsh Government has unallocated borrowing head room for council owned properties. There has been a Welsh Government consultation on the approach to lifting the borrowing cap. Further information will be available in the Summer 2018. For affordable rental properties the NEW Homes Business Plan will explore funding opportunities.

Last Updated: 18-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST156	Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Strategic Risk	Niall Waller - Service Manager - Enterprise and Regeneration		Amber	Red	⬆	Open

Potential Effects: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This in increased because of the national ranking of performance by Welsh Government.

Lead Supporting Officer Comments: The performance on DFG timescales has been an area of challenge over time. There are projects underway to improve performance including rolling out use of the new adaptations procurement framework and further process improvements. However, demand upon the DFG budget required a slow down of the least urgent cases in the latter part of 2017/2018 which will impact upon average time scales for DFGs.

Last Updated: 16-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST160	Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Strategic Risk	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	⬆	Open

Potential Effects: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.

Lead Supporting Officer Comments: The first year of Universal Credit full service has resulted in an increase in rent arrears for our tenants. Council Tax collection rates, however, appear to be unaffected at this stage. Work will continue in 2018/19 to target early intervention for tenants claiming Universal Credit to tackle rent arrears and to encourage payment of rent to avoid new or escalating arrears in order to ensure that homelessness is prevented wherever possible and rent collection is maximised.

Last Updated: 20-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST159	Demand for advice and support services will not be met	Strategic Risk	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open

Potential Effects: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.

Lead Supporting Officer Comments: During 2017/18 demand has continued to increase for advice and support services within the County. The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services increased during the year and increasing numbers of residents are presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.

Last Updated: 13-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST163	Demand outstrips supply for residential and nursing home care bed availability	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Red		Open

Potential Effects: Increase is hospital admissions and delayed transfers. Increased pressure on primary care services leading to deteriorating relationship with local partners.

Lead Supporting Officer Comments: The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of Programme Board.
The re-phasing of ICF capital to fit in with our capital programme, as been agreed by WG.

The Strategic Opportunity Review was completed and a report was presented to Cabinet in October. There are several active workstreams, including the development of resources to support the sector, diagnostic reviews from providers and a Care Conference which was held in February hosted by Business Wales. A ministerial visit took place in May '18.

The care@flintshire portal has been populated with useful information to support providers. Approval has been received for a feasibility study into Microcare, with funding from Cadwyn Clwyd   Last Updated: 12-Jul-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST153	Department for Works and Pensions Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Strategic Risk	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Commissioning Officer	Amber	Amber		Open

Flintshire County Council   **Risk Report**

Potential Effects: Welfare reforms may potentially impact the Council's ability to offer affordable housing to those affected. Examples of the types of reforms that will have may impact include: LHA Cap - Residents affected by the LHA cap who are already excluded form the private rented sector due to affordability may not be able to afford social rents Bedroom Tax - This has been in place for some time for those residents that are under occupying properties and in receipt of housing benefit and will continue under Universal Credit role out.

Lead Supporting Officer Comments: Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation.
The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.

Last Updated: 30-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST167	Deprivation of Liberty Safeguarding (DoLS) assessment waiting list increases	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Amber	Amber	⬌	Open

Potential Effects: Increased waiting times for DoLS assessments and impact on reputation of the Council.

Lead Supporting Officer Comments: Actions taken to realign the responsibilities of the teams to meet the demands of the increase in adult safeguarding enquiries may have the unwanted effect of increasing the waiting list for DoLS assessments. Work has recently been undertaken to review the individuals awaiting a DoLS assessment. In addition, work is being undertaken to review community DoLS applications and incorporate these within the existing waiting list, and DoLS for children needs to be considered. In due course this will have an impact on the number of cases on the waiting list. The waiting list continues to be actively managed, with urgent and review authorisations being prioritised.

Last Updated: 12-Jul-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST169	Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Strategic Risk	Fiona Mocko - Strategic Policies Advisor	Jane M Davies Senior Manager Safeguarding & Commissioning	Red	Red	⬌	Open

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Potential Effects: Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated. Adults and children will not be safeguarded

Lead Supporting Officer Comments: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training. Types of safeguarding training provided and attendance by Portfolio are monitored at the Corporate Safeguarding Panel.

Last Updated: 19-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST151	Homelessness will remain a growing area of demand due to the current economic climate	Strategic Risk	Katie Clubb - Community Support Services Manager	Suzanne Malone Commissioning Officer	Amber	Amber	⬌	Open

Potential Effects: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.

Lead Supporting Officer Comments: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Vacant posts in the team have been filled and new staff have been fully trained within their roles. This should see more outcomes achieved. Additional funding has been granted to develop Landlord incentives within the private rented sector and also to consider a Housing First pilot.

Last Updated: 23-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST168	Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Strategic Risk	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Red	⬌	Open

Potential Effects: Employees will not recognise when adults and children are at risk and will not take appropriate action.

Lead Supporting Officer Comments: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training was delivered in January 2018. A safeguarding page is available on the intranet providing resources to support employees and managers.

Last Updated: 12-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST166	Rate of increase of adult safeguarding referrals will outstrip current resources	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee Team Manager Performance	Red	Yellow	⬇	Open

Potential Effects: Employees will not recognise when adults and children are at risk and will not take appropriate action.

Lead Supporting Officer Comments: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training was delivered in January 2018. A safeguarding page is available on the intranet providing resources to support employees and managers.

Last Updated: 12-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST154	Reduction of land supply for council housing construction	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Green	⬇	Closed

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Potential Effects: Reduction in number of units delivered

Lead Supporting Officer Comments: Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) has been identified which, if viable, could reach the target of 500 new social and affordable houses by 2021.

Last Updated: 20-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST161	The local economy will suffer if residents have less income to spend	Strategic Risk	Jen Griffiths - Benefits Manager	Suzanne Mazzone - Commissioning Officer	Amber	Amber	↔	Open

Potential Effects: The local economy will see a decline if residents are not able to spend at current levels

Lead Supporting Officer Comments: Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the county.   Last Updated: 13-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST152	The supply of affordable housing will continue to be insufficient to meet community needs	Strategic Risk	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Red	Amber	↓	Open

Potential Effects: i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough

Lead Supporting Officer Comments: The Housing Strategy Manager works in partnership with the RSLs (Registered Social Landlords), the SHARP (Strategic Housing and Regeneration Programme) team and developers to inform the type and tenure of any: new build; acquisitions and ultimately identify gaps for future investment. This is achieved through a process of pulling together information from the SARTH (Single Access Route to Housing), the affordable housing register and the Homelessness team, ensuring the demand informs supply. There is a shortfall in affordable housing as identified in the Local Housing Market Assessment, but the housing which is being provided is focused on meeting the needs of those in urgent housing need.

Last Updated: 18-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST158	Universal Credit Full Service roll out - negative impact upon Council services	Strategic Risk	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer	Amber	Amber	⬌	Open

Potential Effects: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner. Potential increased in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services

Lead Supporting Officer Comments: During 2017/18 rent arrears increased and there is work on-going to identify the reason for this. During 2018/19 focus will be on early identification and intervention to prevent the problem from escalating.   Council Tax Collection has been under pressure, however, collection rates in 2017/18 have not been impacted. Work will continue to closely monitor Universal Credit impacts on Council Services.

Last Updated: 20-Apr-2018

2 Ambitious Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST170	Infrastructure investment does not keep pace with needs and business is lost to the economy	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	⬇	Open

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Potential Effects: infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.

Lead Supporting Officer Comments: The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.

Last Updated: 23-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST171	Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open

Potential Effects: Businesses feedback that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.

Lead Supporting Officer Comments: The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.

Last Updated: 17-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST173	The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Yellow	↔	Open

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Potential Effects: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.

Lead Supporting Officer Comments: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new shadow Joint Committee for North Wales.

Last Updated: 23-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST172	The stability of local and sub regional economies	Strategic Risk	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open

Potential Effects: Instability in the local and regional economies would lead to reduced business investment and significant job losses.

Lead Supporting Officer Comments: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.

Last Updated: 17-Apr-2018

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3 Learning Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST176	Impact of Additional Learning Needs reforms	Strategic Risk	Jeanette Rock - Senior Manager - Inclusion and Progression	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Amber	↓	Open

Potential Effects: The proposed legislation provides an increased level of legal protection to children and young people with additional learning needs. There is a risk that schools and the Local Authority may be unprepared ahead of the implementation of the Bill and therefore unable to meet the requirements placed on them by the Bill. This may result in schools not being able to meet needs effectively and a potential increase in the requests for centrally funded intervention and provision. This is likely to present the Local Authority with an additional financial pressure.

Lead Supporting Officer Comments: The sustainability of grant funding remains a major and live risk with further cuts to grant funding anticipated in 2019/20.

Concern during 2017/18 about the future year's funding from 2018/19 onwards was demonstrated by a total reduction in Education Improvement Grant (EIG) of 7.69% which was a cash reduction in grant funding of £525k. A significant element (£175k) of this reduction was the removal of Minority Ethnic Achievement Grant (MEAG) funding from the EIG. Following high levels of concern raised with Welsh Government by all authorities about the removal of MEAG, Welsh Government issued additional grant funding in July to allow Authorities time to develop a sustainable model for delivery of MEAG services with partner local authorities – Flintshire received £117k. The distribution of the remaining 'cut' £350k (5.3%) in EIG was agreed by the GWE Management Board as the primary recipient of the grant. As over 80% of the grant is delegated to schools the reduction has impacted schools directly.

Withdrawal of grants without notification and late notification of new grant income streams by Welsh Government create challenges and risks for the local authority.

Last Updated: 23-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST175	Leadership capacity does not match school needs	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Amber	⬇	Open

Potential Effects: Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement

Lead Supporting Officer Comments: Each primary, secondary and special school has support through a designated Supporting Improvement Adviser. The Regional School Improvement Service (GwE)leadership development programme is being further developed for across the region and with bespoke programme developing for Flintshire schools which is being offered during the spring term. This is for current and aspiring leaders at all levels. Focused professional development has been offered during 2017 - 2018 for Deputy Headteachers and Acting Headteachers. New and Acting Headteachers are also engaged in the regional development programme for new headteachers. Support is provided to Governing Bodies through Local Authority / GwE partnership protocol for recruitment to senior leadership posts.

Last Updated: 19-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST180	Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	⬌	Open

Potential Effects: The fabric of Education and Youth buildings will continue to decline

Lead Supporting Officer Comments: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme

Last Updated: 12-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST177	Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	⬌	Open

Potential Effects: Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.

Lead Supporting Officer Comments: In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.

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Last Updated: 16-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST179	Numbers of school places not matching the changing demographics	Strategic Risk	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	⬌	Open

Potential Effects: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate

Lead Supporting Officer Comments: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

Last Updated: 12-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST178	Sustainability of funding streams	Strategic Risk	Claire Homard - Senior Manager - School Improvement	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	⬌	Open

Potential Effects: Reduced capacity to deliver targeted support to schools.

Lead Supporting Officer Comments: The sustainability of grant funding remains a major and live risk. The Council has received notification of a 7.69% cut to the Education Improvement Grant, resulting in a real terms reduction of approximately quarter of a million pounds. This grant funds a range of posts within schools e.g. Foundation Phase Support Staff and central service delivery within the portfolio. There is limited guidance available at the current time from Welsh Government (WG) to be able to strategically plan for the implementation of this cut. Additionally, other grants e.g. Small and Rural School grant which was made available this year do not appear on the grant schedule for 2018/19. The School Uniform Grant for yr 7 pupils entitled to Free School Meals has also been withdrawn without prior notification, leaving a potential cost pressure for the Council or schools to absorb. There remains considerable concern about the future of the Minority Ethnic Achievement Grant (MEAG) as Welsh Government advised it had been transferred into the Revenue Support Grant. The Welsh Local Government Association (WLGA) have challenged this and discussions at the highest level at WG are continuing. Currently only £7.5m of

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the original £12.5m grant for all Local Authorities in Wales has been confirmed. A cut in funding will result in reduced service delivery in the portfolio, where demand for pupil support is increasing.

Last Updated: 09-May-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST174	Those schools who do not recognise their need for improvement and external support	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Amber	⬇	Open

Potential Effects: Downturn in school performance and under achievement. Increase in the number of schools in Estyn category of concern/need of significant improvement

Lead Supporting Officer Comments: The Council has a Service Level Agreement in place with GwE - the regional school improvement service. Fortnightly Quality Board meetings are in place between the Senior Manager for School Improvement and GwE Core Leads for primary and secondary. There is also a half -termly Local Authority Standards Board. The Council is represented at the regional Quality Board for standards and the GwE Management Board. Annual review of categorisation process for all schools has been completed with no appeals from schools in the local authority. Business plans are reviewed regularly.

Last Updated: 19-Apr-2018

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4 Green Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST189	Adverse weather conditions on the highway network	Strategic Risk	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Red	⬆	Open

Potential Effects: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance Increase in insurance claims

Lead Supporting Officer Comments: The risk trend has increased due to the severity of the winter increasing the likelihood of the risk occurring. Road conditions throughout the County are detrimentally affected following poor winter weather and, given the severity of this winter period, the local network has been adversely affected by road surface defects and potholes. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Additional funds, resources and contractors were deployed across the county over several weeks in efforts to repair the network as the defect were if identified. Schemes for the resurfacing and permanent patching contracts have been prioritised for the summer period, which will commence in June 2018. This more expensive and permanent repair to the road surface is part of the annually planned maintenance regime.

Last Updated: 01-May-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST184	Customer expectations around the delivery of flood alleviation schemes are not effectively managed	Strategic Risk	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Yellow	Yellow	⬌	Open

Potential Effects: Reduced public confidence to effectively manage flood risk

Lead Supporting Officer Comments: The Council has powers under Section 14 of the Land Drainage Act 1991 to undertake works "*so far as may be necessary for the purpose of preventing flooding or mitigating the damage caused by flooding in their area".* A programme of local schemes has been developed in line with national guidance and transparent risk based priority criteria. The programme is to be continually updated and will be communicated via published Flood Risk Management Plans (FRMPs) to assist in managing customer expectations around the delivery of schemes. Skills and resources within the Team will to be developed and focused to ensure the programme is deliverable. A service review will identify a more effective approach/structure that balances the delivery of flood alleviation works with undertaking statutory duties under the Flood and Water Management Act.

Last Updated: 19-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST183	Funding will not be secured for priority flood alleviation schemes	Strategic Risk	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red	↔	Open

Potential Effects: Flooding of homes and businesses across the county Potential homelessness

Lead Supporting Officer Comments: Measure 10 of Flintshire's Local Flood Risk Management Strategy is to "identify projects and programmes which are affordable, maximising capital funding from internal and external sources". The Flood Risk Management have now designed a more affordable, modular scheme to replace that previously designed and approved to alleviate Mold's flooding.

Last Updated: 19-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST186	Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Strategic Risk	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

Potential Effects: Deterioration of the condition of highways in Flintshire

Lead Supporting Officer Comments: Preventative and corrective work has been completed across a number of improvement and maintenance schemes of the highest ranked sites within the network as planned, in accordance with available funding. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure. The service area intends to make best use of available funds and apply them to the areas of the network that requires the investment whilst considering the surrounding local infrastructure.
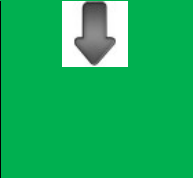
Last Updated: 25-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST190	Lack of community support for transport options	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Yellow	Yellow	⬌	Open

Potential Effects: i) Planned programme of community transport hubs not delivered. iii) Decreased passenger numbers on bus services. iii) Increase in individual car usage

Lead Supporting Officer Comments: Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.

Last Updated: 20-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST185	Lack of holistic air quality data across the region leading to on cost for the Council to manage its own review	Strategic Risk	Dave L Jones - Environmental Health Officer	Lynne Fensome - Management and Support Manager	Yellow	Green	⬇	Closed

Potential Effects: Knock on effect for capacity within the team to manage own review

Lead Supporting Officer Comments: All six North Wales authorities have now contributed to the regional report and the findings have been accepted by Welsh Government.

Last Updated: 25-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST182	Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Strategic Risk	Sadie Smith - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber	⬌	Open

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Potential Effects: Failure to meet Welsh Government renewable energy targets and the actions set out in the Council's renewable energy action plan

Lead Supporting Officer Comments: We are continuing with an ongoing review of the available sites, particularly in terms of the agricultural estate and the viability of these sites. Two sites have been prioritised as the most suitable sites and grid connection offers accepted. We have developed a good working relationship with Scottish Power Energy Networks which has allowed for informal discussions to take place ahead of formal plans being submitted. This helps in workload capacity of the team and in moving forward with the prioritised sites. Alternatives to grid connections are also considered as part of the process to provide more innovative solutions. This includes selling to a large user which may be a more financially viable option given the costs of connecting to the grid and ultimately delivers both greater financial savings and greater income opportunities.

Last Updated: 25-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST181	Reduction of the Single Environment Grant	Strategic Risk	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	⬌	Open

Potential Effects: Income targets not met Potential reduction could impact staffing resource to maintain service delivery

Lead Supporting Officer Comments: Welsh Government have reduced the Environmental and Sustainable Development grant by £110k for 2017/18.   This was better than the forecasted expectation therefore the allocations across the two portfolios have been maintained and projects continue to be delivered. However this remains a risk in that the quality of the bid submissions needs to be maintained to ensure full draw down of the grant. Further reductions for 2018/19 will again lead to a potential reduction in services that can be delivered. We await the notification of the grant for 2018/19.
For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG). Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism.

Last Updated: 13-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST187	Sufficient funding will not be found to continue to provide subsidised bus services.	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	⬌	Open

Potential Effects: Decrease in bus services to residents, particularly in rural areas

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Lead Supporting Officer Comments: Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel.

Last Updated: 20-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST188	Supply chain resilience	Strategic Risk	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	⬌	Open

Potential Effects: Transport services cannot be provided

Lead Supporting Officer Comments: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors

Last Updated: 02-May-2018

5 Connected Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST194	Limitations on public funding to subsidise alternative models	Strategic Risk	Ian Bancroft-Chief Officer - Strategic Programmes	Ian Bancroft-Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effects: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities

Lead Supporting Officer Comments: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Draft Business Plans for 2018/19 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable.
These plans show funding levels for organisations moving forward into 2018/19 are sustainable.

Last Updated: 16-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST193	Market conditions which the new alternative delivery models face	Strategic Risk	Ian Bancroft-Chief Officer - Strategic Programmes	Ian Bancroft-Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effects: More competition from other agencies or decreasing use of the services means they are in the future unsustainable

Lead Supporting Officer Comments: Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to cabinet approval the second year business plan.

Last Updated: 16-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST196	Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Strategic Risk	Ian Bancroft Chief Officer - Strategic Programmes	Ian Bancroft Chief Officer - Strategic Programmes	Amber	Amber	⬌	Open

Potential Effects: Social enterprises cease trading and asset return to the Council.

Lead Supporting Officer Comments: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.

Last Updated: 27-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST195	Procurement regulations stifling our ability to develop local community and third sector markets	Strategic Risk	Ian Bancroft - Chief Officer- Strategic Programmes	Ian Bancroft - Chief Officer - Strategic Programmes	Amber	Amber	⬌	Open

Potential Effects: Social and third sector organisation not able to grow through the winning of new contracts.

Lead Supporting Officer Comments: Draft Community Benefits Strategy agreed by Cabinet and workshop held with the procurement team to start implementation of this strategy.

Engagement with the community and third sector on the strategy is now being planned. Small working group have developed and are delivering a plan to help council staff commission in a way that delivers community benefits.

Last Updated: 16-Apr-2018

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST191	The capacity and appetite of the community and social sectors	Strategic Risk	Ian Bancroft- Chief Officer - Strategic Programmes	Ian Bancroft- Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effects: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models

Lead Supporting Officer Comments: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.

Last Updated: 16-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST192	The willingness of the workforce and Trade Unions to embrace change	Strategic Risk	Ian Bancroft- Chief Officer - Strategic Programmes	Ian Bancroft- Chief Officer - Strategic Programmes	Amber	Amber	↔	Open

Potential Effects: Lack of capacity of staff to work with and enable social sector organisations to grow and develop

Lead Supporting Officer Comments: This is a key priority of the Community Resilience priority of the Public Services Board working with all public service staff to support growth of the social sector.
As a result a leadership programme will be run by Glyndwr University for public service practitioners who are working with communities enabling them to support communities to increase resilience. A taster session for this programme was provided for 50 people across public sector agencies and over 25 have expressed an interest to do the formal leadership programme

Last Updated: 16-Apr-2018

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6 Serving Council

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST198	The capacity and capability of the organisation to implement necessary changes from the Digital Strategy.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager	Amber	Amber	↔	Open

Potential Effects: That projects agreed as part of the DS will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes

Lead Supporting Officer Comments: There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.

Last Updated: 20-Apr-2018

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST197	The scale of the financial challenge	Strategic Risk	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems	Red	Red	↔	Open

Potential Effects: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.

Lead Supporting Officer Comments: The impact of the Final settlement for Flintshire was a decrease in funding of 0.9%. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options were agreed in February 2018. An initial forecast for 2019/20 will be considered by Cabinet in April 2018.

Last Updated: 18-Apr-2018

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Performance Measure	Improvement direction	2015-16 Quarter	2015-16 PI value	2016-17 Wales	2016-17 Lower quartile	2016-17 Median	2016-17 Upper quartile	2016-17 Quarter	2016-17 PI value	2016-17 YoY performance 2015-16 vs 2016-17 (based on PI value)	2016-17 YoY performance 2015-16 vs 2016-17 (based on quarter position)	2016-17 Rank	2017-18 Wales	2017-18 Lower quartile	2017-18 Median	2017-18 Upper quartile	2017-18 Quarter	2017-18 PI value	2017-18 YoY performance 2016-17 vs 2017-18 (based on PI value)	2017-18 YoY performance 2016-17 vs 2017-18 (based on quarter position)	2017-18 Rank
PAM/001 Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year	↓	3	10.5	10.5	10.3	10.8	10.4	2	9.8	←	↖	7	10.4	10.9	10.9	9.7	1	8.9	←	↗	4
PAM/006 Percentage of Year 11 pupils achieving the Level 2 threshold including a GCSE grade A*-C in English or Welsh first language and Mathematics in schools maintained by the local authority	↑	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	54.8	50.1	54.6	58.0	2	57.0	n/a	↑	9
PAM/007 Percentage of pupil attendance in primary schools	↑	4	94.7	94.9	94.9	94.7	94.9	3	94.7	↑	↖	15	94.9	94.7	94.8	95.1	3	94.8	←	↑	12
PAM/008 Percentage of pupil attendance in secondary schools	↑	2	94.2	94.2	94.2	93.7	94.3	3	94.3	←	↗	13	94.1	93.7	94.1	94.5	3	93.9	→	↑	13
PAM/009 Percentage of Year 11 leavers known not to be in education, training or employment (NEET)	↓	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	1.6	1.7	1.3	1.1	3	1.6	n/a	n/a	16
PAM/010 Percentage of highways inspected at a high or acceptable standard of cleanliness	↑	4	93.2	96.6	93.6	96.0	98.6	3	94.4	←	↖	13	95.8	93.5	95.8	97.7	3	94.5	←	↑	12
PAM/011 Percentage of reported fly tipping incidents cleared within 5 working days of the incident being reported	↑	2	97.79	95.37	95.37	96.85	98.22	3	96.50	→	↗	12	95.08	95.12	96.62	98.62	2	97.61	←	↖	9
PAM/012 Percentage of households threatened with homelessness successfully prevented from becoming homeless	↑	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	66.4	57.8	65.1	71.0	3	64.5	n/a	n/a	13
PAM/013 Percentage of empty private sector properties brought back into use during the year through direct action by the local authority	↑	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	5.2	1.9	4.5	6.8	1	33.3	n/a	n/a	1
PAM/015 Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	↓	4	308	224	281	235	190	3	249	←	↖	15	213	241	223	179	4	281	→	↗	19
PAM/016 Number of visits to public libraries during the year per 1,000 population	↑	3	4.535	5.480	4.281	4.835	5.828	3	4.562	←	↗	15	5.270	4.248	4.666	5.422	3	4.568	←	↑	12
PAM/017 Number of visits to local authority sport and leisure facilities during the year where the visitor will be participating in physical activity per 1,000 population	↑	1	9.744	8.387	7.626	8.374	9.056	2	8.740	→	↗	7	8.502	7.590	8.496	9.371	4	7.160	→	→	21
PAM/018 Percentage of all planning applications determined within required time periods	↑	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	88.6	87.2	89.8	91.8	4	83.3	n/a	n/a	19
PAM/019 Percentage of appeals against planning application decisions dismissed	↑	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	62.3	51.3	60.5	74.3	2	63.0	n/a	n/a	10
PAM/020 Percentage of principal A roads that are in overall poor condition	↓	1	1.4	3.7	4.2	3.3	2.5	1	1.5	→	↑	1	3.7	4.5	3.3	2.8	1	1.4	←	↑	1
PAM/021 Percentage of B roads that are in overall poor condition	↓	1	1.5	4.2	5.1	4.2	3.3	1	1.3	←	↑	1	4.3	5.2	4.4	3.7	1	1.3	↑	↑	1
PAM/022 Percentage of C roads that are in overall poor condition	↓	1	6.3	15.0	11.5	8.8	6.8	1	5.0	←	↑	1	14.1	11.5	7.5	6.1	1	5.3	→	↑	2
PAM/023 Percentage of food establishments which are 'broadly compliant' with food hygiene standards	↑	1	96.54	96.16	94.20	95.04	96.52	1	96.55	←	↑	6	95.27	93.13	95.20	96.97	1	97.36	←	↑	5
PAM/024 Percentage of adults who are satisfied with the care and support that they received	↓	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·
PAM/025 Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	↓	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·
PAM/026 Percentage of carers reporting they feel supported to continue in their caring role	↑	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·
PAM/027 Percentage of children who are satisfied with the care and support that they received	↑	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·
PAM/028 Percentage of assessments completed for children within statutory timescales	↑	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·
PAM/029 Percentage of looked after children on 31 March who have had three or more placements during the year	↓	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·	·	·	·	·	n/a	·	n/a	n/a	·
PAM/030 Percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way	↑	4	58.49	63.81	62.63	64.89	65.72	1	66.20	←	←	4	·	·	·	·	n/a	·	n/a	n/a	·
PAM/031 Percentage of municipal waste collected by local authorities sent to landfill	↓	4	25.04	9.50	11.66	4.54	2.37	1	0.53	←	←	1	·	·	·	·	n/a	·	n/a	n/a	·

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National Public Accountability Measures

Indicator	Outturn 2015/16	Outturn 2016/17	Quartile 2016/17	Outturn 2017/18	Actual Quartile position 2017/18	Target 2017/18	RAG against target 2017/18	Performance Trend 2017/18
Organisational Change								
PAM/016: The number of visits to Public Libraries during the year, per 1,000 population	4,535	4,562	3	4,568	3	4,014	G	Improved
PAM/017: The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	9,501	8,740	2	7,160	3	7,296	A	Downturned
Housing								
PAM/013: Percentage of empty private properties brought back into use	8.8%	9.05%	2	33.30%	1	N/A	N/A	Improved
PAM/014: Number of new homes created as a result of bringing empty properties back into use	N/A	126	N/A	293	1	220	G	N/A
PAM/015: Average number of calendar days taken to deliver a Disabled Facilities Grant: PSR/002	307.74	248	4	281	4	241	A	Downturned
Planning, Environment and Economy								
PAM/023: Percentage of food establishments which are 'broadly compliant' with Food Hygiene standards	96.5%	96.55%	1	97.36%	1	N/A	N/A	Improved
Streetscene & Transportation								
PAM/030: Percentage of municipal waste collected by local authorities and prepared for resuse and/or recycling	58.5%	68.20%	1	N/A	N/A	68.00%	TBC	TBC
PAM/010: Percentage of streets that are clean	93.2%	94.40%	4	94.50%	3			Improved
PAM/011: Percentage of fly tipping incidents cleared in 5 days	97.8%	96.50%	3	97.61%	2			Improved
PAM/020: Percentage of principal (A) roads in poor condition	N/A	1.50%	1	1.40%	1	5.00%	G	Improved
PAM/021: Percentage of non-principal (B) roads in poor condition	N/A	1.30%	1	1.10%	1	5.00%	G	Improved
PAM/022: Percentage of non-principal (C) roads in poor condition	N/A	5.00%	1	5.30%	1	7.00%	G	Downturned
People & Resources								
PAM/001: Number of working days lost due to sickness absence per employee	10.5	9.87	2	8.89	1	9.00	G	Improved
Education & Youth								
PAM/003: Percentage of pupils achieving the expected outcome at the end of the Foundation Phase (FPOI)	N/A	86.90%	N/A	89.50%	N/A	89.90%	G	Improved
PAM/004: Percentage of pupils achieving the expected outcome at the end of key stage 2. (CSI)	N/A	90.10%	1	91.00%	1	91.30%	G	Improved
PAM/005: Percentage of pupils achieving the expected outcome at the end of key stage 3. (CSI)	N/A	88.27%	1	89.50%	1	90.90%	A	Improved
PAM/006: Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	N/A	61.50%	N/A	57.00%	N/A	59.90%	A	Downturned
PAM/007: Percentage of pupil attendance in primary schools	94.7%	94.70%	4	94.80%	3	95.30%	A	Improved
PAM/008: Percentage of pupil attendance in secondary schools	94.2%	94.30%	2	93.90%	3	94.90%	A	Improved
PAM/009: Percentage of year 11 leavers not in education, training, or employment.	N/A	1.10%	N/A	1.70%	N/A	1.10%	A	Downturned
*Outturns for education are always from the previous academic year as results are not available until the Summer								

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APPENDIX E – ALIGNMENT OF THE FLINTSHIRE COUNTY COUNCIL WELLBEING OBJECTIVES TOWARDS DELIVERING THE NATIONAL WEELBEING GOALS

Flintshire County Council will support the health and wellbeing of present and future generations in line with the sustainability duty through …..		Prosperous	Resilient	Healthier	Equal	Cohesive Communities	A vibrant culture and thriving Welsh Language	Globally Responsible
Supportive Council	Ensuring the supply of affordable and quality housing of all tenures	✓	✓	✓	✓	✓		✓
	Protecting people from poverty by maximising their income and employability	✓	✓	✓				
	Making early interventions to support healthy and independent living.		✓	✓				
	Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.	✓	✓	✓	✓			
	Enabling more people to live independently and well at home.		✓	✓		✓		✓
	Giving equal opportunity to all to fulfil their lives.			✓	✓			
	Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families.		✓	✓	✓	✓		

APPENDIX E – ALIGNMENT OF THE FLINTSHIRE COUNTY COUNCIL WELLBEING OBJECTIVES TOWARDS DELIVERING THE NATIONAL WEELBEING GOALS

Flintshire County Council will support the health and wellbeing of present and future generations in line with the sustainability duty through …..		Prosperous	Resilient	Healthier	Equal	Cohesive Communities	A vibrant culture and thriving Welsh Language	Globally Responsible
Ambitious Council	Protecting people from the risk of any form of abuse.		✓	✓	✓	✓		
	Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.		✓	✓	✓	✓		
	Sustaining economic growth through local and regional business development, employment and training sites.	✓	✓		✓	✓	✓	✓
	Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites.	✓	✓		✓	✓		✓
	Creating a supply of diverse and quality training and employment opportunities.	✓	✓		✓	✓	✓	✓

APPENDIX E – ALIGNMENT OF THE FLINTSHIRE COUNTY COUNCIL WELLBEING OBJECTIVES TOWARDS DELIVERING THE NATIONAL WEELBEING GOALS

	Flintshire County Council will support the health and wellbeing of present and future generations in line with the sustainability duty through …..	Prosperous	Resilient	Healthier	Equal	Cohesive Communities	A vibrant culture and thriving Welsh Language	Globally Responsible
Learning Council	Providing high quality learning opportunities and learning environments for learners of all ages.	✓	✓	✓	✓	✓	✓	✓
	Supporting children and younger people to achieve their potential.	✓	✓	✓	✓	✓	✓	✓
	Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.	✓	✓	✓	✓	✓	✓	✓
Green Council	Enhancing the natural environment and promoting access to open and green spaces.	✓	✓	✓	✓	✓		✓
	Reducing energy consumption and using and developing alternative/renewable energy production.	✓	✓	✓	✓	✓		✓
	Maximising the recovery and recycling of waste.	✓	✓	✓				✓

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APPENDIX E – ALIGNMENT OF THE FLINTSHIRE COUNTY COUNCIL WELLBEING OBJECTIVES TOWARDS DELIVERING THE NATIONAL WEELBEING GOALS

Flintshire County Council will support the health and wellbeing of present and future generations in line with the sustainability duty through …..		Prosperous	Resilient	Healthier	Equal	Cohesive Communities	A vibrant culture and thriving Welsh Language	Globally Responsible
	Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.	✓	✓		✓			
Connected Council	Supporting local communities to be resilient and self-supporting.	✓	✓	✓	✓	✓	✓	
	Committing to resilient service models to sustain local public services.	✓	✓	✓	✓	✓	✓	
	Widening digital access to public services.	✓	✓		✓	✓	✓	
Serving Council	Continuing to be a high performing and innovative public sector organisation with social values.	✓	✓	✓	✓	✓	✓	✓
	Providing high quality, accessible, responsive and cost effective public services.	✓	✓	✓	✓	✓	✓	✓

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APPENDIX F – GLOSSARY OF TERMS

Term	Definition
21st Century Schools	A Wales Government programme of funding to improve school buildings and environments.
Adaptations	Changes to a person's home to enable her/him to live as independently as possible.
Affordable Housing	Covers a range of tenure options for renting and purpose.
Agile Working	Working across locations in a flexible way with the use of technology.
Armed Forces Covenant	The Armed Forces Covenant is a promise by the nation ensuring that those who serve or who have served in the armed forces, and their families, are treated fairly.
Capital	Money spent on assets (e.g. buildings, equipment and land).
Carbon footprint	The amount of Carbon Dioxide that enters the atmosphere through the activities of the Authority.
CCTV	To prevent and respond to crime and disorder.
Coastal Communities Fund	Money from the Big Lottery Fund provided to encourage the economic development of UK coastal communities by giving funding to create sustainable economic growth and jobs.
Community	A geographical area; a town (or an area within a town such as a ward or parish) or a village. This encompasses the people who live and work there, the businesses which operate there, the services that are provided there and the physical spaces which they inhabit.
Communities First programme	A Welsh Government Programme to tackle poverty in the most disadvantaged areas in Wales.
Community Asset Transfers	Transfers of land or buildings into the ownership or management of a Voluntary / Community Sector organisation or statutory body.
Community benefit clauses	Benefits to local communities from major procurements e.g. training and employment opportunities, community facilities. This incorporates social value by taking wider impacts and benefits into account other than price.

APPENDIX F – GLOSSARY OF TERMS

Term	Definition
Community Ownership Models	Way of organising community owned assets or organisations. These are owned and controlled through some representative mechanism that allows a community to influence their operation or use and to enjoy the benefits arising.
Community Resource Team	A multi-disciplinary team working within the community. The team work with patients within their own home to provide the additional support required to be able to stay at home as an alternative to being hospitalised or have an extended stay.
Community Shares	Community Shares are non-transferrable, withdrawable share capital unique to Co-op and Community Benefit Society Legislation and can be used as a method to engage the community in becoming shareholders (owners) of community businesses.
Deeside Enterprise Zone	Deeside Enterprise Zone is one of the first to be created in Wales and covers over 2000 hectares that will provide space for new and existing businesses to grow.
Disabled Facility Grant (DFG)	A grant available for larger adaptations to a person's home.
Domiciliary Services	Care and support services offered to a person within their own home.
Early Help Hub	Multi-agency project which aims to improve the 'journey' for families at greater risk of worsening problems with an emphasis on information, advice and assistance.
Efficiency Targets	Financial savings we aim to achieve within a given period of time through specific actions.
Enterprise Zones	A Welsh Government initiative to stimulate growth and support business in designated areas.
Equal pay	Equality legislation prohibits less favourable treatment between men and women in terms of pay and conditions of employment. Where there has been a potential historical pay gap between men and women, Equal Pay claims may be brought.
Flintshire Business Entrepreneurship Network	Employers working together to support Entrepreneurship Programmes.

APPENDIX F – GLOSSARY OF TERMS

Term	Definition
Homelessness Prevention	Take reasonable steps to prevent homelessness for anyone at risk of homelessness within 56 days.
Infrastructure	Facilities, systems, sites and networks that are necessary for the County to function.
Intermediate Care Fund (ICF)	Funding provided by Welsh Government to avoid unnecessary hospital admissions, inappropriate admission to residential care, and delayed discharges from hospital.
Local Development Plan	The Council's land use planning document that will guide development until 2030.
Looked After Children	A child aged 0-18 who is under the care of the Local Authority.
Medium-term Financial Strategy	The Council's plan forecasts funding levels and resource requirements over the medium term, identifies the gap between the two with specific actions identified to balance the budget and manage resources.
Mersey Dee Alliance (MDA)	A partnership that supports strategic economic activity spanning the North Wales/North West England border.
North East Wales Ambassadors programme	A partnership between the Local Authority and tourism businesses aimed at maintaining high standards for visitors.
Poverty	Poverty is when your resources are well below your minimum needs.
Pre-deposit Plan	The name for the draft of the Local Development Plan (LDP) before it is formally submitted to Wales Government.
Procurement collaborations	Ways of procuring goods and services within agreed terms and conditions.
Public Accountability Measures (PAMs)	Information collected from every Local Authority in Wales to measure and compare performance.
Public Services Board (PSB)	The Flintshire PSB is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations. The Board has

APPENDIX F – GLOSSARY OF TERMS

Term	Definition
	a membership made up of both statutory members (i.e. prescribed by law) and invited members. The Flintshire PSB replaces the Flintshire Local Service Board (LSB).
Regional Domiciliary Framework	Multi-agency approach to care and support services offered to a person within their own home.
Renewable energy schemes	Schemes designed to use energy from a source that is naturally replenished e.g. sunlight.
Safeguarding	Safeguarding" is a wider concept than the protection of children and adults and deals with the promoting of:- • Physical, emotional and mental health • Protection from harm and neglect • Education, training and leisure • Contribution to society • Social and economic well-being It includes everything a Council can do to keep people safe, including minimising the risk of harm and accidents, taking action to tackle safety concerns and ensuring people grow up and live in safe circumstances.
Single Point of Access (SPoA)	A new way for adults across North Wales to gain access to advice, assessment and coordinated community health and social care services by contacting just one telephone number.
Social business model	The way in which we run the Council as an accountable and ethical organisation operating in a business world. This incorporates social value; the importance of the overall quality of the outcomes.
Social Enterprises	Businesses with primarily social objectives whose surpluses are mainly reinvested for that purpose in the business or community.
Social Housing Grant (SHG)	A grant given by Welsh Government to provide new affordable homes or low cost home ownership.
Strategic Housing Regeneration Programme (SHARP)	A programme of building new affordable homes across Flintshire.

Term	Definition
Step Up/Step Down beds	Beds within a care home setting to provide short term support to prevent hospital admission/long term care (Step Up) or to support discharge from hospital where the individual is clinically ready to go home but requires some support before they return home (Step Down).
Substance Misuse	The continued use of drugs or alcohol despite negative consequences to the individual using, their friends, family and the community.
TRAC project	An EU funded project supporting young people aged 11-24 who are disengaging with education and at risk of not being in education, employment or training.
Universal Credit	New benefit which replaces the current means tested benefit for working age claimants.
Vibrant and Viable Places	Welsh Government's regeneration framework launched in March 2013 with the vision that everyone in Wales should live in well-connected, vibrant, viable and sustainable communities with a strong local economy and good quality of life.
Wales Housing Quality Standard	Welsh Government's physical quality standard for modern social housing.
Welfare Reform	A range of measures being introduced by Central Government to reform the Welfare Benefits system.
Young Entrepreneur Programme	An opportunity for young people to work with mentors on their business ideas.

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Flintshire County Council

Ongoing performance issues from 2017/18 Action Plan

THEME	MEASURES THAT DID NOT MEET TARGET	CRITERIA	EXECUTIVE RESPONSE
SUPPORTIVE COUNCIL	Annual reduction of domestic fuel bills for residents of Flintshire (£)	Is this an important performance issue?	Yes
	The number of Council homes receiving energy efficiency measures	Is it something we can control?	No, as it is based on residents taking up the offer and availability of grant funding
	IP1.3.4.1M01 Annual reduction of domestic fuel bills for residents of Flintshire (£)	If important, and within our control, what are we doing?	We need to ensure we are ready if/when funding becomes available
	IP1.3.4.6M06 The number of Council homes receiving energy efficiency measures		
	The percentage of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers	Is this an important performance issue?	Yes, there is a phased approach to the achievement of silver in place. We are already the lead Council in Wales with 10 homes achieving the bronze standard. The good progress has been recognised by Social Care Wales however we aspire to a higher level of achievement
		Is it something we can control?	Indirectly, yes, but dependent upon care homes' appetite and capacity
		If important, and within our control, what are we doing?	Phased action plan to support achievement of the silver standard by care homes
	Percentage of employees who have completed the level 1 e-learning training	Is this an important performance issue?	Yes

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Flintshire County Council

Ongoing performance issues from 2017/18 Action Plan

	package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	Is it something we can control?	Yes
		If important, and within our control, what are we doing?	Provide an alternative means of accessing the training; ensure we have an accurate data set to know who has done the training; ask staff to record training on iTrent and re-promote the training
	PAM/015: Average number of calendar days taken to deliver a Disabled Facilities Grant	Is this an important performance issue?	Yes
		Is it something we can control?	Yes
		If important, and within our control, what are we doing?	We have an internal Review Board to oversee remedial action following an internal audit report
LEARNING COUNCIL	Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl. English /Welsh and Maths	Is this an important performance issue?	Yes
		Is it something we can control?	Indirectly yes, but in schools' hands to manage and apply the Pupil Deprivation Grant funding to raise attainment
		If important, and within our control, what are we doing?	GWE (the regional educational improvement consortium) should be tracking pupil outcomes on visits. Estyn also monitor PDG plans. Issue also discussed at Education & Youth Scrutiny Committee
	PAM/007: Percentage of pupil attendance in primary schools	Is this an important performance issue?	Yes

Flintshire County Council

Ongoing performance issues from 2017/18 Action Plan

PAM/008: Percentage of pupil attendance in secondary schools	Is it something we can control?	Indirectly - schools take action to promote good attendance & set annual targets
	If important, and within our control, what are we doing?	Inclusion officers review persistent non-attendance cases with schools and work with families and in serious cases use fixed penalty notices or court procedures. GWE Support Advisors challenge schools on their attendance targets
PAM/006: Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths	Is this an important performance issue?	Yes
	Is it something we can control?	Yes, through our commissioning of GwE to deliver the school improvement function. We monitor, challenge and use statutory powers if necessary. Schools are the frontline deliverers.
	If important, and within our control, what are we doing?	This is a priority in Council & Portfolio Improvement plan to move back to benchmark position of 6th from current position of 9th (10th in 2016)
PAM/009: Percentage of year 11 leavers not in education, training, or employment.	Is this an important performance issue?	Yes, as vulnerable cohort so ambitious target set of 1.1%. Achieved 1.6% which equates to 27 learners. Currently 8th in Wales and matching Welsh average but not as positive a position as in previous years
	Is it something we can control?	Can influence by offering apprenticeships, alternative education models, training and engaging with Careers Wales. Use of specific funding streams e.g. Education Improvement Grant and TRAC (project targeting 11-19 year olds at risk of disengagement from education).

Flintshire County Council

Ongoing performance issues from 2017/18 Action Plan

		If important, and within our control, what are we doing?	Ongoing priority in Council Plan and Portfolio Improvement Plan
CONNECTED COUNCIL	Percentage of community benefit clauses in new procurement contracts under £1M	Is this an important performance issue?	Yes
		Is it something we can control?	Yes
		If important, and within our control, what are we doing?	The procurement team now have processes in place to check all the contracts they deal with plus work is taking place with services to ensure Community Benefits are included therefore it is proposed to retain a target of 100%. Plus this remains a measure in the Council Plan.
	PAM/017: The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Is this an important performance issue?	Yes, the Business Plan of Aura promotes a growth in participation numbers.
		Is it something we can control?	The control of this performance indicator sits with Aura and other partner ADMs.
		If important, and within our control, what are we doing?	It will continued to be monitored through the Partnership Board with Aura.
SERVING COUNCIL	Percentage of eligible employees receiving an annual appraisal (shown as	Is this an important performance issue?	Yes

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Flintshire County Council

Ongoing performance issues from 2017/18 Action Plan

	Amber, but down-graded to Red for continued attention	Is it something we can control?	Yes
		If important, and within our control, what are we doing?	Ensure staff update iTrent and include future dates
	Percentage of Managers completing stress related programmes	Is this an important performance issue?	Yes, although aspirational target set too high
	Percentage of employees completing stress related programmes	Is it something we can control?	Yes
		If important, and within our control, what are we doing?	Ensure Managers are sign posted. The Chief Officer Team has made a recent commitment to develop an Employees Health & Well-Being Plan which will broaden interventions and support around work-based stress.
	The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	Is this an important performance issue?	No
		Is it something we can control?	Evidence that NPS can be uncompetitive compared to other sources. Will monitor usage but will not set a target
		If important, and within our control, what are we doing?	
GREEN COUNCIL	PAM/022: Percentage of non-principal (C) roads in poor condition	Is this an important performance issue?	Yes

Flintshire County Council

Ongoing performance issues from 2017/18 Action Plan

		Is it something we can control?	Only with funding
		If important, and within our control, what are we doing?	If funds become available, ensure we are prepared and have schemes identified for implementation

Under-performance 2017/18

Performance Issue	2016/17 outturn	2017/18 outturn	Trend	Benchmark position 2017/18 & Welsh average	Comment / Actions to be taken with timescales	Target 2018/19	Confidence RAG	Risks if red or amber
Leisure participation Visits per 1,000 population (PAM 17)	8740	7159		21/22 8,502	Since Aura Leisure and Libraries took over the management of the 5 Leisure Centres (Mold, Deeside, Buckley Sports Centre and Pool plus Jade Jones, Flint) in September 2017 the usage figures have increased by 1.7%. Adding back in figures for Holywell and Connahs Quay pool (CATs - now both run through alternative models) then the figure would equate to 9,245.71 visits per 1,000 population equivalent to 7/22 benchmark. In addition community sports pitches (on non-school sites) and bowling greens were previously recorded as leisure participation. The former is now managed by Streetscene and Property	7,492	AMBER	• The new capital developments at Mold Leisure Centre and Jade Jones Pavilion Flint do not generate the anticipated levels of customer uptake. • A reduction in service or opening hours (due to in-year budget pressures)

Performance Issue	2016/17 outturn	2017/18 outturn	Trend	Benchmark position 2017/18 & Welsh average	Comment / Actions to be taken with timescales	Target 2018/19	Confidence RAG	Risks if red or amber
					Services now manage bowling greens. These participation figures are not included in 2017/18 figures. Aura Leisure will continue to perform in relation to their Business Plan (to increase participation in leisure activities by 5%).			
Disabled Facilities Grants (PAM 15)	248 days	281.43 days		19/22 212.87 days	Performance in 2017/2018 lower than target and lower than previous years. Budget pressures in this year contributed to this by forcing the less urgent cases to be delayed until the budget year's budget was available. New programme management oversight introduced to review performance and improve end to end process for customers – in place and meeting monthly	248 days	Amber – some of the delayed cases from 2017/18 will complete in 2018/19 and may lower the average completion time.	Reputational harm Worse customer outcomes

Performance Issue	2016/17 outturn	2017/18 outturn	Trend	Benchmark position 2017/18 & Welsh average	Comment / Actions to be taken with timescales	Target 2018/19	Confidence RAG	Risks if red or amber
					Detailed risk register created and regularly reviewed with senior managers to ensure sufficiently robust actions in place – in place and reviewed monthly. More comprehensive management oversight of programme as a whole and of individual cases to accelerate programme – in place now. Increased budget allocation to reduce delays due to budget constraints – in place now.			
Planning applications determined within time (PAM 18)	78.05%	83.35%	⬆	19/22 88.54%	The Development Management team have gone through a major service review over the past 18 months but despite this have managed to improve performance relative to 2016/17. Following the introduction of a case-load management	90% by 2020/21	GREEN	N/A

Performance Issue	2016/17 outturn	2017/18 outturn	Trend	Benchmark position 2017/18 & Welsh average	Comment / Actions to be taken with timescales	Target 2018/19	Confidence RAG	Risks if red or amber
					approach in January 2018, a backlog of old cases (between 70 and 100) have now been closed down. These will have affected the timeliness of application performance. It is envisaged a further 20 'older' cases will be dealt with in-year which will also potentially negatively affect the performance rate. Closing down cases can be due to an unsigned legal agreement, a change by a developer who no longer wishes to progress a site, or inconsistent use of software which leads to inaccurate performance reporting. Although there are significant external factors that can lead to delays in determining applications it is proposed that robust case management, targeted			

Performance Issue	2016/17 outturn	2017/18 outturn	Trend	Benchmark position 2017/18 & Welsh average	Comment / Actions to be taken with timescales	Target 2018/19	Confidence RAG	Risks if red or amber
					allocation of caseload and earlier identification of performance trends at individual officer level will help to improve the performance overall. Promotion and use of the pre-application service on major development proposals has seen a positive effect on the determination of any subsequent application that may be submitted. The aim of the service is to balance quality of decision making with increased performance.			

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CABINET	

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	A Growth Deal for the Economy of North Wales: Proposition Document
Cabinet Member	Leader of the Council and Cabinet Member for Finance Cabinet Member for Economic Development
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

Cabinet adopted the *Growth Vision for the Economy of North Wales* in September 2016. The vision set out a collective and strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy at that time.

Cabinet was then advised in a further report in February 2017 that North Wales had been formally invited to open negotiations for a Growth Deal with both the UK and Welsh Governments: - for additional resources and powers to pursue the priorities set out in the *Growth Vision.* A number of City Deals and regional Growth Deals have been adopted across the UK.

In June of this year Cabinet and Council adopted a Governance Agreement for the planning and development phase of a Growth Deal. The Governance Agreement empowers and regulates the regional partnership between the six local authorities, the two universities, the two further education colleges and the North Wales Mersey Dee Business Council. The partnership operates through a joint committee called the North Wales Economic Ambition Board. All partners have similarly adopted the Governance Agreement.

The target date for entering a Heads of Terms Agreement for a Growth Deal with both governments was set as autumn/winter 2018. A *Proposition Document*, which sets out the priority programmes of activity for the region and for which national

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funding is being sought through the Growth Deal, has been approved by the North Wales Economic Ambition Board. The Growth Deal will fund selected programmes and projects from within the *Proposition Document;* ones that meet shared governmental objectives for economic growth. The document constitutes the regional bid which will lead to a deal.

The *Proposition Document* has been developed over a period of time with significant input from the business sectors in the region and the partners themselves, and in close liaison with civil servants from both the UK Government and the Welsh Government. The *Proposition Document* builds on the earlier *Growth Vision* and proposes a range of interventions for economic growth under a series of priority programmes.

Council resolved at its June meeting that it be presented with the final draft Growth Deal Bid prior to the stage of reaching Heads of Terms with both Governments. The *Proposition Document* sets out the programmes and projects to be considered for inclusion in a Growth Deal, at Heads of Terms stage, by both Governments. The region is now on the verge of reaching Heads of Terms.

During October the regional partners are being invited to endorse the *Proposition Document* to give a mandate to their respective leaders to enter into a Heads of Terms Agreement with both Governments. Post Heads of Terms, the region would then enter the final stage of Bid development and negotiation with Governments.

RECOMMENDATION	
1.	That Cabinet endorse the *Proposition Document* for recommendation to Council for adoption as (1) the basis of a longer-term regional strategy for economic growth and (2) the regional bid for the priority programmes and projects from which the content of a Growth Deal will be drawn at the Heads of Terms Agreement stage with Governments. Adoption does not commit the Council to any financial investment of its own at this stage and is subject to the financial risks and benefits of the final Growth Deal being set out in detail, for full consideration, when the final Deal is presented for approval at a later date.
2.	That the Leader be authorised to commit the Council to entering Heads of Terms with Governments alongside the political and professional leaders from the nine other statutory partners represented on the North Wales Economic Ambition Board, and the North Wales Mersey Dee Business Council, with the *Proposition Document* setting out the parameters for the Heads of Terms agreement.

REPORT DETAILS

1.00	PROGRESS IN REACHING A GROWTH DEAL FOR NORTH WALES
1.01	Cabinet adopted the *Growth Vision for the Economy of North Wales* in September 2016. The vision set out a collective and strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy at that time. Cabinet was then advised in a further report in February 2017 that North Wales had been formally invited to negotiate a Growth Deal with both the UK and Welsh Governments for additional resources and powers to pursue the priorities set out in the Growth Vision. A number of City Deals and regional Growth Deals have been adopted across the UK. The target date for entering a Heads of Terms agreement for a Growth Deal with both governments was set as autumn/winter 2018.
1.02	A Growth Deal is a formal agreement between a regional partnership and Governments for additional investment in the region and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. For North Wales, the Cardiff Capital City Region and the Swansea Bay Region the bidding process involves both the UK and Welsh Governments.
1.03	In June, Cabinet and Council together adopted a Governance Agreement for the planning and development phase of a Growth Deal. The Agreement sets out in detail how the regional governance arrangements will work and are to be regulated. The Agreement is between the partnership of the six local authorities, the two universities, the two further education colleges and the North Wales Mersey Dee Business Council. The Business Council, which has a place on the Board wthout voting rights, is not a signatory to the Agreement as it is a membership organisation and not a constituted corporate body. The partnership operates through a joint committee, as the preferred governance model, called the North Wales Economic Ambition Board. All statutory partners similarly adopted the Governance Agreement in the summer.
1.04	In the interim, the Board has worked up its priority list of programmes, and specific supporting projects, to accelerate economic growth in the region. All projects are underpinned by an Outline Business Case. A *Proposition Document* (attached), which sets out the details of these priority programmes and for which national funding is being sought through a Growth Deal, has been approved by the North Wales Economic Ambition Board. The *Proposition Document* constitutes the regional bid. The Growth Deal will fund selected programmes and projects from within the *Proposition Document* – ones that meet governmental objectives for economic growth.

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1.05	The *Proposition Document* has been developed over a period of time with significant input from the business sectors in the region and the partners themselves and in liaison with civil servants from both the UK Government and the Welsh Government, in an intense and iterative process. The *Proposition Document* builds on the earlier *Growth Vision* and proposes a range of project interventions for economic growth under a series of priority programmes.
1.06	There are two stages to securing a Growth Deal. Firstly, the Heads of Terms stage, where Governments will set out which programmes and projects they are prepared to fund and to what level via an outline agreement with the bidding region. Second is the stage of agreeing the final Deal with the detailed content and financing arrangements. In between these two stages, all selected programmes and projects have to pass through the five-case business model evaluation process (as required by the UK Government's Treasury). Those projects selected at the Heads of Terms stage which meet the tests of evaluation will be funded through the finalised Deal.
1.07	The *Proposition Document* is based on the following strategic priority programmes: - 1. Land and Property Development 2. Smart Access to Energy 3. Adventure Tourism 4. Smart Technology and Innovation Hubs 5. Regional Growth Business Fund and Hubs 6. Pathways to Skills and Employment 7. Skills Centres of Excellence 8. Digital Connectivity 9. Strategic Transport
1.08	The scale of the strategy is summarised below: - • The total cost of investment proposed is £670.65m, with £109.19m of direct private sector contributions and £219.46m of contributions from partners. The region is seeking £334m of capital funding and £8m revenue funding from the Growth Deal; • 5,408 direct jobs will be created, and the value of private sector investment achieved as a direct consequence of the projects being delivered (private sector leverage) will be £3.13billion; and • The over-riding aim is to increase the value of the North Wales economy from £13.6 billion in 2016 to £26 billion by 2035.

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2.00	**BALANCING RISK AND OPPORTUNITY**
2.01	A Growth Deal will give the region access to capital funds provided by both Governments. The funds will be allocated to the approved projects included in the final Deal. The projects might be implemented and overseen directly by the Board itself, or dispersed to partner organisations, such as the universities, on its behalf.
2.02	All projects will have robust project planning and management arrangements in place to manage exposure to the risks of cost and liability e.g. the risk of capital cost over-runs. The capital funds are expected to be in equal instalments over a 15-year period. To make the biggest impact on the economy the region is likely to plan to invest a high proportion of the capital in the early years and ahead of the Government payment schedule. If this is the case, then there will be additional costs from the payment of interest on the capital borrowed. This would be at a cost to the regional partners and is therefore a financial risk. The Board is working to the principle that it will minimise the risks to the region of entering a Growth Deal. To reduce or eliminate this financial risk the Board would: - • Aim to keep the Growth Deal at a manageable and affordable level • Share the risk amongst the partners • Retain a proportion of the net growth in National Non-Domestic Rates (NNDR) across the region, to contribute to any borrowing costs, by agreement with the Welsh Government • Recoup income from certain projects to contribute to any borrowing costs and reinvest in the region e.g. energy production income and digital connectivity income from users • Explore with Governments options for sharing financial risk
2.03	The recommended final Deal will be presented to all the regional partners for their individual review and approval as a reserved matter (as set out in the Governance Agreement to which the Council is a party) at a later date. At this point partner organisations will be fully able to evaluate risk and opportunity before deciding whether to formally commit to the Deal in the form presented. When the recommended final Deal is presented for approval, the financial arrangements, and benefits and risks, will be set out in detail. The partners will be able to advise the North Wales Economic Ambition Board on their views on the cost-benefit analysis of the Deal on offer. The Board will not have the authority to sign the final Deal without the individual agreement of the partner organisations.
2.04	The partnership arrangements for the implementation stage of the Deal, which will follow the conclusion of reaching agreement on the final Deal from 2019 onwards, will be regulated by a second Governance Agreement. This second Agreement will specify the financial implications for the collective partnership and for the individual partners.

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2.05	There will be a need for a regional resource to manage the implementation of the Growth Deal, and the wider strategy, to be called the Programme Office. Following the principle of minimising financial risk and cost to the region, the Programme Office will be financed through a combination of: - • Considering capitalised salaries drawing on the capital resources provided by Governments (subject to a capitalisation direction) • Management fees for project management similarly drawn from national resources • Drawing down other national funding streams such as the remaining European Social Fund resources available to Wales • Secondments and in-kind contributions • Financial contributions from partners

3.00	**NEXT STAGES OF GROWTH DEAL NEGOTIATION AND APPROVAL**
3.01	As set out in 1.01 the target date for agreement of Heads of Terms for a Growth Deal with both Governments is autumn/winter 2018. As explained in 1.06 the Heads of Terms agreement is the first stage of securing a deal. Under this agreement the scope, priority content and scale of the potential final deal will be set out. Detailed work has then to be concluded on the prioritised programmes and projects through the five-case business model evaluation. The final deal will be reported back to the regional partners for review and agreement, as a reserved matter requiring the individual authority of each partner, in 2019. Once agreed by all partners the Board would then be authorised to commit to accessing the resources offered by Governments to begin to implement the projects supported.
3.02	The Growth Deal is not the only intervention to support the aims and objectives of the wider vision and strategy for the region. Welsh Government is already committed to significant capital investment in transport infrastructure and strategic sites in the region, and UK Government is supporting the region through the sector plans which underpin the national *Industrial Strategy*. Further investment programmes might be negotiated separately and a memorandum of understanding with Welsh Government for future joint working is being proposed; one which will complement the recently published *Economic Action Plan* for Wales. The unity of the region behind the vision and adopted strategy is an important factor in having negotiating purpose, credibility and leverage.

4.00	**RESOURCE IMPLICATIONS**
4.01	As set out in the report there is likely to be an interest cost of borrowing which will need to be serviced. Until we have the detail of the final Growth Deal, to be negotiated with the Governments, and the capital grant payment

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	arrangements to finance the Deal, the regional partners will not know the number and the combined cost of the approved projects. The combined cost of the approved projects, and how they are to be phased over a period of years, will have a bearing on the contributions to the borrowing costs each partner might be expected to make.
4.02	In approving the recommendations of this report the Council will not be making any commitment to financial investment of its own, and will only be authorising the submission of a formal Bid for consideration by Governments. As explained in 4.01 the financial risks and benefits of a final Growth Deal will be reported at the second and final approval stage, along with the model for sharing any borrowing costs amongst regional partners.
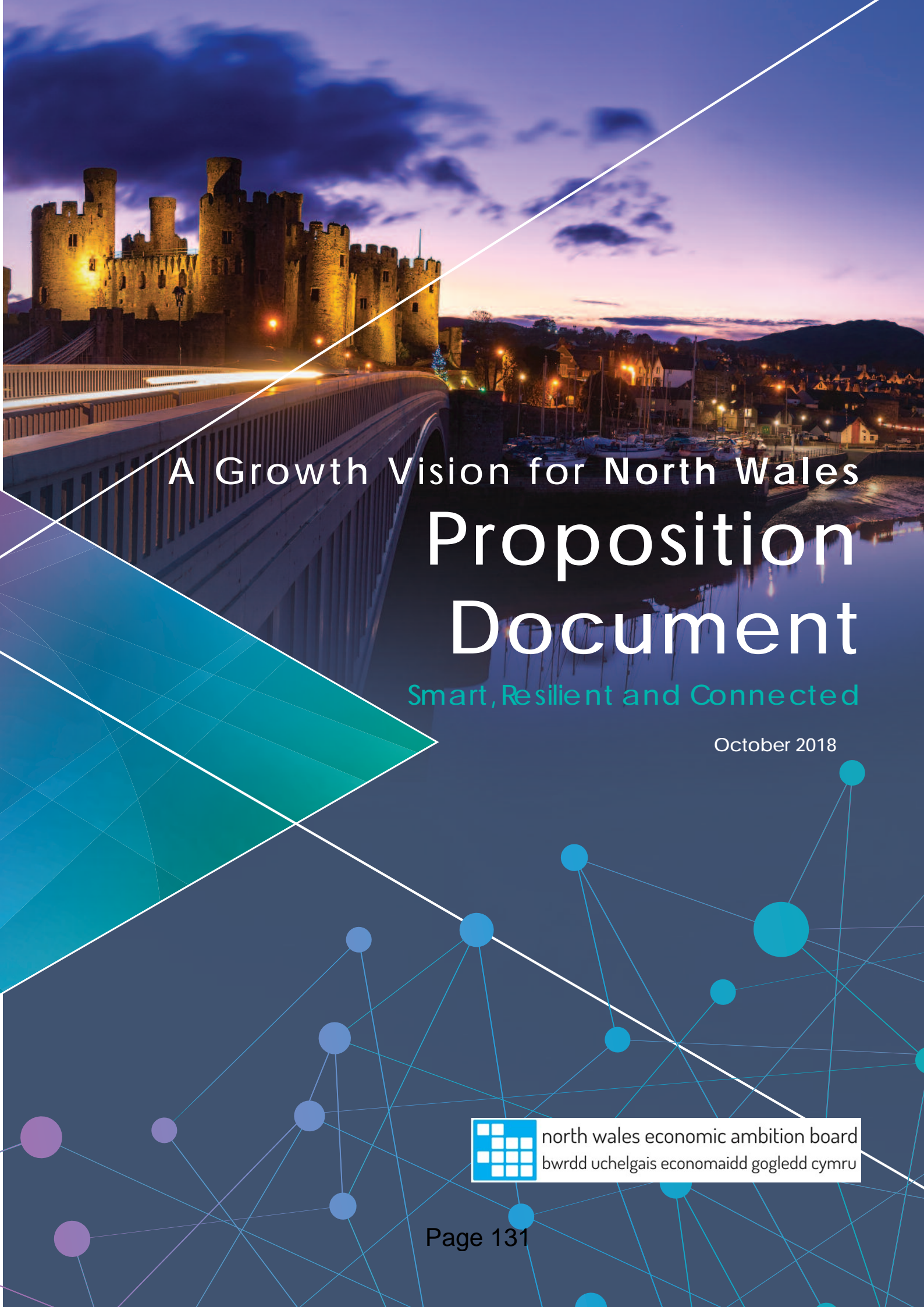
5.00	CONSULTATIONS REQUIRED / CARRIED OUT
5.01	There has been extensive consultation across the public and business sectors in the development of the Proposition Document. Members have been engaged in each of the six councils through briefings and workshops. A regional conference has been organised for partner bodies and this information has been made available internally.

Engagement of the private sector has been continuous, primarily through the North Wales Mersey Dee Business Council and through the Confederation of British Industry (CBI). Intensive challenge sessions with selected business leaders by sector, consultation with a newly formed Business Leadership Stakeholder Forum, and latterly engagement with the Business Services Association (BSA) have been undertaken. |

6.00	RISK MANAGEMENT
6.01	Once the potential extent and content of the Growth Deal is known, following agreement of Heads of Terms, a full risk assessment and cost-benefit analysis can be undertaken. This would be available to inform decision-making before the region entered into commitments at the stage of the final Growth Deal agreement later in 2019. Risk analysis is built into the business case modelling for the programmes and projects which make-up the developing Bid. All projects listed in the *Proposition Document* have an Outline Business Case to demonstrate their worth and value.

7.00	APPENDICES
7.01	Appendix 1: Proposition Document

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8.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
8.01	Regional Vision and Strategy (2016); Reports to Cabinet and Council (2016-2018) and North Wales Economic Ambition Board agendas, reports and minutes (2017-2018). **Contact Officer:** Chief Executive **Telephone:** 01352 702101 **Email:** chief.executive@flintshire.gov.uk

9.00	GLOSSARY OF TERMS
9.01	**Proposition Document –** the regional strategy for economic growth for the region which constitutes the bid for resources and powers to be conferred by Governments through a Growth Deal. **Growth Deal** – funds provided to Local Enterprise Partnerships in England, and local authority partnerships in Wales, for economic intervention programmes which benefit the region and its economy. **Governance Agreement –** interchangeable terms for a legally binding agreement between collaborative partners to regulate constitutional working and the sharing of risk and benefit. **North Wales Mersey Dee Business Council** – a membership-based representative body of the private and business sectors in North Wales and the Mersey Dee sub-region. **Five Case Business Model** – an established project development method for making business cases in support of proposals for investment operated under UK Treasury guidelines. **Industrial Strategy** – the national strategy of UK Government for economic growth and prosperity. **Economic Action Plan** – the national strategy of the Welsh Government for economic growth and prosperity. **Sector Plans** – national programmes of UK Government for investment in key industrial sectors of the economy e.g. nuclear energy, automotive and aerospace. **Programme Office** – the regional resource for overseeing the planning and implementation of the Growth Deal and the regional strategy. The Programme Office is located within a host authority (currently Gwynedd County Council).

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A Growth Vision for North Wales

Proposition Document

Smart, Resilient and Connected

October 2018

north wales economic ambition board
bwrdd uchelgais economaidd gogledd cymru

GROWTH VISION FOR NORTH WALES
PROPOSITION DOCUMENT

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EXECUTIVE SUMMARY AND KEY MESSAGES

- There has been solid and positive growth in productivity and employment over recent years in the economy of North Wales. However, more investment is required to build on this success and progress and to create further opportunities for businesses and the local labour market in the region.

- Although employment and unemployment levels are improving, high value employment offering high wages is under-represented in the labour market and significantly below the UK average.

- We have an ageing population across the region and tradition of outward migration of talent.

- There is significant variation within the region's economy, most notably in GVA per head (Flintshire and Wrexham are 84.1% of UK average, Anglesey is only 52.9%). There has been a track record of very strong growth in North East Wales, yet this is being constrained by the lack of infrastructure (sites and transport) as well as labour market shortage and skill supply. In North West Wales, the economy is much more dependent on the public sector. There is a need for publicly funded infrastructure to stimulate and facilitate private sector growth, and to support supplier developments related to large scale investment projects.

- The region has a big opportunity to generate growth due to proposed investments by the private sector in key economic sectors such as advanced manufacturing and energy. One key strategic project is the £15bn Wylfa Newydd Project, the largest infrastructure project in Wales for a generation which will have a large impact on businesses and labour market in the region.

- To capitalise on such opportunities, the region has developed a single, 'joined-up' vision for economic and employment growth, with a commitment between all the partners to work together collaboratively for a common purpose.

- We are promoting "inclusive growth", addressing social and spatial irregularities and inequalities within the region. Growth will need to be dispersed and scalable, in accordance with the priorities of the Welsh Government's Economic Action Plan and our obligation under the Well-Being of Future Generations Act.

- There is ambition for the region to position itself as one of the leading **UK locations for energy generation and advanced manufacturing** – as well as becoming a **hub of innovation and technology expertise**, and a centre of excellence for **high value tourism**. This ambition builds on strengths and opportunities, and its delivery will create a more sustainable and balanced approach to economic development.

- The Growth Vision is founded on three key aims:

    Smart North Wales – with a focus on innovation in high value economic sectors to advance economic performance;
    Resilient North Wales – with a focus on retaining young people, increasing employment levels and skills to achieve inclusive growth;
    Connected North Wales – with focus on improving transport and digital infrastructure to enhance strategic connectivity to and within the region

- These aims, which are broad statements of desired outcomes for the region, set the context for our Strategic Programmes. These Programmes, nine in number, are a group of inter-related projects to be managed in a co-ordinated way. The programmes and projects are "key drivers" to deliver our vision and to address the identified challenges and create the conditions for growth. The Programmes will be long-term, broad based in nature and provide a clear framework to pool and integrate private and public resources to deliver positive outcomes for the economy.

- The Strategic Programmes have been co-designed and developed by key stakeholders, particularly the private sector. There is currently a long list of Projects which have been identified to provide interventions for the shorter term. These are packaged under the thematic Programme structure - the Project schedule list, as explained in section 6, is reviewed and updated on a regular basis to ensure agility and flexibility and to maximise opportunities, especially if investment is forthcoming from the private sector;

- Our Projects concentrate on developing the conditions to attract private sector investment. Some of our major sites for business or industrial development are currently "stalled" and we need to make 'up-front' investment to enable these sites to be "market ready" for the private sector. This reflects the need for intervention and to maximise the value of assets available for economic growth across the region.

- **Collectively, the Projects identified are transformational** – we have a package of innovative and transformative projects that are inter-related and co-dependant. Their delivery will support the region to overcome the barriers currently faced by the private sector to invest in the region and create jobs. They will also support the region to adjust to and prepare for "new forces" impacting businesses, such as decarbonisation, automation, artificial intelligence and other forms of digitalisation. There is a focus in particular on supporting low carbon technologies to boost productivity and create high value jobs;

- The total cost of investment proposed is **£670.65m**, with **£109.19m** of direct private sector contributions and **£219.46m** of contributions from various partners. We are seeking **£334m** of capital funding from the Growth Deal and **£8m** revenue funding from the Growth Deal;

- **5,408** direct jobs will be created, and the value of private sector investment achieved as a direct consequence of the projects being delivered (private sector leverage) will be **£3.13bn**;

- The over-riding aim is to increase the value of the North Wales economy from **£13.6 billion** in 2016 to **£26 billion** by 2035;

- There will be robust engagement with local businesses to enable them to access supply chain opportunities resulting from Growth Deal funded projects, in order to maximise the potential regional benefits and impact of investment.

- We also seek the support of the UK Government and Welsh Government to be given more capacity and flexibilities to make key decisions at a regional level. New powers and responsibilities are sought to facilitate growth in key policy areas such as transport and employment. Our approach advocates regionalism and devolution;

- The Growth Deal is not the sole intervention to support the aims and objectives of the wider vision and strategy for the region. Welsh Government is already committed to significant capital investment in transport infrastructure in the region alongside the Bid, both road, rail, and other investments such as the opening up of the Northern Gateway site for inward investment and the Advance Manufacturing Research Institute at Broughton. The Growth Track 360 strategy for cross-border rail network investment is progressing at a UK Government level. Welsh Government has recently announced the new Wales and Borders Rail Franchise with infrastructure and service improvements. Further investment programmes might be negotiated separately. We will focus in particular on the UK Government's "Sector Deal" programme – as outlined in the Industrial Strategy. We will also be targeting other available relevant programmes from both Governments to deliver the interventions as set out in our Growth Vision.

- The region has established new, robust and effective governance arrangements to co-ordinate and deliver the Growth Vision for the region. Functions such as economic development, skills and employment, transport and land use planning will now be co-ordinated by the newly-formed "**North Wales Economic Ambition Board**";

- A new private sector stakeholders group is also being established to support, advise and challenge the North Wales Economic Ambition Board. This will include business representatives from all key growth and foundation sectors, to provide expert advice to members of the Ambition Board;

- The North Wales Economic Ambition Board, together with its governance arrangements and structure, will provide leadership and accountability for strategic direction and outcomes. It will also be a strong and united voice for North Wales.

- Coming together as "one North Wales" through the North Wales Economic Ambition Board, with a single, joined up vision for the economy, has been achieved over recent years. We now present this Proposition Document to set out the rationale for investment in the region and the details of our Strategic Programmes and Projects which will deliver inclusive economic growth for the communities and businesses of North Wales.

SECTION 1 – INTRODUCTION AND CONTEXT

Introduction and Purpose of the Proposition Document

The purpose of the Proposition Document is to set out a package of bold measures and interventions to deliver sustainable economic growth in North Wales.

It acts as the vehicle to leverage funding from the UK Government and the Welsh Government – in particular through the Growth Deal.

The document provides the strategic rationale for investment in North Wales, and explain how the Proposition fits in with wider national polices, particularly the UK Governments' Industrial Strategy and the Welsh Governments' Economic Action Plan.

It demonstrates how a wide range of realistic and achievable strategic options were identified and appraised in terms of addressing the economic challenges of the region.

The agreed Growth Vision is set out, as well as the Aims and the Strategic Programmes. This forms the context for the Project Schedule List which will demonstrate the proposed interventions and timeline for delivery.

The engagement of private sector partners is shown in the way in which the Projects were designed and developed.

The economic case highlights the overall impact, outcomes and inter-dependencies, and demonstrates how the investment proposal optimises public value.

The finance and funding case summarises the financial appraisals of the project. It sets out the capital investment required, as well as the revenue implications. It also sets out the investment required from the Growth Deal.

Empowering the region to make more decisions at the regional level and to gain more control over key policy areas are also critical themes of the Proposition, and the key "devolution asks" to facilitate the delivery of the Growth Vision from both Governments are set out.

The Governance and Delivery structure and arrangements are demonstrated in this Proposition Document, along with the programme management and reporting arrangements that are being put in place.

The document demonstrates the key roles of the private sector in the delivery of the Growth Vision.

Origins of the Proposition

The rational for exploring a new approach to delivering economic growth in North Wales came from three initial drivers:

- **Shared challenges** – there is a recognition that Local Authorities across the region faced a number of shared and similar challenges in relation to their economies, with a deep concern in relation to the widening gap with the economic performance of the rest of the UK. Issues such as low levels of household income, low productivity, low population retention, and levels of concentrated poverty have long been identified as barriers to growth across the region. There is also a challenge of improving the infrastructure and the skills base of the region.

- **Opportunity through collaboration** – there has been an acknowledgement that collaboration between partners can build and capitalise on regional strengths to deliver positive changes and quality

employment. Partners in the region, from Higher Education, Further Education, Local Authorities, and the Private Sector, have shown a commitment to work together collaboratively for common purpose. It is a region with unique assets and opportunities, such as the high quality natural environment and landscape, the recent advancement of the advanced manufacturing sector – particularly in Deeside, and the emerging opportunities such as the development of Wylfa Newydd Power Station and related low carbon and renewable energy initiates. The region can build on these strengths and opportunities to create the conditions for innovative and globally competitive sectors to thrive and generate growth and jobs. It is recognised that a partnership approach is crucial if this is to be achieved – with all the partners aligning and sharing resources in pursuit of delivering a single, joined-up vision for sustainable economic growth in North Wales.

- **National Policies** – the development of the UK Government's "Industrial Strategy" and the Welsh Government's "Economic Action Plan" has given more impetus to the new approach at the regional level. The Industrial Strategy emphasises the importance of "local leadership" and "ambitious visions" for regions in the UK, whilst the Welsh Government's Economic Action Plan highlights the key role of regional partnership in delivering on shared goals. There is a clear commitment by the Welsh Government to a regionally focused model of economic development, with the aim of developing the distinctive strengths of each region "in pursuit of growth". This new, place-based approach will support our efforts in North Wales to promote and strengthen strategic economic planning and develop a more integrated and joined-up model to deliver change.

In developing the Proposition Document, close attention has been paid to our duties under the Well-Being of Future Generations Act. The principles of the Act have been embedded in our approach and strategic thinking, and they have informed and influenced the Vison, Aims and the Strategic Programmes. The well-being goals, objectives and ways of working will be a key thread through our work.

SECTION 2 – CASE FOR INVESTMENT

Introduction

The current state of the North Wales' economy is briefly described in the following pages through analysis of key statistical information. This information provides a snapshot of North Wales economy and social structure as it currently stands. It also includes the challenges and opportunities for achieving sustainable and inclusive growth across the region.

ECONOMIC PERFORMANCE – GROSS VALUE ADDED

The total GVA in North Wales in 2016 was £13.6 billion, up 3.0 percent over the previous year, which accounted for 22.9 percent of Wales total GVA (£59.6 billion) and 0.8 percent of UK total GVA (£1,747.6 billion) in that year. Despite the relatively small size of North Wales' economy, its performance has been resilient following the financial crisis and during the period of austerity.

Figure 2.1 – Percentage change in North Wales' GVA

The average North Wales GVA growth rate between 2008 and 2016 was 2.6 percent, which is higher than that seen for Wales (2.4%) but lower than that of the UK (2.8%) over the same period. This growth is not evenly distributed across each of the Local Authorities in North Wales, as seen by the maximum/minimum GVA growth seen in Figure 2.1. In recent years, Flintshire and Wrexham have been the engine of regional growth through their manufacturing activities. Manufacturing accounted for 24.4 percent of North Wales GVA in 2016 (and 40.9% of Flintshire and Wrexham GVA in the same year). Figure 2.2 shows the contribution of different industries to North Wales GVA.
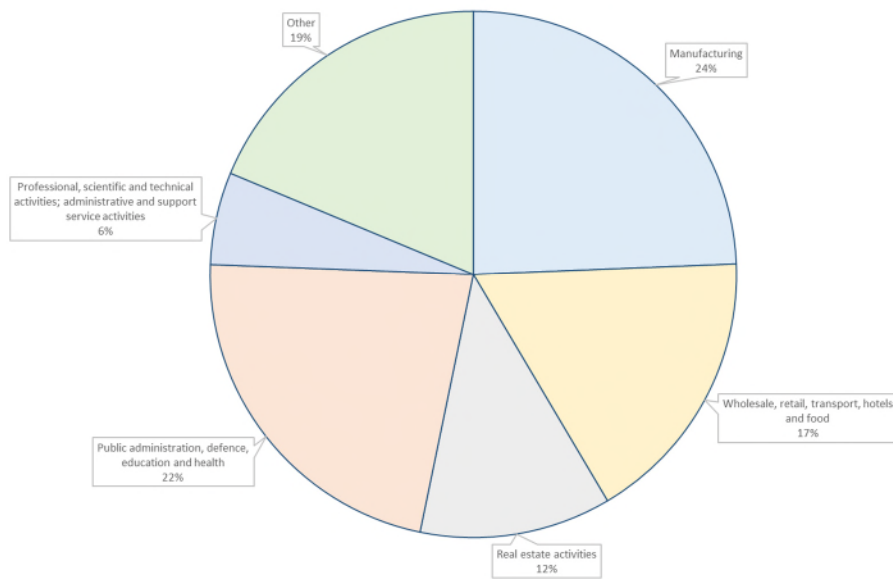
Figure 2.2 – Industry contribution to 2016 GVA

The public sector plays a significant role in the region's economy, accounting for 22.4 percent of GVA in 2016, followed by the wholesale, retail, transport, hotels and food sector (17%). The distribution seen in Figure 2.2 is similar to that seen across Wales, albeit with differences in the contributions of manufacturing (24% vs. 18%) and the public sector (22% vs. 25%) makes to GVA.

Despite the performance of the economy, GVA per capita in North Wales remains persistently below that of the UK. With North Wales total GVA of £13.6 billion in 2016 and a population of circa 690,000, this translates to £19,601 per capita. This is 73.6 percent of the £26,621 per capita seen for the UK in the same year.

Within North Wales there are wide variations in GVA per capita, from 52.9 percent of the UK average in Isle of Anglesey to 84.1 percent in Flintshire & Wrexham.

This difference is largely explained by higher economic activity rates in the latter, and a higher proportion of elderly residents and net commuting out in the former.

As a consequence of the low GVA in the four North West Wales counties, these areas qualify for the highest level of EU structural funding intervention.

The North Wales Growth Vision aims to target high value sectors to grow the economy. Growth in these sectors has been volatile between 2010 and 2016.
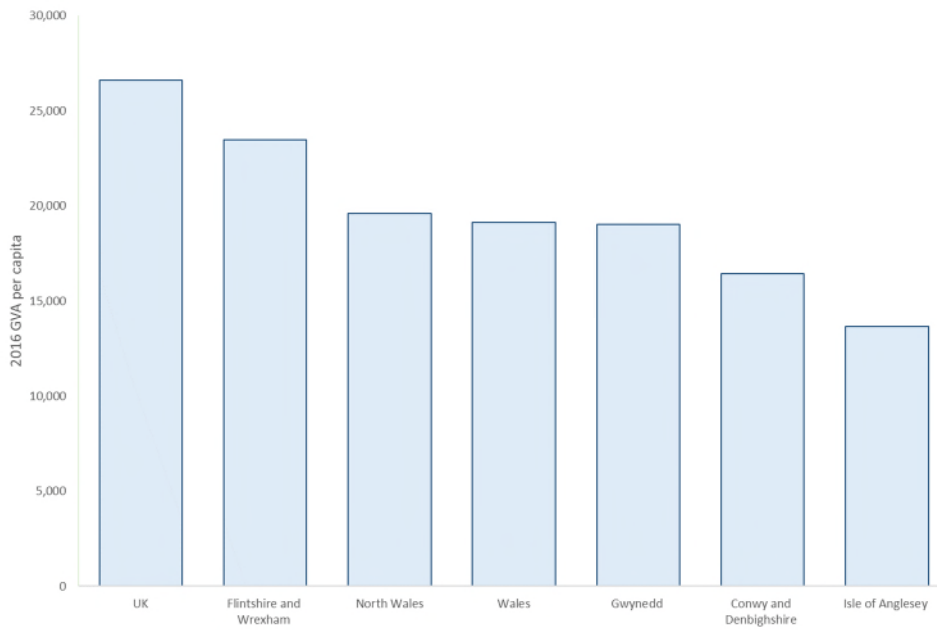
Figure 2.3 – 2016 GVA per capita

The economy of the region is diverse with key sectors being manufacturing, energy and tourism as well as public sector jobs. Accessibility to markets, access for employment and for visitors is crucial. The North West of the region has seen a welcome growth in adventure tourism, capitalising on the post-industrial landscape and the area's natural assets.

BUSINESS STRUCTURE

In North Wales, there were 2,515 VAT/PAYE registered births during 2016. This was an increase from 2,365 enterprise births in 2015. There were 25,070 VAT/PAYE registered enterprises in North Wales in 2017, with 88.9 percent of these in the micro size-bands (i.e. 0 to 9 employees). This is similar to the situation in the whole of the UK (89.4%) and Wales (89.2%). 98.5 percent of enterprises in North Wales are classified as micro or small enterprises (i.e. less than 50 employees), while only 0.2 percent are large enterprises (i.e. more than 250 employees). For comparison, 0.4 percent of UK enterprises are large; 0.3 percent in Wales, and 0.6 percent in Cardiff. North Wales is reliant on micro and small enterprises and there is a barrier to grow these beyond 50 employees and attract large enterprises to the region.
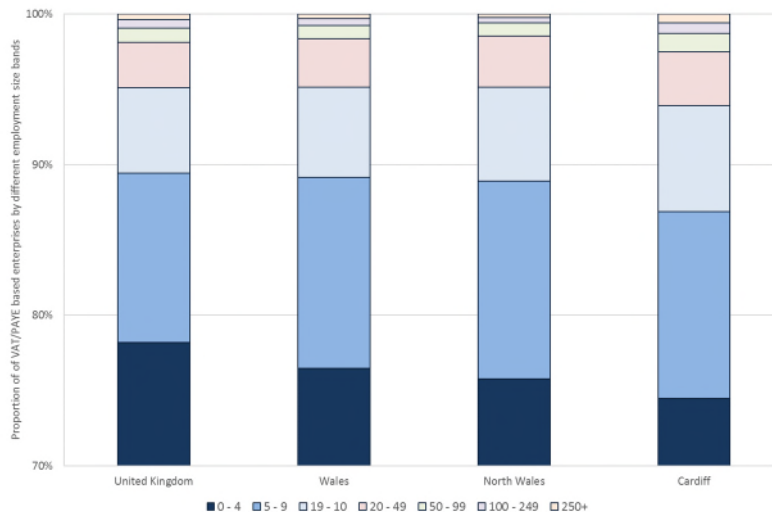
Figure 2.4 – Enterprises by employment bands

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POPULATION

North Wales comprises of six Local Authorities; Isle of Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd, and Wrexham. The region has a resident population of 690,000 living across an area of 6,500 km^2. The largest town is Wrexham with a population of 61,000, followed by Rhyl (31,000) and Colwyn Bay (29,000). North Wales is a rural region with a population density of 106 person/km^2. Gwynedd in the west of the region is the least densely populated area with 49 person/km^2 while Flintshire in the east is the most densely populated area with 350 person/km^2. By comparison, the Cardiff Urban area in South Wales has a population of 447,000 and a density of 5,900 person/km^2.

The population of North Wales is expected to increase to over 720,000 by 2039. This growth in population is driven by an increasing birth rate coupled with a decreasing mortality rate, due to extended life expectancy. In 2018, the population aged +65 accounted for 23% of North Wales population; however, this will increase to 30% by 2039. This increase in older population means there are fewer working-age people in the economy, which can lead to a supply shortage of qualified workers and making it more difficult for businesses to fill in-demand roles.

LABOUR MARKET & EMPLOYMENT

The employment structure of North Wales differs to that of Wales and the UK with a reliance on Public Administration, Health and Education sector in North West Wales, and Manufacturing plays a significant role in North East Wales. In 2016, the public sector accounted for 35.3 percent of total employment in North West Wales, while manufacturing accounted for 23.7 percent of total employment in North East Wales. Flintshire and Wrexham have a high proportion of the workforce employed by larger employers, and rural areas of Gwynedd, Conwy and Ynys Môn are much more reliant on SMEs.

North Wales has seen a greater improvement in employment compared to Wales since 2001. This puts the region in a strong position as we face the challenges ahead.

Over the year 2017, the employment rate in North Wales rose by 2.3 percent, with 326,000 people (75.4% of the population) in employment as of December 2017. This rate was higher than the rate for Wales (72.4%) and the UK (74.7%). (Between 2010 and 2015, nearly 16,800 of jobs were added to the economy, a growth of over 6.3% for the region.)

This growth in the number of jobs has not been evenly distributed across all Local Authorities. Within North Wales, five of the six Local Authorities had increases in the employment rate over the year. Since 2001, all 6 Local Authorities have seen increases in employment rates, with Anglesey having the largest (up to 9.1 percentage points).

Despite the increase, the average growth in 'high value' employment was 1.6% across north Wales between 2010 and 2015. Less than 59,000 people were employed in 'high value' sectors in 2016, a decrease of 4.8 percent on the 2015 figure. This presents a challenge for the region if we are looking to increase 'high value' sectors to improve productivity and competitiveness. Growth in high value sectors has been volatile during the last 5 years.

There is also a reliance on traditionally low paid sectors/employment such as Tourism and Retail, and there is a high percentage of people employed in the Construction sector in the region – higher than the Wales and UK average.

The chart below shows the percentage change in full time employment by dominant sector in North Wales.
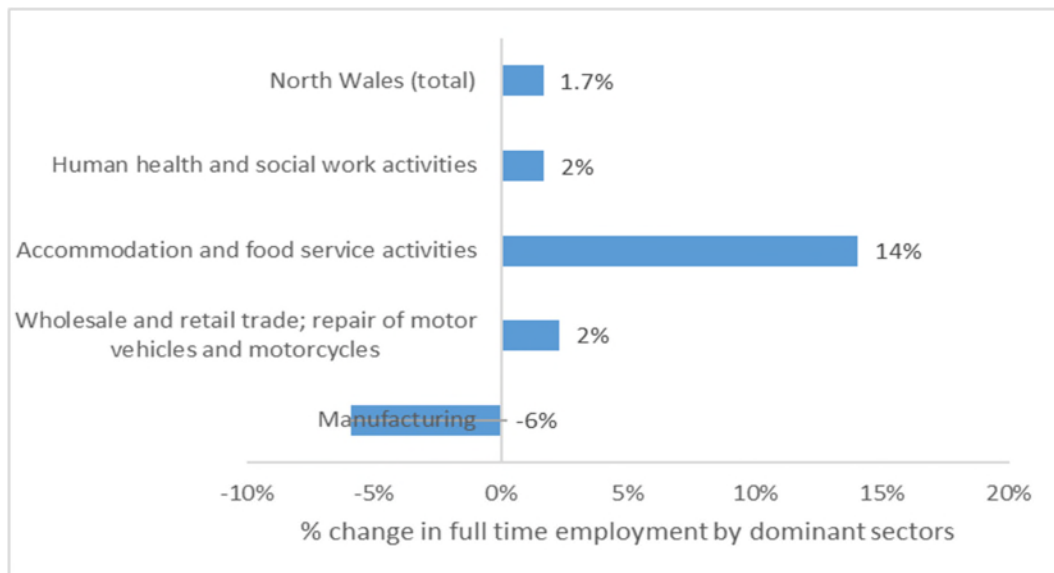
Figure 2.5 – Change in full time employment by dominant sector

Conwy and Flintshire are competitive in attracting jobs to the area when compared against the whole of the UK (as calculated through shift-share analysis).

Flintshire has a competitive advantage in creating employment in manufacturing, public administration and defence, and scientific and technical activities, while Conwy has a competitive advantage in creating employment in the education sector.

Economic Inactivity – Unemployment and Inactivity

The unemployment rate in North Wales has decreased over the recent period. The unemployment rate for the region currently stands at 3.3%, down from 4.5% in the previous year. This is lower than the rates for Wales (4.8%) and the UK (4.4%).

However, there is a difference between the economic inactivity seen in each Local Authorities; four of the six Local Authorities had falls in the unemployment rate over the year.   Flintshire has seen the lowest rate at 2.1% and Wrexham the highest at 5% - above Wales and UK average.

Looking long term, North Wales has seen a bigger improvement in employment and unemployment compared to Wales since 2001, but has not improved in terms of economic inactivity.

The region's current Economic Inactivity rate stands at 18.3%, which is below the Wales average (19.8%), but above the UK average of 17.8%. There are variance across the Local Authorities, with the inactivity rates for Denbighshire (21.7%) and Conwy (20.0%) above the Wales average. However, since 2001, all six Authorities had falls with Wrexham having the largest (down 9.6 percentage points).

There were 36,400 workless households across North Wales in 2016, accounting for 16.6% of the region's total households. There has been a small decline in the number of workless households in North Wales from a peak of around 19.8% in 2010.

EARNINGS AND INCOME

The picture for earning and income in the region is diverse. Gwynedd has the lowest average full-time weekly earnings (£421), and second lowest in Wales, and considerably lower than that of the UK (£550.40). Isle of Anglesey and Conwy are also showing a similar situation, and are well below the average for Wales, and the UK. However, Flintshire's average earnings is higher than Wales's average at £535.50.

The average weekly earnings in North Wales are down by 2.4 percent over the last year, compared to an increase of 1.0 percent for Wales and an increase of 2.2 percent for the UK.

SKILLS

North Wales does have a skilled and productive workforce. However, their skills may not necessarily match the demands of a growing economy as the current workforce does not possess the higher skills required; those who are highly qualified and skilled often leave to find employment elsewhere; and those who are furthest away or removed from the labour market are often caught in a cycle of repetitive support that is often too locally focused. Those in possession of higher-level skills may not necessarily enjoy a higher level job, as they may not match that individual's employer requirement, and the skills possessed may not be in accord with future workforce requirements.

HIGHER LEVEL SKILLS

In terms of skills, North Wales higher skills (NQF4 or above) has been increasing since 2010 and reached a peak in 2015 at 36.1% of those aged 18-64.

Skills development is an essential factor for achieving the objective of 'decent work' both by increasing the productivity and sustainability of enterprises and for improving working conditions and the employability of workers; however, skills development will not automatically lead to improved productivity or more and better jobs unless there is a conducive economic and social environment to translate productivity improvement into employment growth and development.

APPRENTICESHIPS & CHALLENGES

The regional challenges for skills and employment is how to address a workforce replacement demand gap rather than a skills gap. The primary challenges, features and requirements for North Wales are:

a. An ageing workforce with skills disappearing through retirement.

b. A requirement to upskill existing workforce as well as increase entry points for younger workers

c. An alignment of the training opportunities with the vacancies – e.g. STEM, digital

d. Joined-up careers and advice services and major projects that are pipelined/timetabled so as to gain the maximum legacy for the region.

e. 8.2% of the working age population in North Wales have no qualifications - which is below the Welsh national average of 9.5 percent.

f. There were 6,240 apprenticeships and traineeships in North Wales in 2016/17 (compared to 6,625 in 2015/16).

g. There were 710 higher level apprenticeships in North Wales in 2016/17 (compared to 1,045 in 2015/16).

SCIENCE, TECHNOLOGY, ENGINEERING AND MATHS (STEM)

North Wales performs well in terms of young people in STEM subjects; however, there is a decrease in those choosing to take up these areas of study, particularly amongst young females. There is also a decline in the percentage of young people achieving grades A* to C in both Maths (61.5%) and Science (74.4%) at GCSE in 2017; which puts the region below the respective Welsh averages (62.5% and 75.6%).

If we are to respond regionally with a future workforce that is qualified and skilled to meet the future STEM based opportunities across the region, we need a greater coordinated approach across North Wales that promotes diversity, inclusivity and clear progression into our future economic demands based on clear industry demands.

In addition to an increased demand for STEM skills, we need to see a workforce that is more aware of, and competent in digital skills. As a response to increasing automation across all sectors and industries, with over 9,000 IT specific and digital jobs advertised across Wales during 2017, we need to both upskill the current workforce to remain technically competitive, and for future workforce, to appear technically attractive to future employers.

PHYSICAL INFRASTRUCTURE

Road Infrastructure

The region is of national strategic significance as it has at is western point the port of Holyhead, which is the principal gateway to the island of Ireland. The port of Holyhead is the end of the A5, A55, and E22 dual carriageway roads and the main railway line from London (Euston). This transport infrastructure spans the whole of North Wales and connects Europe via the E22 with the ferries to the Port of Dublin.

The economy of north Wales is heavily dependent on road transport for connectivity. Most journeys to work and effectively all freight movements rely on road based carbon fuel transportation. Our road networks are increasingly congested leading to increased journey times and a lack of resilience.

The A55 corridor is of key importance to the region as a catalyst for wider economic growth. It is however only a two lane highway, with significant pinch points at its junction with the A483 near Chester, on the Deeside Corridor, between Colwyn Bay and Abergele and at the Menai crossing near Bangor. The A483 corridor is also critical, linking Wrexham to the M54 and the A55. The major junctions with the A55 and the A5 near Chirk, as well as the town centre junctions serving Wrexham are all heavily congested.

Congestion costs which impact directly on businesses, as well as long journeys for employees and visitors to the region, act as throttles on our ability to grow the economy.

Whilst North Wales is a large and diverse region it is not self-contained. North Wales is a strategic gateway between Ireland and Europe through the Port of Holyhead for both passengers and freight. The Port of Mostyn also provides for freight linkages being close to the strategic road and rail network of North East Wales/ North West England. The A55/ A494, Holyhead passenger port and the mainline railway from Crewe to Holyhead are designated as European TEN-T core routes and the rail line for freight, Holyhead freight port and the A483 are designated as TEN-T comprehensive routes.

The road crossings between North Wales and North West England carry significant commuter traffic flows as well as strategic freight. There is significant congestion and a lack of resilience at peak times. Given the importance of connectivity and the potential for growth, an improvement in cross border strategic travel planning is essential.

Improved capacity and better management of our road networks, reducing congestion, increasing resilience and journey time reliability will help support economic growth, and is considered vital for large capital developments associated with energy generation.

Rail Infrastructure

The rail network does not support regional economic growth effectively. Less than 1% of journeys to work are made by rail. Whilst this is partly due to the rail network only serving the coastal strip and Wrexham effectively, the lack of frequent services on some routes, high fares, overcrowded trains and services not

going to employment sites are all factors. There has been little investment in infrastructure in recent years and service patters have remained largely unchanged despite different commuting and travel patterns.

The Growth Track 360 campaign was established to identify priorities for investment, both in infrastructure and in additional services. The prospectus www.growthtrack360.co.uk, set out the rationale for and proposals for investment in rail.

In particular line speed improvements on the main coast railway, and the Wrexham and Bidston route, together with capacity improvements at Chester and Wrexham stations are priorities. The recently announced new franchise operator for the Wales and Borders Franchise, and the commitments to deliver improvements, establishes a good basis for delivering some of the regions key priorities.

Public Transport Infrastructure

Public passenger transport represents a small part of our transport contribution. Bus networks are declining with many services having been discontinued in recent years. Services, especially in rural areas, can be infrequent often with long journey times. Opportunities to integrate transport modes are very poor. Bus and rail are often in competition with each other rather than contributing to an integrated transport network. The lack of effective alternative provision of public transport, leads to increased pressure on the road network.

In addition, to respond to Government initiatives to decarbonise transport, innovative proposals are needed to reduce dependence of fossil fuels.

Better and more integrated transport networks, will reduce dependence of the private car, help reduce congestion and bring more choice for transport users. Access to employment and services will be enhanced by better transport integration.

Digital Connectivity

Demand for high-speed broadband and mobile connectivity in North Wales has kept pace with supply. However, the infrastructure in the region has historically lagged behind the rest of the UK in terms of coverage and capacity.

With the emergence of commercially available fibre optic technology towards the end of the 20th century, the widening of the 'digital divide' now has the potential to increase exponentially where the difference in affordable bandwidth can now be typically 100s of Megabits per second compared to other regions (e.g. 4.9% premises in Denbighshire with availability of ultrafast at >100Mbps compared to 49% in North West England).

All four counties in the West rank in bottom 25% of UK areas for Superfast (>30Mbps) broadband coverage.

Housing

The Region has a diverse housing market, with activity by the volume builders largely restricted to the east. Whilst a few areas need no public sector intervention for the delivery of mainstream volume housebuilding, most areas face more challenging market conditions and need mechanisms to stimulate delivery.

Levels of housing completions across the region is at a historical low, despite projected provision for housing allocations in Local Development Plans ranging from 37,500 to 44,100 (2500-3000 homes annually). To date 13,100 dwellings have been completed (2015 figures), with the majority in Flintshire and Wrexham area.

House building in Wales is failing to keep pace with demand, with Welsh Government household projections indicate a need for 8,500 new homes per annum in Wales from 2011-31. Latest figures show that there is a current shortfall of over 2,600 per annum.

Data analysis also show that there is a shortage of fully available land for business development in parts of the region.

In light of the above data, we have identified the following challenges that face the economy of North Wales today. These challenges will need to be addressed:

NORTH WALES TODAY – THE CHALLENGES

1. Despite the increase in GVA in the region, there is a wide variation in GVA per head between West and East of the region. The GVA in North Wales remains persistently lower than the UK average.

2. Although employment and unemployment levels are improving, growth in 'High Value' sectors in the economy has been volatile during the last five years, with a decrease in growth in the last two years. This presents a challenge if we are to improve productivity and competitiveness of the region.

3. Some parts of the region are reliant on traditionally low paid sectors/ employment. Over reliance on public sector in some areas can have a negative impact, especially given the current financial climate.

4. Even though the region has seen an improvement in employment and unemployment, the economic inactivity rates have not improved and are above the UK average.

5. Average household earnings are below Wales and UK averages, with some Local Authorities in the West among the lowest in Wales and UK.

6. 94.3% of enterprises in North Wales are classed as zero to micro sized band (0-9 employees). This indicates a reliance on small micro businesses in region.

7. There is a dearth of larger enterprises especially in the North West counties and challenges around growing business beyond micro, small and medium sizes.

8. Inadequate Digital Connectivity across the region continues to present challenges to enterprise and individuals, with infrastructure lagging behind the rest of the UK in terms of coverage and capacity.

9. Transport links and physical infrastructure limit movement and ready access to major employment hubs.

10. Levels of housing completions across the region are at an all-time low, and house building is failing to keep pace with demand.

11. Skills levels – current workforce does not possess the higher skills or the correct skills required for the growing economy. There is a poor take up of STEM/digital subjects.

12. There is an ageing population in the region and a net outward migration of talent. Investing in skills that match the needs of the region's new employment opportunities is fundamental to our future economic health.

SECTION 3 – STRATEGIC CONTEXT AND FIT WITH GOVERNMENT POLICY

Consideration has been given to the UK Government's Industrial Strategy and the Welsh Government's Economic Action Plan in developing our approach in the region.

The UK Government's Industrial Strategy

The UK Government's Industrial Strategy emphasises the importance of five foundations of productivity – which are ideas, people, infrastructure, business environment and places. It also identifies "Grand Challenges" which are set for the Government and the wider economy, including the need to put the UK at the forefront of the artificial intelligence and data revolution, maximising the advantages for UK industry of the global shift to clean growth, and harness the power of innovation to help meet the needs of an ageing society.

The Strategy also sets out partnership arrangements between the Government and industry on sector–specific issues (Sector Deals) to create significant opportunities to boost productivity, employment innovation and skills. This has recently involved specific sectors coming together under clear leadership and negotiating a Sector Deal with the Government to boost productivity and employment within that particular sector. There are Sector Deals in place for Life Sciences, Construction, Artificial Intelligence and the Automotive Sector, with the Creative Industries, Industrial Digitalisation and Nuclear in advanced discussion.

Its Strategy also promotes a "regional" approach to economic development, stating that the Government will "work in partnership" with local leaders to drive productivity. Collaboration to address shared challenges is encouraged; and there is a commitment to build on the "innovative approaches" secured through City and Growth Deals.

Welsh Government's Economic Action Plan

The Economic Action Plan of the Welsh Government emphasises the need to grow the economy inclusively, spreading opportunity and promoting well-being. It defines its approach as ensuring a "fairer distribution of the benefits of economic growth – both at an individual level and between different parts of Wales". The Plan is shaped by the principles of public investment with a social purpose, simplification, a stronger regional voice, and a focus on the long term.

The Plan also sets out a new approach – moving away from a "sectoral" approach to focusing more on supporting businesses to take advantage of new forces such as decarbonisation, automation, artificial intelligence, and other form of digitalisation.

It also confirms the key role of the foundation sectors such as care, tourism, food and retail – and sets out new models of support and partnership in these areas.

The proposals contained within the Proposition Document will align closely with the priorities of the UK and Welsh Governments in relation to economic development. It will also be in keeping with the Welsh Government policy on local government reform and modernisation through strategic regional collaboration and integrated service models. We will have a strong "regional offer", building on our strengths and unique assets, and our approach – as highlighted in this Proposition Document – will make a significant contribution to the delivery of national policies at a regional level.

We have also ensured an alignment with the strategies for the Northern Powerhouse and the immediate North West of England, specifically the strategies of the Mersey Dee Alliance and the Cheshire & Warrington Local Enterprise Partnership.

The Mersey Dee Prospectus (2017) is particularly relevant, with the focus on the cross-border area including North East Wales, West Cheshire and Wirral. This is a very dynamic economic area with a population of nearly one million people, and a strong, diverse economy which includes aerospace, automotive, nuclear, renewables, engineering and retail.

There will also be a close relationship with strategies supporting the connectivity with the economy of Ireland, and a key priority will be ensuring a close synergy with the emerging economic plans being co-ordinated by the Growing Mid Wales Partnership and the Wales Rural Forum.

The Proposition Document is also co-dependent on the delivery of other key strategies, such as the Growth Track 360 for rail investment, the Welsh Government trunk road programmes as set out in the Moving North Wales Forward Strategy (2017) and the UK Industry Sector Deals. These strategies are supported in parallel to this document but with separate decision-making processes and budgets.

It is also worth highlighting that a number of strategic projects are underway in North Wales on which the Proposition Document will build. These projects already have funding, and are not therefore, included in the Proposition Document for new support. Principal examples are the Deeside Advanced Manufacturing Research Institute, the Wrexham Incubator Hub, M-Sparc on Anglesey and a number of strategic road improvement schemes (A494, A483 and A55 improvements as well as the third Menai Crossing).

The one "Stand-out" project to be developed in the region over the next 10 years is the Wylfa Newydd Project on Anglesey. The £15bn project will stimulate major opportunities for the local and regional supply chains with the construction phase having the potential to create 9,000 jobs and its operational phase will deliver 850 well paid, long term jobs. The project will also have a number of project inter-dependencies and associated developments, including park and rides, worker accommodation/site campus, logistic centre, highway improvements and other facilities.

A combination of these strategic projects, together with the development of the £15bn Wylfa Newydd project and the innovative projects contained in this Proposition Document, will accelerate growth of high value economic sectors to increase competitiveness. They will also demonstrate how the North Wales region can successfully contribute to the delivery of the UK Industrial Strategy and the Welsh Government's Economic Action Plan.

Furthermore, the announcement of the Nuclear Sector Deal, with specific reference to the UK National Thermal Hydraulic Experimental Facility (of international significance), to be based in North Wales at Menai Science Park, and the support for SMRs and Advanced Nuclear Technologies, specifically at Trawsfynydd, is highly significant for the region.

The North Wales Nuclear Arc Consortium (NWNA), led by Bangor University, with partners University of Manchester and NNL, recently submitted a draft Science and Innovation Audit (SIA) to BEIS for the Arc, which extends from Cumbria across to North West Wales. The NWNA Consortium has made recommendations and supported the setting up of twin 'Innovation Partnerships' for both Cumbria and North West Wales with the core 'central areas' of this 'geography' supporting the potential for economic growth in the nuclear sector for the UK and international exports. Additionally the region was included in the North West Costal Arc Clean and Sustainable Growth SIA, led by Lancaster University, which highlighted a number of R&D facilities which closely align with the priorities of the Growth Deal.

SECTION 4 – OPTION APPRAISAL AND THE PREFERRED WAY FORWARD

A number of realistic and achievable strategic options were considered and appraised in order to address the economic challenges of the region.

They are listed below:

- **"Minimum Change"**

  This would involve the "same old, same old" approach with limited innovation and ambition. Different priorities and agendas would stifle opportunities, with no shared goals between organisations and stakeholders. Productivity levels would continue to "lag behind" the rest of the UK.

- **To focus purely on key economic sectors**

  This approach would certainly improve productivity levels in the region's economy, but risks excluding a majority of the labour market. Development in decarbonisation and automation are also transforming industries and increasingly driving new collaborations across sectors.

- **To focus more on the foundation economy, in particular care, tourism and retail sectors**

  This would support the backbone of the local economy in the region, and would help small and often fragile enterprises embedded in local communities increase their productivity. However, this is a risk that such an approach would not generate the levels of growth required in the economy – and there would also be concerns about the quality of employment opportunities across the region.

- **To focus more on areas of opportunity where the private sector is already strong – such as the Cross-Border areas**

  This option would certainly deliver economic growth and improve productivity – but risks the over-concentration in one particular area to the detriment of other areas within the region.

- **To focus on scalable and dispersed growth across the region to achieve sustainable, balanced and inclusive economic growth**

  This would also focus on capitalising on the success of high value economic sectors, such as advanced manufacturing and energy, and our connection to the economies of the Northern Powerhouse and Ireland. This approach would develop a more balanced economy, and achieve inclusive growth so that irregularities are addressed. It would lead to a fairer distribution of the benefits of economic growth – both at an individual level and between different parts of the region. It will also create the climate to boost productivity across the region and maximise opportunities for the labour market.

A strategic appraisal matrix was adopted to identify the most sustainable approach for North Wales. The factors used to evaluate the options and set the best strategic approach included:

- **Equity** – that the approach ensures that benefits have a positive impact on as many communities as possible in the region.

- **Value added** – that the approach is focused on high value returns.

- **Strategic fit** – that the approach is in keeping with both Wales and UK wide industrial and economic strategies of relevance.

- **Private Sector Investment** that the approach would need widespread appeal for the private sector – both in terms of support and potential leveraged investment.

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Action	Equity	Value Added	Strategic Fit	Private sector interest
Do nothing / Minimum	✗	✗	✗	✗
To focus purely on key economic sectors	✗	✓	✓	✓
To focus more on the foundation economy, in particular care, tourism and retail sectors	✓	✗	✓	✗
To focus more on areas of opportunity where the private sector is already strong – such as the Cross-Border areas	✗	✓	✓	✓
To focus on scalable and dispersed growth opportunities across the region to achieve sustainable 'balanced' economic growth	✓	✓	✓	✓

The strategic options appraisal was definitive in terms of establishing that the preferred approach was:

"To focus on scalable and dispersed growth opportunities across the region to achieve sustainable 'balanced' and inclusive economic growth".

SECTION 5 – GROWTH VISION

Overview

This Proposition Document is being developed in support of the "Growth Vision" for the Economy of North Wales – adopted by all the strategic partners in July 2016. It will be the mechanism/vehicle for leveraging additional public and private sector investment and resources to deliver an exciting package of measures and interventions that will achieve transformational and positive change.

Growth Vision

We have a single, joined-up vision for economic and employment growth for North Wales. It will be delivered through collaboration and partnership working, with a strong private sector involvement and a "Team North Wales" approach, building close economic relationships with neighbouring areas.

The Vision is co-owned by key stakeholders across the various sectors and sets out a clear framework for the development of strategic interventions.

Delivery of the Vision will demonstrate clearly how North Wales is contributing to the priorities of the Industrial Strategy and the Welsh Government's Economic Action Plan.

The adopted Vision is to develop "a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and our connection to the economies of the Northern Powerhouse & Ireland."

We will, as a region, be positioned as one of the leading UK locations for **energy generation and energy-related supply chain investment**, with expertise in low carbon technologies and processes.

We will, as a region, capitalise on the strong network of anchor companies with an international profile to build an **advanced manufacturing cluster** – one which will be highly competitive on a global stage.

We will, as a region, become **a hub of innovation and technology excellence** and a leader in developing digital business clusters. We will put the region at the forefront of the artificial intelligence and data revolution.

We will develop and project the reputation of North Wales as a **centre of excellence for high value tourism**, building on recent investments and a growing portfolio of globally attractive all-year attractions. This will contribute to the attractiveness of the region as a destination and a place for investment. We will be the "adventure capital" of the UK.

We will capitalise on the opportunities created by significant private sector investments, most notably Wylfa Newydd on Anglesey, one of the largest contemporary private sector investments in the UK. This will be a £15 billion direct investment into the region, and will be transformational in increasing high quality employment and supply chain opportunities. Over 850 jobs will be created when the Plant is operational, and up to 9,000 construction jobs will be created.

With the stimulus of public and private sector investment North Wales will become a low carbon, high-tech economy with a high-quality infrastructure, a sustainable skills-base and responsive business support to host and grow sustainable businesses in globally competitive sectors. We will maximise the advantages for industry in the region from the global shift to clean growth. And we can become an exemplar of a "low carbon region".

3 Aims

The Growth Vision was founded on three key Aims:

- **Smart North Wales** – with a focus on innovation and high value economic sectors to advance economic performance.

- **Resilient North Wales** – with a focus on retaining young people, increasing employment levels and skills to achieve inclusive growth.

- **Connected North Wales** – with a focus on improving transport and digital infrastructure to enhance strategic connectivity to and within the region.
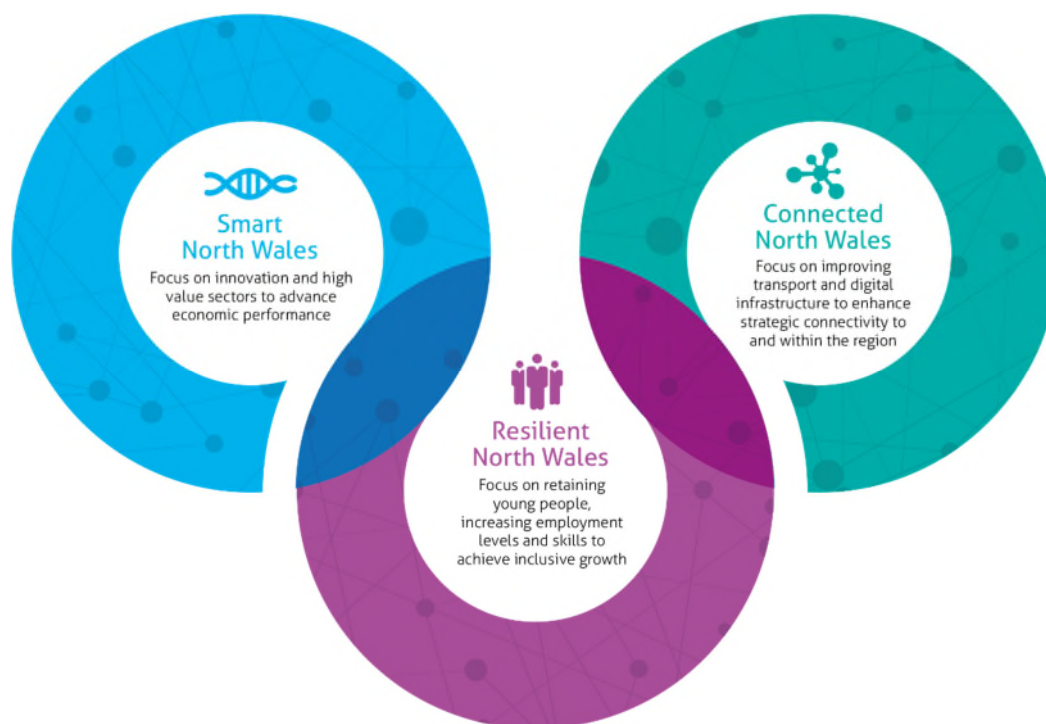
Smart North Wales:

With a focus on innovation in key sectors to advance economic performance. We will do more to:

- Capture the value from our science, research and creativity and support innovation that drive our productivity.

- Address barriers that impact on collaboration and the flow of knowledge between research and industry.

- Improve access to capital and ensure that business support and advice is coherent and coordinated, especially in view of "new forces" impacting businesses such as decarbonisation, automation, artificial intelligence and other forms of digitalisation.

- Deliver high quality sites and premises across the region to accommodate expansion, diversification and innovation in the business base, particularly in the advanced manufacturing and adventure tourism sector.

- Play a leading role in providing the low carbon technologies, innovations and services in maximising opportunities stemming from the global shift to "clean growth".

Resilient North Wales:

Retaining young people, raising employment levels and improving skills. We will do more to:

- Embed a culture of career-long learning, so as to give people the opportunity to adapt, learn new skills and grow their earning power.

- Reduce the number of workless households and remove barriers faced by workers to access good jobs.

- Inspire young people to access opportunities and exciting careers in the region, and we will equip people for jobs shaped by next generation technology, driving up digital skills.

- Ensure people and businesses have a co-ordinated and joined up service to skills and employment support and advice in the region.

- Ensure that there is sufficient supply of housing in the region especially of affordable types, to support employment growth and community needs.

Connected North Wales:

Improving transport and digital infrastructure to upgrade connectivity to and within the region. We will do more to:

- Plan and deliver a strategic approach to our investments, ensuring that they are well-targeted in order to drive economic development and employment growth.

- Upgrade digital networks and infrastructure across the region, with a focus on full fibre broadband, new 5G networks and smart technologies.

- Address and reduce traffic congestion on strategic road routes across the region.

- Develop integrated transport hubs and to deliver low carbon transport solutions.

9 Strategic Programmes

We have identified 9 Strategic Programmes. These Programmes are defined as a group of related Projects managed in a co-ordinated way to obtain benefits and to deliver the overall Vision and Aims.

The Programmes are listed below:

- **Land and Property Development**

  To address the shortage of suitable land and properties for business growth and to bring forward sites for housing development.

- **Smart Access to Energy**

  To deliver the infrastructure improvements required to position North Wales as one of the leading UK locations for energy generation and production, building in particular on the Wylfa Newydd Nuclear Power Project.

- **Adventure Tourism**

  To enable further investment in adventure tourism attractions in the region, increasing their value to the regional economy.

- **Smart Technology & Innovation Hubs**

  To deliver world-class resources in sector leading facilities such as low carbon energy and advanced manufacturing, building on expertise in the region, accelerating economic impact from research and technology.

- **Regional Growth Business Fund & Hubs**

  To provide financial, technical and coherent advice and support for businesses across the region

- **Pathways to Skills & Employment**

  To tackle economic inactivity and to deliver a co-ordinated skills and employment advice and support service, particularly to skill people up for future employment.

- **Skills Centres of Excellence**

  To create the conditions to increase the supply of skills in key growth sectors, focusing on improving the skills infrastructure in the region.

- **Digital Connectivity**

  To deliver quality access to effective and affordable digital connectivity for businesses and households across the region, to boost innovation in digital signalling and to improve digital skills.

- **Strategic Transport**

  To improve local transport infrastructure to support accessibility and connectivity.
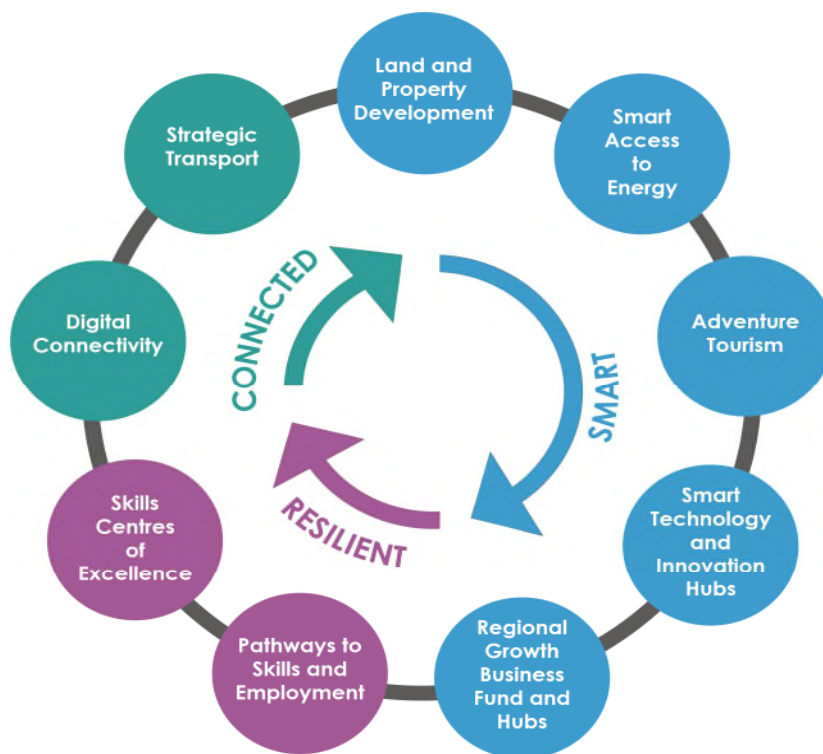
The Vision, Aims and Strategic Programmes have been developed and agreed by a wide Partnership of people, organisations and the private sector who share a pride in, and ambition for, a region with unique assets, challenges and opportunities.

The focus of our approach is on creating the appropriate conditions for high value economic clusters such as energy, advanced manufacturing and digital sector to flourish and boost their contribution to the Welsh and UK economies.

This will be achieved by building on the strengths of the existing business base and overcoming barriers and challenges by delivering a package of Projects which are needed to transform opportunities for people and businesses.

Increasing productivity is naturally a key goal. However, to achieve this successfully, and to deliver a more balanced economy, long term investment will be required to tackle long term challenges, especially around transport, skills and employments, business support, specific sites and premises, and housing needs.

The need to achieve growth in an inclusive, integrated and suitable way is recognised and acknowledged – especially in keeping with the Well-Being of Future Generations Act. Our approach will address the well-being goals, with all the relevant public bodies working collectively to improve the economic, social, environmental and cultural well-being of North Wales.

Strategic Outcomes

The strategic outcomes that will be delivered through this approach will include the following:

- Growth in regional prosperity.

- Creation of better quality jobs for the local labour market.

- A more skilled workforce within the region.

- Improvements in standards of living across the region.

Strategic Outcomes & Indicators	2010	2011	2012	2013	2014	2015	Future Direction
Growth in Regional Prosperity							
GVA Growth	10,723	11,160	11,812	12,357	12,402	12,822	↑
North Wales GVA per head as % of UK (-London +SE)	82%	84%	87%	88%	85%	86%	↑
Dispersed GVA growth across the 6 Counties of North Wales	9.6%	5.5%	5.0%	12.3%	3.1%	5.5%	↓
GVA growth in high value economic sector (GVA growth in manufacturing, information and communications and technical activities)	0.1%	4.8%	4.0%	7.8%	-0.3%	2.0%	↑
Creation of Better Quality Jobs							
Employment Growth	-0.9%	1.4%	3.6%	-0.3%	0.4%	1.1%	↑
Dispersal of Employment Growth across the 6 Counties of North Wales	7.2%	8.2%	8.1%	7.4%	13.2%	12.9%	↓
Employment Growth in high value economic sectors	-1.5%	1.8%	0.1%	6.2%	5.8%	-2.6%	↑
A more Skilled Workforce within the Region							
Increase in proportion of the population with qualifications (NQF 4)	29.7%	30.4%	32.2%	33.5%	35.2%	36.1%	↑
Increase in higher level apprenticeships as a proportion of total employment	-	-	-	-	1,335	1,885	↑
Increase in apprenticeships 16-24 as a proportion of total employment	-	-	-	-	5,100	5,155	↑
Improvements in Standards of Living across the Region							
Reduce the proportion of workless households	19.9%	19.7%	18.7%	17.6%	18.7%	17.4%	↓
Improve affordability (median house prices / median income)	6.08	5.99	5.91	5.55	5.64	5.84	↓
Increase in median household income (£)	£22,813	£22,602	£23,297	£24,362	£24,478	£24,823	↑

SECTION 6 – PROJECT SCHEDULE LIST

The Projects for which investment is sought are included in this section. They are all strategic and their delivery will transform the performance and opportunities across the region. They have been developed in the context of our Vision and Aims, and are presented within the Strategic Programmes.

The Projects are inter-related and co-dependent. They have all been tested in terms of strategic fit, delivering value for money, commercial sustainability, deliverability and partnership support and commitment.

They have been designed and developed through partnership working and co-production amongst the public, higher education, further education and particularly the private sector in the region.

The Project Schedule List includes a mix of solutions that are:

- Spatially targeted

- Applied to the whole region

- Enablers, e.g. transport, housing

- Supporting growth and attracting private sector investment

- Promoting innovation

The balance of benefits from the investment will be shared to support sustainable and inclusive growth across the region – in accordance with our Vision as well as the priorities of the Well-Being of Future Generation Act.

It must be emphasised that this is a long list of projects – and the Schedule List will be regularly updated and reviewed in order to capture new and innovative projects that will deliver our vision and aims. This is therefore by no means a fixed and inflexible Project Schedule List. An Outline Business Case (OBCs) for each Project is included in *Appendix 1(C:\Users\900094\OneDrive - Cyngor Gwynedd\North Wales Growth Deal OBCs). Copies of individual OBCs are available in the Economic Development Department of all 6 Local Authorities.*

These OBCs have been prepared in accordance with the Treasury's Green Book.

A narrative of each Project is included below:

SMART NORTH WALES

1. Land & Property Development Programme

This Programme includes a package of projects to unlock growth opportunities in the region. Their development will deliver high quality sites and premises to accommodate innovation and expansion in the business base, in particular in advanced manufacturing and low carbon energy related industries.

The delivery of the Project within the Programme will provide businesses with access to a portfolio of well-serviced, high quality employment sites and premises and help meet the demand for housing, attracting investment and creating employment opportunities in the construction sector. A pipeline of schemes will be available to meet demand in future years:

Regional Land and Property Joint Venture Project

The purpose of the Project is to deliver a pipeline of quality sites and premises to meet demand and end-user requirements in the region. This will support opportunities for growth in key sectors (advanced manufacturing, energy and digital) and facilitate expansion, diversification and new investment in the business base of north Wales.

The project involves establishing a joint venture between the North Wales Economic Ambition Board and the Welsh Government to co-ordinate and manage the development and delivery of land and property across north Wales. The Joint Venture will also work with the private sector and other partners to resolve the barriers to development. There will also be a focus on accelerating the development of housing sites designated in the Development Plan of individual local authorities, working in partnership with the group of Registered Social Landlords in the region. The Partnership represents a strategic approach to the effective use of resources in seeking to address the housing needs of the region and bringing an innovative approach to the development by providing easier access to funding for local and regional house-builders to accelerate the rate of house building across the region.

The aim is to work in partnership with the Development Bank of Wales to ring-fence, expand the scope of, and promote, specific loans which are targeted at the SME house-building sector within the region. There are a series of "stalled sites" across where progress has been halted for a variety of reasons, such as viability issues caused by high infrastructure costs. Problems accessing finance limits the ability to unlock stalled sites which are a key barrier to house-builders in the region.

The project will create 2875 direct jobs and 2750 indirect jobs.

The total cost of the project is £124m.

This is a project that will be funded through the Growth Deal.

Priority sites for the joint-venture, where pump-priming investment is needed to bring forward development, include the following:

Warren Hall Strategic Site Project
[Lead Sponsor: 6 Local Authorities]

Warren Hall is a major strategic site in Flintshire that has been in public sector ownership since the early 1990's. Although some primary road junction infrastructure has been installed, the site remains undeveloped and incapable of further development until additional on-site infrastructure has been provided. The site is located close to the A55 and has planning consent.

Funding is required to support up-front infrastructure costs. The site comprises 65Ha of land available for development. The proposals include a mixed-use development of housing and Business Park, and will complement and capitalise on the success of the Deeside Industrial Zone and Chester Business Park.

There is clear evidence of demand from the private sector, and major enquiries are currently under discussion. However, private investment cannot be secured and interest can't proceed unless the primary infrastructure is provided.

The site has the potential to generate private sector investment leverage of £55 million, with a scope for up to 1,000 indirect or construction jobs.

The Project will be delivered between 2019-2021.

The total cost of the Project is £15m.

Wrexham Technology Park Strategic Site Project
[Lead Sponsor: 6 Local Authorities]

The purpose of this Project is to bring forward an extension to the Wrexham Technology Park – which is a strategic site located between the town centre and the main A483 road corridor. Additional brown field site is available for development, but new road access is required, together with improved junctions on the A483, electricity grid connections and other new primary infrastructure.

Recent progress by Welsh Government to support significant junction improvements to be delivered over the next few years means that the site can now be bought forward for development.

The site comprises 5Ha of development land, in four plots, with a proven demand from the private sector for development. A major local occupier with significant growth and job creation potential is known to require additional development land.

Funding is required in order to support up-front infrastructure work to bring forward the site. The site has been in public ownership for many years and has not progressed due to the inadequate infrastructure supporting the site. The site has the potential to accommodate significant opportunities for digital and financial services employment opportunities.

The Project will deliver direct private sector investment of £2 million. It is also considered that there will be an additional indirect leverage of £32.4 million. The Project will generate up to 1,000 direct jobs and 500 indirect jobs.

The Project will be delivered between 2022-2025.

The total Project cost will be £11 million.

Parc Bryn Cegin Strategic Site Project, Bangor
[Lead Sponsor: 6 Local Authorities]

Parc Bryn Cegin is a strategic development site close to the A55 on the outskirts of Bangor. The site has remained undeveloped – despite investment in primary infrastructure in the early 2000's

There is known private sector interest in the site and area, in particular in view of opportunities related to the energy sector and Wylfa Newydd. However, the return on investment is not deemed sufficient to persuade private sector developers to build units for occupation on terms acceptable to potential occupiers.

Funding is required to provide industrial floor space to meet known demand for units. It is proposed that up to 10km^2 of industrial and B1 floor space will be provided on the site. The completed development could be sold on completion, either to end users or on the investment market. There is potential for a return on some of the investment made from the sale of the occupied units.

There is scope to generate 250 indirect jobs, and up to 5 large businesses could be accommodated. It has potential to generate £12m private sector leverage.

The total cost would be £12million.

The Project will be delivered between 2019-2021.

Bodelwyddan Strategic Site Project
[Lead Sponsor: 6 Local Authorities]

The purpose of the Project is to support the development of a strategic mixed-use development site at Bodelwyddan in Denbighshire.

The site is located as a key strategic site within the Denbighshire Local Development Plan and planning consent has been agreed.

Funding is required in order to support up-front infrastructure costs. The site comprises 137Ha of land on which a master plan has been developed to accommodate housing development, employment, land and local facilities. The site will complement the existing St. Asaph Business Park and Kimmel Park employment sites, and will provide additional capacity for development in the central part of the A55.

There is a "named" developer for the site who will contribute £4m of direct private sector investment into the Project. The Project is expected to secure private sector leverage of £185m and will create up to 1,000 indirect or construction jobs. A joint venture mechanism will be used to generate a return on investment. This will be used to fund future projects within the Land and Property Development Programme.

The Project will be completed by 2021.

The total Project cost is £22m.

Consideration will also be given to the development of the Wrexham Food Centre, which is aimed at strengthening and enhancing regional food and beverage sector. The focus in the short term will be develop speculative rental units with onsite support to facilitate the development of sector cluster.

These "early win" sites, together with a pipeline of other potential opportunities, will be managed by the Joint Venture so as to respond to market demand and not to oversupply of the market. It will also allow capacity to meet future investment requirements in the region.

These sites – once developed and occupied – will produce income for the Joint Venture generated from rents and disposals of land and property. This income will be used to deliver the schedule of sites and premises priorities by the Joint Venture.

A small pool of technical expertise will be identified to develop and deliver projects on behalf of the Joint Venture.

New jobs, properties and housing units will be identified on a project-by-project basis. High level targets for the Joint Venture include 100 h.a. of "shovel ready" business land provided, 15,000m2 of business space provided, 1500 housing lots with infrastructure available for development and £30 million direct private sector investment.

This is a project that will be funded through the Growth Deal.

It is estimated that the project will attract £657 million private sector investment achieved as a direct consequence of the portfolio of sites and premises being delivered by the Joint Venture.

2. *Smart Access to Energy Programme*

This Programme includes a package of Projects that will focus on positioning North Wales as one of the leading UK locations for low carbon energy generation and production, as well as innovative small scale smart local energy networks. It will focus in particular on capitalising on the opportunities from the £15 billion investment taking place as a result of the Wylfa Newydd Nuclear Power Station.

The delivery of the Projects within the Programme will ensure that North Wales has a quality and modern infrastructure to accommodate and facilitate sustainable growth in the low-carbon energy sector. Pilot projects will be exemplars for rural and peripheral areas:

Holyhead Gateway Project
[Lead Sponsor: 6 Local Authorities]

The purpose of the Project is to upgrade and improve the infrastructure of Holyhead, a strategic gateway into North Wales and the UK. The Project will provide new deep-water cruise and heavy loading facilities, thereby, maximising the economic impact of the raft of North Wales energy projects, in particular Wylfa Newydd.

The Project will be developed and delivered in partnership with the private sector. Stena Line, the owners and operators of the Port of Holyhead, have made a clear commitment to inject private sector funding into the Project.

There is an urgent need for improved port facilities for the loading and unloading of heavy items. Very strong indications have been given by potential key customers that they will use Holyhead Port if the appropriate infrastructure improvement are delivered. This includes Horizon for the purpose of Wylfa Newydd.

Funding is required in order to support the infrastructure improvements to the Port, including reclamation of a site to deliver a multi-purpose berth and flexible holding area and the development of an integrated deep-water berth, enabling visits from larger cruise ships. There will also be a breakwater restoration scheme as part of the Project and the introduction of technologies to enable Holyhead to become the UK's first "smart" Port.

This is a project that will be funded through the Growth Deal.

The Project will deliver up to 1,250 direct jobs and 1,589 indirect construction jobs, and 17 acres of new and improved port facilities.

The overall Project cost is £80m, with a direct private sector contribution of £45m.

The Project will be delivered between April 2019 and March 2023.

Trawsfynydd Power Station Project
[Lead Sponsor: 6 Local Authorities]

The purpose of this Project is to represent the first phase of infrastructure development to enable further energy-related development to take place at Trawsfynydd.

The site is within the designated area of the Welsh Government's Snowdonia Enterprise Zone – its inherent characteristics, infrastructure and grid connections lending itself well to further energy related development.

Funding is required in order to support complex feasibility studies in relation to the site, and upgrading infrastructure to and from the site. The aim is to enable the site to have the necessary licence to host a Small Modular Reactor and to base research activities in future nuclear technologies and associated systems on site.

Strong links have already been forged with key Small Modular Reactor developers, industry bodies, and governments, and consequently the benefits offered by the Trawsfynydd site are now widely recognised.

There is strong synergy between this Project with the ongoing and proposed developments at Bangor University, especially in Research & Development. The activities of the Energy Project, for example, will align closely with the Trawsfynydd Project, and enable innovation and testing to take place on advanced technology. There is strong synergy with the development of the Nuclear Sector Deal and the support for SMRs and Advanced Nuclear Technologies.

This is a project that will be funded through the Growth Deal.

The Project will lead to 250 direct jobs, over 2,500 construction jobs, and support over 600 new long-term jobs across the North Wales supply chain. It has the potential to achieve a leverage of £2bn in private sector investment.

The total cost of the Project is £20m.

The Project will be delivered between April 2019 and March 2030.

Morlais Project
[Lead Sponsor: 6 Local Authorities]

The Morlais Project is one of the most innovative marine energy Projects in the World. The Project will provide a "plug and play" seabed zone where tidal stream turbine manufactures can install their turbines to generate energy.

The Project has identified sub-tenant customers with a range of technologies, a deliverable route to commercial readiness and proximity to expandable grid connectivity.

It has the potential to provide an output of 180MW of energy.

This Project has seven named tidal turbine manufactures signed up on the sequential contracts. It will generate a new innovative method of generating energy through renewable sources. The development will be the first of its kind, and may well lead the way in the tidal stream energy sector.

Funding is required in order to support up-front infrastructure costs to develop the "plug and play" model. The Project will deliver a fully consented and connected zone for commercial roll-out, with the potential of private sector leverage of £5m with 8 turbine manufacturing companies establishing bases in the region. The Project will facilitate over 300 direct jobs.

This will be a project that will be funded through the Growth Deal.

The cost of the Project is £28m and the Project will be delivered between 2019-2022.

Smart Local Energy Network Project
[Lead Sponsor: 6 Local Authorities]

The purpose of this Project is to facilitate the development of sustainable local energy solutions for communities across the region.

The region has considerable potential for local renewable energy generation, but often these are constrained by grid capacity, especially in rural and peripheral areas. Additionally, community groups are also often constrained by complex legal and governance barriers and technical capacity. The project will address such barriers to accelerate and support community-owned electricity generation schemes.

The project will establish a Regional Energy Body to provide a hub of technical expertise, deliver pilot projects and evaluate options for future solutions to ensure communities and business benefit from local energy developments, by considering and evaluating innovative solutions.

The project will also support the decarbonisation of energy networks by delivering innovative pilot projects. These projects would involve the decarbonisation of transport and decarbonisation of domestic and business heating.

Opportunities for renewable schemes that provide balanced energy generation where hydro, wind and solar generation, supported by storage and gas storage solutions that can provide a mix of renewable energy will be considered. The project will also seek to produce hydrogen in modular facilities to support decarbonisation of transport networks; pilot projects that support access to tourism and reduce carbon usage for transport at major transport and business hubs will be delivered.

It will also seek to develop local energy networks that improve resilience, use energy generated more locally, and allow for the storage of energy when gaps in supply occur.

The project will deliver local energy generation schemes across a balanced mix of sources by funding and supporting small scale projects and working in partnership with community enterprises. The mix of technical expertise and funding provided by the project will help accelerate the development of future projects in the region.

This will be a project that will be funded through the Growth Deal.

The overall Project cost is £18m.

The Project will be delivered between April 2019 and March 2025.

3. *Adventure Tourism Programme*

This Programme will support the delivery of strategic projects that will boost the reputation of the region as the UK capital of adventure tourism, maximising and delivering the economic value from our natural environment. The programme will focus in particular on capitalising on the opportunities from international growth in the adventure tourism visitor market.

The successful delivery of the Projects within the Programme will further enhance the position of the region as the No 1 adventure tourism destination. There is a clear focus on extending the season and increasing the value base in terms of jobs, earning and value-added. All investments proposed within the Programme are distinctly private sector driven from existing Adventure Tourism facilities in north Wales. This will take the current offer to the next level and generate new and additional economic activity in the region

North Wales Adventure Tourism Capital Investment
[Lead Sponsor: TBC]

The purpose is to bring forward a series of partnership projects with the private sector to increase the global reputation of North Wales as an adventure tourism destination. The Project will focus on increasing the competitiveness of existing attractions, enabling them to offer new experiences to visitors and retain them in the region for a longer period.

The project will focus in particular on addressing the barriers faced by the private sector in further developing their attractions. One key aim will be to bring forward transformational proposals that will

extend the season and therefore have a positive impact on the value base of the current offering in terms of jobs, earnings and value added.

A portfolio of key investment will be delivered through this project that will have a transformational impact on the adventure tourism base across North Wales. All the proposals funded will be distinctly private sector drivers from existing adventure tourism facilities in North Wales.

Proposals will be subject to prioritisation framework based on existing UK and Welsh Government appraisal system with a set of key criteria aligned with delivering proposals that attract international visitors, deliver year-round tourism, extend dwell-time, deliver complimentary offers (i.e. health and well-being) and achieve additionality. We will also seek to ensure that any supported proposal through this Project will deliver jobs efficiently, introduce innovation into the sector, and are potentially "game changers" for North Wales.

These investments are estimated to deliver over 175 Full Time direct jobs and upwards of 450 indirect jobs.

This is a project that will be funded through the Growth Deal.

The estimated total cost of the project is £40m but will also attract £20m of direct private sector investment.

The project will be delivered between April 2019 and March 2023.

4. *Smart Technology & Innovation Hubs Programme*

This Programme includes Projects that will deliver world-class resources in sector leading facilities, building on expertise in the region to maximise local economic impact from research and technology. It will focus in particular on opportunities in low carbon energy and advanced manufacturing.

The delivery of the Projects within the Programme will ensure that the region has world leading expertise and a network of world leading centres to boost innovation and new technology in key economic sectors, and therefore enabling new investment, growth and quality jobs in North Wales. Key to this Programme will be the direct benefits to the local SME sector in the region. Access to R&D facilities and assets will be promoted within the region to ensure that their value is maximised with relevant local businesses:

Nuclear Energy Centre of Excellence
[Lead Sponsor: Bangor University]

The purpose of this Project is to establish world-class facilities and expertise on Sustainable Energy with a strong nuclear focus. The economic opportunities for a Nuclear Energy Centre of Excellence arise from the proposal to build a £15bn new nuclear power station on Anglesey and the plans by Rolls Royce, GE Hitachi and others to develop SMR technologies relevant to Trawsfynydd.

The plans in place and proposals being developed, namely the BWR Hub & Network, the academic capacity in nuclear engineering within the recently established Nuclear Futures Institute in Bangor University funded through Sêr Cymru, the attraction of world leading academics and the proposals for a Thermal Hydraulic Experimental Facility indicates a clear commitment by Bangor University, Imperial College London, Menai Science Park and their industry partners to bring transformational change to the economy of the region. These have the potential to bring about the biggest economic boost to the region in a generation.

The Centre located jointly at Bangor University and the Menai Science Park, will foster the formation of businesses and academic enterprises by providing a range of technical and business support to newly-formed companies in a nuclear-related cluster.

Funding is required in order to develop the Sustainable Energy Centre and the Nuclear Energy Cedntre of Excellence. The private sector will be a key partner in the development of the Centre. Companies such as GE Hitachi, Rolls Royce, The Wood Group and Horizon have shown a clear interest in supporting the Centre.

The Centre will increase innovation in the energy sector, and levels of commercialisation of research in high value sector. It will help to support positioning North Wales as a centre of international expertise in nuclear technology and create high value jobs. It will be a significant R&D facility promoting knowledge transfer with access to world class facilities and highly skilled graduates.

This is a project that will be funded through the Growth Deal.

It has the potential to create 90 direct jobs, and up to 900 indirect construction jobs.

The cost of the Project is £108.7m.

Enterprise Engineering & Optics Centre Project (EEOC)
[Lead Sponsor: Wrexham Glyndwr University]

The project is to build on Wrexham Glyndwr's existing expertise in advanced manufacturing and optics to provide businesses in the region with facilities, research and innovation and skills in critical areas.

The Enterprise Engineering & Optics Centre will provide facilities targeted to boost high-level skills development for the region and enable SME's and large businesses to work in partnership with WGU on commercially driven research and development.

The provision of new state-of-the-art equipment that has wide industrial, R&D and educational application will support business in the region to deliver on the priority & growth sectors: advanced manufacturing, energy & environment, construction. Funding is therefore required to support the development of the Centre.

Key initiatives within the planned Enterprise Engineering & Optics Centre include: Precision Optics and Photonics (primarily based at St. Asaph); Microwave Technology & Composite Materials and Hydrogen Cell Technology (based in Wrexham).

Some 500 businesses will expect to be accessing services and facilities from the Centre with 30 being co-located on campus.

This is a project that will be funded through the Growth Deal.

The total cost of the Project is £30.7m and it will create 145 direct jobs.

The Project will be delivered between April 2019 and March 2024.

3D Factory UK
[Lead Sponsor: Wrexham Glyndwr University]

The project is to build on Wrexham Glyndwr's existing expertise in advanced manufacturing to provide businesses in the region and beyond with production-level capacity in additive manufacturing.

The 3D Factory UK is the UK's first comprehensive commercial production centre for additive manufacturing, based in Wrexham.

The facility will provide commercial production level 3D printing across key materials and multiple technologies. These will include titanium, plastics, steel, nylons, ceramics and printed circuit boards. This technology will support a wide spread of manufacturing and construction industries, from automotive, aerospace and energy to health and medical.

The 3D Factory UK's physical facilities will be underpinned by senior design engineers who will be able to advise commercial partners on technology applications and design solutions and work closely with partner staff on process management.

The rise of the digitally-driven economy and "Industry 4.0" are transforming manufacturing industry and revolutionising the development and prototyping of new products. This facility will be a significant regional asset, placing North Wales at the forefront of manufacturing and supporting our place as a centre for leading-edge engineering.

This project is under development.

Funding is required in order to support the development of the facility. The Project cost is £14.9m and it will create 92 direct jobs.

Over 300 businesses will access the facility, capitalising on the first multiple technology platform 3D Manufacturing Facility in the UK.

The Project will be delivered between April 2019 and March 2023.

Glynllifon Rural Economy Hub Project
[Lead Sponsor: Grŵp Llandrillo Menai]

The purpose of the Project is to develop the role and contribution of the Grŵp Llandrillo Menai Glynllifon campus to support rural economic development, specifically to stimulate economic growth and create jobs. The Rural Economy Hub (REH) will be a regional centre of excellence supporting rural enterprises with the space, knowledge and tools to enable them to reach their productive potential. Customers and users will include pre-start-ups, start-ups and growing SMEs who will take advantage of the support infrastructure, research and innovation excellence to become competitive in the global market place.

The Hub will provide an innovation bridge between research in agriculture methods and the local farming community and the land-based sector in general. The Hub will work closely with GLLMs current Food Technology Centre at Llangefni who have a very positive regional reach and impact. The Hub will enhance this reach and impact across the region.

The REH will be a joint venture between national and regional partners with the aim of supporting the regional rural economy through nurturing entrepreneurship, innovation and enterprise development. The hub will focus on providing support through facilities including: the **Knowledge Centre** – which is centred on creating a pool of "know-how" and practical experience to support innovation and enterprise growth in the region; and the **Food Enterprise Park** – including incubator space for start-ups and flexible food grade units designed to attract growing SMEs.

The project will address the challenge of Brexit, provide higher value employment opportunities for young, skilled people and provide a solid local and regional infrastructure to support the growth and development of the rural economy.

Funding is required in order to support the infrastructure costs associated with the development of the Hub.

The Federation of Small Businesses have given their support to the project:

"We are supportive of this project and could lead to enhanced partnerships between FE and smaller businesses as well as provide opportunities for joint approaches to rural enterprises within the region."

The Llysfasi Carbon Neutral Farm and the Glynllifon Rural Economy Hub projects both compliment each other, by together providing a whole supply chain solution in the agri-food sector, focusing predominantly on pre-farm gate and post farm gate support respectively.

This is a project that will be funded through the Growth Deal.

The Project will achieve £3m of partner investment and create at least 80 new jobs. Some 2,300sq.m. of dedicated space for specialist food grade accommodation will be developed and near 1,000sq.m for the Knowledge Centre. Around 200 businesses will expect to be accessing services and facilities from the hub.

The total cost of the Project is £13m.

The Project will be delivered between April 2019 and December 2022.

The Llysfasi Carbon Neutral Farm - Renewable Energy and Technology Centre [Lead Sponsor: Coleg Cambria]

The vision is to create a centre of excellence in productive farming and renewable energy technologies that will act as an innovation demonstrator platform and test bed for new and existing technologies. This will facilitate growth in the commercial Agricultural sector in North Wales and wider regions through the efficient use of digital precision primary food production. It will establish a strategic resource in North Wales for innovation in agricultural productivity and sustainability.

The digitalisation of the sectors and the business infrastructure delivering rural sustainability are all closely related with the skills base, and the future development of innovation. It is estimated that 500 businesses/ communities will benefit from knowledge transfer, and 20 commercial projects will be delivered in renewable and digital precision farming. It will lead to the development of Coleg Cambria's farm and campus at Llysfasi as an innovative, technology-led centre to support productivity in the agricultural sector in North Wales.

This project fits into the vision by Welsh Government that Wales becomes a global leader in clean energy and low carbon electricity generation, and the aspirations of 'best in class' of Wales industry in future years.

The project will be achieved by working in partnership and forming close collaborations a range of organisations including: Welsh Government; Grwp Llandrillo-Menai; Natural Resource Wales (NRW); Local Government; A range of appropriate Universities - UK and international; Tillhill / BSW Forestry management, wood processing and transport logistics; LEAF-FACE (Linking Environment and Farming- Food and Countryside Education with links to schools and careers education); National Renewable Energy businesses - The Greener Group, FreEnergy, Aeolus Energy group. Dulas; UK renewables; Wales farming unions (National Farmers Union - Cymru, Farmers Union Wales); Young Farmers Wales (YFC Wales); Levy boards (AHDB, HCC); General public and local/regional communities; plus a further range of blue chip businesses Regional, National and International.

The project will aim to improve the uptake of renewable energy projects with a target of 40 projects over five years. It will provide a test bed for commercial testing of near market technology over the next five years, whilst delivering economic rural diversification enhancement.

Capital funding is required towards building development and equipment and machinery purchase. Private/commercial sector and Coleg Cambria investment of £5m each is being leveraged, to match fund the ask from the Growth Deal bid.

The Llysfasi Carbon Neutral Farm and the Glynllifon Rural Economy Hub projects both compliment each other, by together providing a whole supply chain solution in the agri-food sector, focusing predominantly on pre-farm gate and post farm gate support respectively.

This is a project that will be funded through the Growth Deal.

The total capital cost of the project is £20m

The capital element of the project will be delivered within 2 years of the funding being secured.

Centre of Environmental Technology and Industrial Accreditation Project
[Lead Sponsor: Bangor University]

The purpose of the Project is to provide businesses with industrial-scale facilities to enable them to design and test new products and materials, and help achieve the necessary industrial and environmental standards and accreditation.

The Centre for Environmental Biotechnology (CEB) will apply Bangor University's international excellence in environmental science and biochemistry to contribute to the development, long-term sustainability and competitiveness of a new high-tech industrial sector in North Wales, providing innovative solutions to improve the efficiency and reduce the environmental footprint of traditional processes. It will deliver a North Wales biotechnology cluster and position North Wales as a centre of excellence of innovation in environmentally sustainable high-tech manufacturing businesses.

The CEB project is focused on transforming biological processes into industrial/ commercial applications (bioengineering and biocatalysis) through the discovery and categorisation of novel enzymes derived from extreme environments. One of many potential applications is pulp extraction for paper-making which currently takes place at 80°C, and employs corrosive, toxic and greenhouse-gas producing chemicals such as Sodium Hydroxide, Sodium Sulphide and Chlorine. This is truly transformational research with huge commercial potential; support has been indicated by pharmaceutical giant Beyer, as well as Danish firm Novozymes, a company boasting 48% share of the worldwide enzyme production market. Project partners also include Unilever (Wirral), Croda (Cheshire) as well as many other leading industrial companies.

The Accreditation Arm of the Centre will provide Welsh and wider UK businesses with industrial-scale facilities to enable them to design and test new products and materials for a wide range of high value sectors, including: nuclear, solar photovoltaics, photonics, aerospace, automotive and space technology.

The Centre will provide access to highly specialised equipment supported by world-class academic expertise, focussing not just on engineering product design but on commercially vital lifetime and reliability testing. This capacity will be a critical addition to the engineering and manufacturing R&D infrastructure in the region. Private sector project partners include TWI - one of the world's foremost independent research and technology organisations, with expertise in materials joining and engineering processes - Qioptiq Ltd (North Wales) and IQE Ltd (South Wales) - the leading global supplier of advanced wafer products and wafer services to the semiconductor industry and a Welsh company at the forefront of the compound semiconductor industry for more than twenty-five years. The Accreditation Centre also links strongly to the nuclear agenda, both nationally and locally. Support can be provided through the

Centre, to the proposed Nuclear Centre of Excellence. Supporters / potential customers from across North Wales include Raytheon UK, QinetiQ Group plc, Denis Ferranti Group, PPM Technology, Siemens, Menai Organics, Dyesol Ltd, and UK Micromachining Ltd.

Funding is required in order to support the development of the Centre, enabling investment in world-class facilities and equipment.

This is a project that will be funded through the Growth Deal.

The Project will achieve £20.1m of partner investment and create at least 128 new jobs.

The total cost of the Project is £29.15m.

The Project will be delivered between April 2019 and March 2023.

5. *Regional Growth Business Fund & Hubs Programme*

This Programme will deliver Projects that will provide financial, technical and coherent advice to businesses in the region, focusing in particular on accelerating the rate of decarbonisation and promoting innovation with the business base.

The delivery of projects within the programme will provide North Wales businesses with the necessary high quality, coherent and market focused advice and support in order to succeed in their competitive marketplace. This should make a major contribution towards supporting North Wales' future economic growth across all sectors and business types. The key aim will be to simplify the service to the region's businesses and community.

The North Wales Regional Business Growth Fund Project (RBGF)
[Lead Sponsor: 6 Local Authorities]

The North Wales Regional Business Growth Fund (RBGF) is a targeted, dedicated regional suite of business support aids that will lever in significant private sector investment and accelerate the rate of decarbonisation within the North Wales business base. The RBGF will complement existing services and strategic projects across North Wales, adding substantial value to the area's current offer and ensuring that business support and advice is much more co-ordinated and coherent across the region. The Project has been designed and developed by the private sector in the region.

The focus for the Regional Business Growth Fund is to *accelerate Innovation, increase Productivity and Harness Local Talent through the following:*

Accelerating Innovation

- Cultivate and Commercialise World Leading Research & Development

- Adoption and Commercialisation of Digital - Industry 4.0 technologies across all Sectors

- Increasing Knowledge Transfer and collaboration

Increasing Productivity

- Increasing Exports

- Boost Supply Chain / Accreditation development

- Targeted Marketing of the North Wales region

- Supporting Clean Business Growth – Accelerate the decarbonisation of the business base

Harnessing Local Talent

- Boosting Graduate Recruitment and Retention

Funding is required in order to support the development of the Business Growth Fund.

The Project will achieve circa £100m of private sector investment as leverage, create at least 1250 new jobs, increase export sales by over £80m, deliver 140 significant R&D projects and save 450,000+ tonnes of carbon within the NWMD region. 1000s of businesses will benefit ranging from micro-businesses (which are usually excluded or ineligible) to the very largest in the North Wales economy.

One key component of the Project is the establishment of a "Business Growth Hub" to deliver a more co-ordinated and integrated support network for businesses. It will enable the co-location of existing officers working in various organisations to achieve a more co-ordinated, joined-up service in the region.

There will be a focus in particular on supply micro-businesses and the self employed sector in the region.

This project is under development.

The total cost of the Project is £52.5m.

The Project will be delivered April 2019 and March 2024.

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RESILIENT NORTH WALES

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6. *Pathways to Skills & Employment Programme*

This Programme includes Projects that will tackle economic inactivity and deliver a more co-ordinated skills and employment advice and support service in the region.

The delivery of the Projects within the Programme will enable people to access support more easily and effectively to help them upskill and gain employment, ensuring a robust local workforce is available to meet future employment needs and opportunities in North Wales. A particular focus will be given to those who are inactive and to young people who will be inspired to access opportunities and exciting careers in the region:

Information & Advice Gateway
[Lead Sponsor: 6 Local Authorities]

The aim of the project is to facilitate the upskilling of the North Wales Population for future employment needs, by improving the regional skills and employment knowledge, advice and support available across the region for individuals, employers and service providers.

This is a bespoke enabling project that will support delivery of a number of other key growth deal projects by ensuring appropriate skilled labour is available at the right time and in the right place that is also aligned to and supportive of national policy.

Work will be focused on increasing the level of impartial employer engagement in the region, to increase and share knowledge about future employment and training needs and stimulate apprenticeships. Providing a brokerage service for skills development and recruitment for large regional projects, to aid successful implementation and capitalise on skills development opportunities. Working in partnership with Careers Wales and Welsh Government, to support the development of Welsh Government 'Employment Advice Gateway' in the region, including an Adult Bursary Scheme, to influence and increase

the availability of good quality impartial advice and support, to inspire people to train in skills related to future job opportunities in North Wales.

The project will aim to stimulate an 8% shift in skilled labour available in the regional market by 2034, with a 50% increase in the number of higher level apprenticeships in key and growth sectors undertaken and 4000 job opportunities taken up by the local workforce, facilitated via the brokerage service by 2024.

Funding is required to provide capacity to work in partnership with Careers Wales and Welsh Government locally to facilitate the early implementation of the WG Employment Advice Gateway, stimulate employer engagement and resource the brokerage service and adult bursary scheme. Private sector investment of circa £1.5m will be leveraged for the brokerage service.

This is a project that will be funded through the Growth Deal.

The total cost of the project is £10.25m.

The project will be delivered between 2018 and 2024.

Employability Pathway
[Lead Sponsor: 6 Local Authorities]

It is important to recognise that for those who need help and support in to employment, many are not thinking about work, are not job ready and/or have too many barriers in their way. To support these people on their journey to employment, there is a need to respond locally with bespoke support, but added value in the response can be achieved through a regionally co-ordinated approach.

The aim is to develop a Regional Employability Pathway Framework, which partners in the region would sign up to and use to influence their funding, commissioning and service delivery decisions.   The Framework is underpinned by the delivery of a variety of programmes and services both locally and regionally and will be complimented by the National commissioning of the Working Wales employability programme contracts, currently out for tender.

Work will focus on better understanding and co-ordination of the delivery of these programmes and services within the commonality of the Framework, to make best use of available funding, especially in the changing landscape of funding, with the ending of ESF funding.

The project will aim to achieve a 15% reduction in the number of people claiming work related benefits and a 20% reduction in the number of households claiming work related benefits by 2024.

This project is under development.

Funding is required initially to stimulate the framework development and co-ordination activity.

The initial cost of the project is £0.3m.

The project will be delivered between 2019 and 2024.

7. *Skills Centres of Excellence Programme*

This Programme includes a package of Projects that will improve the skills infrastructure in the region to increase the supply of skills in key growth sectors.

The delivery of the Projects within the Programme will facilitate the development of a network of key skills centres across the region that will deliver high quality training in key sectors of the economy:

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North Wales Tourism & Hospitality Centre of Excellence
[Lead Sponsor: Grŵp Llandrillo Menai]

The Tourism and Hospitality Centre of Excellence aims to provide targeted skills development, product research and business support across North Wales. It seeks to increase the resilience of tourism businesses, support the development of sustainable high value tourism jobs, position tourism as an aspiration career choice and support the growth and value of the tourism industry in North Wales.

It will operate in partnership with the private sector as a hub and spoke model. The primary skills excellence hub will be a purpose-built new facility at Coleg Llandrillo in Rhos-on-Sea with much of the training and development being delivered by partner tourism businesses across the region, supported by the very latest training delivery technology in bespoke training facilities.

The hub and spokes will provide training, exhibitions, taster sessions and real work experience to several cohorts including: school pupils, full-time post 16 learners, apprentices and those who are not in employment, education or training. Facilities will be developed that support the development of the skills in demand across the sector with each spoke potentially developing a different area of training. An integral part of this will be that each spoke will commit to operating a high quality apprentice scheme that could be in partnership with other smaller or newer business.

Strong engagement and support is being demonstrated by the private sector with partners involved so far including Zipworld, Surf Snowdonia, Always Aim High, Continuum/Greenwood Forest Park, Dylan's, North Wales Tourism, British Hospitality Association, Llandudno Hospitality Association, Wrexham County Council, Conwy County Borough Council, DWP/JCP. Letters to formally register their interest in the project have been received from a number of these partners.

The project aims to achieve 45 new junior apprenticeships and 50 new apprenticeship opportunities, with 480 hospitality and tourism level 1 to 3 qualifications available at the Hub and Spokes across North Wales.

This is a project that will be funded through the Growth Deal.

Funding is required to establish the hub and spoke model, with a potential leverage of £1.25m private sector investment and £5m investment from Grŵp Llandrillo Menai.

The total anticipated cost of the project is £16.25m

A timeframe for the delivery of the project currently being developed.

North Wales Rail Engineering Centre of Excellence
[Lead Sponsor: Grŵp Llandrillo Menai]

The purpose is to develop workforce skills in rail engineering that support rail infrastructure improvements in Wales and North West / Mid England.

Aligned with the aspirations set out in Growth Track 360, the West and Wales Rail Prospectus and discussions between Network Rail, Grŵp Llandrillo Menai and Denbighshire County Council, this project will provide a highly skilled regional workforce, able to support the significant rail infrastructure improvements required across North Wales. To achieve this, a new North Wales Rail Engineering Centre of Excellence will be developed in the town of Rhyl.

The centre will house a wide range of skills development opportunities across the broad spectrum of rail engineering. Training will be offered to those seeking employment and to those wishing to upskill. Initially the centre will focus on signal engineering to meet the demands of the ongoing upgrade to the North Wales line.

The project will aim to deliver 1000 training days for upskilling, 24 new junior apprenticeships, 36 rail engineering trainees and 24 rail engineering apprenticeships in the each year. With the development of a new higher education programme in rail engineering in year two.

Capital funding is required to fund the development of the infrastructure of the facility and will leverage £0.5m from Network Rail, along with £3.5m from Grŵp Llandrillo Menai.

This is a project under development.

The total capital cost of the project is £7.5m

The construction of the centre can potentially commence in the summer 2019 with completion the following year.

Regional STEM – Achieving Excellence in Skills Development
[Lead Sponsor: TBC – currently with Regional Skills Partnership]

This project is in its early development phase and is currently being scoped by the Regional Skills Partnership, ensuring it interlinks with other STEM related projects taking place in the region.

North Wales Health & Social Care with Higher Education –Achieving Excellence in Skills Development
[Lead Sponsor: TBC – currently with Regional Skills Partnership]

This project is currently at concept stage and the Regional Skills Partnership has commissioned a piece of work to understand the skills requirements in the region for Health and Social Care, to inform the scoping of a solution.

North Wales Digital Automation –Achieving Excellence in Skills Development
[Lead Sponsor: TBC – currently with Regional Skills Partnership]

This project is co-dependent on the Digital Skills for North Wales project. It is currently at concept stage and the Regional Skills Partnership has commissioned a piece of work to understand the skills requirements in the region for digital automation, to inform the scoping of a solution.

CONNECTED NORTH WALES

8. Digital Connectivity Programme

This Programme will bring forward Projects that will improve digital connectivity for business and households across the region, as well as digital skills and innovation in digital signalling.

The delivery of Projects within the Programme will provide connectivity to facilitate innovation and smarter working, improvement of business competitiveness, with businesses and residents having the capacity and know-how to exploit high quality digital opportunities. This is seen as an urgent and high priority of the Programme to be delivered in the region:

North Wales Digital Connectivity Project
[Lead Sponsor: 6 Local Authorities]

This Project will develop improvements in fixed broadband and mobile infrastructure necessary to support new and existing competitive business activity in North Wales. It will also enhance the region as a place to invest, work and live. It will focus in particular on full fibre passive infrastructure, an affordable gigabit service, and rural broadband deployment.

The private sector across the region view this project as a top priority. They have been engaged and involved in its design and development.

The Project will also be the vehicle to leverage private sector funding from the private sector, particularly from network operators. Serious consideration will be given by network operators to invest direct private sector money in the Project through a joint venture.

The need for the Project is highlighted by the fact that four of the six counties in North Wales are ranked in the bottom 25% of UK Local Authority areas for Superfast (>30 Mbps) broadband coverage (March 2018).

The Project will be delivered between 2019-2021.

The Project will have clear outcomes and impact, including 80% of strategic employment sites will be "passed" by direct infrastructure and 100% of the duct provided will be accessed by at least one network provider.

There will be a focus on particular on supply micro-businesses and the self employed sector in the region.

This is a project that will be funded through the Growth Deal.

The cost of the Project is £66.75m.

Digital Signal Processing Centre Project
[Lead Sponsor: Bangor University]

This Project will transfer market-driven Research & Development activities into commercial exploitable products, processes and services for digital communication. It will ensure that the region is at the forefront of the new digital economy, and will undertake market-drivers Research & Development for digital signal processing for both wired and wireless networks.

The Project will be based at Bangor University – the University has a worldwide reputation in the application of this technology with the Telecoms sector. Close collaboration with major international companies will take place through this project.

Funding is required in order to develop the Processing Centre and ensure it has the appropriate equipment and facilities.

This Project will position the region as a Centre for International Expertise in digital signalling, and increase in particular levels of commercialisation of research in high value sectors. It will also raise the number of graduates and post-graduates in high demand disciplines within the region.

It will create 160 direct jobs, and generate 30 additional highly skilled graduates in the local workforce annually.

The Project aligns closely with the Digital Infrastructure Connectivity Project, together with the core business of M-Sparc Science Park on Anglesey.

This is a project that will be funded through the Growth Deal.

The Project will be delivered between 2019-2021.

The total Project cost is £7.4m.

Digital Skills for North Wales Project
[Lead Sponsor: 6 Local Authorities]

This Project aims to develop a clear delivery plan to improve the digital skills of the current and future workforce of North Wales.

It will be a partnership approach between Bangor University, Glyndwr University, Grŵp Llandrillo Menai, Coleg Cambria and the 6 Local Authorities. The delivery plan will be co-ordinated by the Regional Skills & Employment Partnership.

This is a key project within the Programme and will ensure that the workforce is equipped with the necessary skills to keep up with the speed of digital and technological change. We need to increase the supply of digital skills across the economy. Highly skilled and highly paid digital jobs grew at twice the rate of non-digital jobs between 2011-2015 (UK Industrial Strategy). We need to ensure that the computing curriculum for pupils aged 5-16, including coding and the basics of programming, is ambitions and rigorous. We need to deliver a comprehensive programme to improve the teaching of computing and drive up participation in computer science.

The new digital age will change jobs and businesses, and we want to ensure that the local workforce in North Wales are able to capitalise on these opportunities.

This is a Project that is currently under development.

9. *Strategic Transport Programme*

This Programme will include Projects to improve local transport infrastructure to support accessibility and connectivity.

The delivery of the programme will improve regional connectivity, access to employment and for business and economic growth. Congestion nodes will be tackled, transport will be better integrated and alternatives to road based access developed. The region will be prepared for decarbonisation of our transport networks

Strategic Transport Project
[Lead Sponsor: 6 Local Authorities]

The purpose of the project is to improve transport connectivity across North Wales. The transport network is heavily dependent of private cars and good vehicles to service business and tourism. Journey times are long, there is increasing congestion on the road network, public transport provision is fragmented and there is little integration between transport modes.

The project will deliver a number of Integrated Transport Zones across North Wales. These are areas where there is conflict between local journeys and longer distance travel on the strategic road network. This causes specific congestion points, impacting on access to employment and services, reducing the ability to travel to work and adds costs to business supply chains.

Integrated Travel Zones have been identified for the following locations:

- Deeside Corridor

- A483 and Wrexham Town Centre

- Prestatyn, Abergele, St Asaph and Llandudno, Conwy, Colwyn Bay

- Caernarfon Menai Corridor

- North Anglesey

In addition there are some region wide projects aimed at preparing the ground for decarbonisation of transport, improving integration between modes and providing public transport solutions in rural and peripheral areas currently dependent on private cars for transport.

Funding is required in order to deliver intertied transport projects in the areas identified above. The project will be delivered between March 2019 and March 2024.

The project supports all other projects in the Proposition bid and outcomes and outputs are likely to be related to transport objectives rather than specific job and private investment. Transport is fundamentally an enabler of economic growth and without the interventions being developed, growth will be stifled. Outcomes to be achieved from the project are:

- Enable businesses to access markets, goods, services and labour

- The local population to access employment, education and services

- Visitors to access destinations, accommodation and attractions in the region

- A fully integrated transport system that enables non private car journeys to be undertaken easily and cost effectively

- A sustainable transport infrastructure that does not damage the environment

The private sector are supportive of this project with Wrexham Business Professionals stating:

"We are glad that the need to strengthen the transport infrastructure in and around Wrexham has been recognised."

This is a project that will be funded through the Growth Deal.

The cost of the Project is £80million. It is estimated that the Project will create over 1,950 indirect or construction jobs across the region.

The Project will be delivered between April 2019 and March 2024.

The following table highlights how the Vision, Aims, Programme and Projects are all inter-connected.

1 Vision	3 Aims	9 Programmes	24 Projects
"defined as an idealistic view of the desired outcome to be produced for the region. It is about creating a mental picture that will serve to energise and inspire"	*"defined as broad statement of desired outcomes for the region – linked to the vision"`*	*"defined as a group of related projects managed in a co-ordinated way to obtain benefits and to deliver the overall vision and aims"*	*"with a defined start and end point and specific objectives that, when attained, signify completion"*
	SMART NORTH WALES **(with a focus on innovation in key sectors to advance economic performance)** - Lead innovation in low carbon and nuclear energy, advanced "smart" manufacturing and the digital and creative sectors, building on existing initiatives and strengths to increase investment and employment in these sectors; - Build a critical mass of world class expertise in these lead sectors and exploit supply chain opportunities for indigenous business in the region to grow; - Through close collaboration between businesses and leading research centres and Universities facilitate knowledge exchange, innovation and technology commercialisation to promote sector leading excellence and the growth and development of SMEs; - Grow digital businesses, both indigenous and investing, and create a highly competitive and diverse digital cluster that will cement the regions' position as a hub of technology and digital excellence; - Build on the strong network of anchor companies with international profile and develop a portfolio of well-serviced, market-ready and accessible development sites across the region.	1. **Land and Property Development** • to address the shortage of suitable sites and properties for business growth and to bring forward sites for housing development	- Regional Land and Property Joint Venture Project
		2. **Smart Access to Energy** • to deliver the infrastructure improvements required to position North Wales as one of the leading UK locations for energy generation and production	- Holyhead Gateway Project - Trawsfynydd Power Station Project - Morlais Project - Smart Local Energy Network Project
		3. **Smart Technology & Innovation Hubs** • to deliver world class resources in sector leading facilities, building on expertise in the region, accelerating economic impact from research and technology	- Nuclear Energy Centre of Excellence - Enterprise Engineering & Optics Centre (EEOC) - 3D Factory UK* - Glynllifon Rural Economy Hub Project - Centre of Environmental Technology and Industrial Accreditation Project - The Llysfasi Carbon Neutral Farm – Renewable Energy and Technology Centre
		4. **Regional Growth Business Fund & Hubs** • to provide financial, technical and coherent advice and support for businesses across the region	- The North Wales Regional Business Growth Fund (RBGF)*
		5. **Adventure Tourism** • to raise the quality of the adventure tourism offer in North Wales to international standards and increase the value base of the industry in the region.	- North Wales Adventure Tourism Capital Investment
The vision is to develop *"a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and our connection to the economies of the Northern Powerhouse and Ireland"*	**RESILIENT NORTH WALES** **(retaining young people, raising employment levels and improving skills)** - Retain young people and reduce outward migration through offering a positive future; - Increase employment levels, reduce inactivity and reduce the number of workless households; - Achieve "inclusive growth" and equality of access – connecting the labour market and localities to jobs and opportunities for business growth – through improved transport access and skills; - Be pioneering in skills and employment planning, with schools and training providers collaborating in support of regional economic priorities, and equipping young people with the skills needed by employers ready for employment - Succeed in ensuring that growth is scalable, and is dispersed across the region, respecting and valuing the cultural and linguistic characteristics of North Wales.	6. **Pathways to Skills & Employment** • to tackle economic inactivity and to deliver a co-ordinated skills and employment advice and support service, particularly to skill people up for future employment	- Information & Advice Gateway - Employability Pathway*
		7. **Skills Centres of Excellence** • to create the conditions to increase the supply of skills in key growth sectors, focusing on improving the skills infrastructure in the region	- North Wales Tourism & Hospitality Centre of Excellence - North Wales Rail Engineering Centre of Excellence* - Regional STEM – Achieving Excellence* - North Wales Health & Social Care with Higher Education – Achieving Excellence* - North Wales Digital Automation -Achieving Excellence*
	CONNECTED NORTH WALES **(improving transport and digital infrastructure to upgrade connectivity to and within the region)** - Improve transport infrastructure, specifically road and rail, to facilitate economic growth and the movement of people, goods and services; - Develop integrated transport hubs to (1) connect localities to employment centres and the regional and national transport infrastructure – both road, air and rail, and (2) achieve a modal shift from private to public transport; - Identify and deliver low carbon transport solutions; - Reduce traffic congestion on strategic road routes to improve connectivity and access; - Upgrade digital networks and infrastructure access the region to support the functionality, competitiveness and growth of the indigenous business sector with an emphasis on SMEs.	8. **Digital Connectivity** • to deliver quality access to effective and affordable digital connectivity for businesses and households across the region	- North Wales Digital Connectivity Project - Digital Signal Processing Centre Project - Digital Skills for North Wales Project*
		9. **Strategic Transport** • to improve local transport infrastructure to support accessibility and connectivity	- Regional Strategic Transport Project

* under development

PROGRAMME	Indirect / Construction Jobs	Direct Job Creation	Direct Private Sector Investment	Private Sector Leverage*	Improved Skills Base
1. Digital Connectivity					
1.1. North Wales Digital Connectivity Project	2,100	n/a	-	£250m	Medium Impact
1.2. Digital Signal Processing Centre Project	120	160	£1.44m	£15m	High Impact
1.3. Digital Skills for North Wales Project*	n/a	n/a	n/a	n/a	n/a
2. Land and Property Development					
2.1. Regional Land and Property Joint Venture Project	2750	2875	£34m	£637.4m	Medium Impact
3. Adventure Tourism					
3.1 North Wales Adventure Tourism Capital Investment	450	175	£20m	£40m	-
4. Smart Access to Energy					
4.1. Holyhead Gateway Project	1,589	1,250	£45m	£80m	Medium - High Impact
4.2. Trawsfynydd Power Station Project	2,500	250	-	£2bn	High Impact
4.3. Morlais Project	300	230	£0.4m	£5m	Medium Impact
4.4. Smart Local Energy Network Project	190	25	-	£3m	Medium Impact
5. Smart Technology & Innovation Hubs					
5.1. Nuclear Centre of Excellence Project	-	90	-	£21m	High Impact
5.2. Enterprise Engineering & Optics Centre Project	370	145	-	£31.4m	High Impact
5.3. 3D Factory UK*	n/a	n/a	-	n/a	n/a
5.4. Glynllifon Rural Economy Hub Project	91	80	-	-	High Impact
5.5. Centre of Environmental Technology and Industrial Accreditation Project	350	128	£1m	£11.2m	High Impact
5.6. The Llysfasi Carbon Neutral Farm – Renewable Energy and Technology Centre	-	-	£5m	£5m	High Impact
6. Regional Growth Business Fund & Hubs					
6.1. The North Wales Regional Business Growth Fund (RBGF)*	n/a	n/a	n/a	n/a	Medium Impact
7. Pathways to Skills & Employment					
7.1. Information & Advice Gateway	-	-	£1.5m	-	High Impact
7.2. Employability Pathway*	n/a	n/a	n/a	n/a	n/a
8. Skills Centres of Excellence					
8.1. North Wales Tourism & Hospitality Centre of Excellence	150	-	£1.25m	£36.2m	High Impact
8.2. North Wales Rail Engineering Centre of Excellence*	n/a	n/a	n-a	n/a	n/a
8.3. Regional STEM - Achieving Excellence*	n/a	n/a	n/a	n/a	-
8.4. North Wales Health & Social Care with Higher Education - Achieving Excellence*	n/a	n/a	n/a-	n/a	-
8.5. North Wales Digital Automation - Achieving Excellence*	n/a	n/a-	n/a-	n/a	-
9. Strategic Transport					
9.1. Regional Strategic Transport Project	1,950	-	-	-	Medium Impact
TOTAL:	**12,910**	**5,408**	**£118.59M**	**£3.12BN**	

*under development

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SECTION 8 – FINANCE AND FUNDING

PROGRAMME	COSTS AND FUNDING					
	Total Investment / Costs	Direct Private Sector Contribution	Private Sector Leverage**	Other Contributions from Various Partners	Regional Growth Deal Contribution	
					Capital	Revenue
1. Digital Connectivity						
1.1. North Wales Digital Connectivity Project	£66.75m	-	£250m	£28.25m	£38.5m	-
1.2. Digital Signal Processing Centre Project	£7.4m	£1.44m	£15m	£3.025m	£3m	-
1.3. Digital Skills for North Wales Project*	n/a	n/a	n/a	n/a	n/a	n/a
2. Land and Property Development						
2.1. Regional Land and Property Joint Venture Project	£124m	£34m	£637.4m	-	£90m	-
3. Adventure Tourism						
3.1. North Wales Adventure Tourism Capital Investment	£40m	£20m	£20m	-	£20m	-
4. Smart Access to Energy						
4.1. Holyhead Gateway Project	£80m	£45m	£80m	-	£35m	-
4.2. Trawsfynydd Power Station Project	£20m	-	£2bn	-	£20m	-
4.3. Morlais Project	£28m	-	£0.4m	£19m	£9m	-
4.4. Smart Local Energy Network Project	£18m	-	£3m	£6m	£12m	-
5. Smart Technology & Innovation Hubs						
5.1. Nuclear Centre of Excellence Project	£87.2m	-	£21m	£68.6m	£18.6m	-
5.2. Enterprise Engineering & Optics Centre Project	£30.7m	-	£31.4m	£20.3m	£10.4m	-
5.3. 3D Factory UK*	n/a	-	n/a	n/a	n/a	-
5.4. Glynllifon Rural Economy Hub Project	£13m	-	-	£3m	£10m	-
5.5. Centre of Environmental Technology and Industrial Accreditation Project	£29.1m	£1m	£11.2m	£20.1m	£8m	-
5.6 The Llysfasi Carbon Neutral Farm - Renewable Energy and Technology Centre	£20m	£5m	£5m	£5m	£10m	-
6. Regional Growth Business Fund & Hubs						
6.1. The North Wales Regional Business Growth Fund (RBGF)*	n/a	-	n/a	n/a	n/a	n/a
7. Pathways to Skills & Employment						
7.1. Information & Advice Gateway	£10.25m	£1.5m	£1.5m	£0.75m	-	£8m
7.2. Employability Pathway*	-	-	n/a	-	-	-
8. Skills Centres of Excellence						
8.1. North Wales Tourism & Hospitality Centre of Excellence	£16.25m	£1.25m	£36.2m	£5m	£10m	-
8.2. North Wales Rail Engineering Centre of Excellence*	n/a	n/a	n/a	n/a	n/a	-
8.3. Regional STEM - Achieving Excellence*	n/a	n/a	n/a	n/a	n/a	n/a
8.4. North Wales Health & Social Care with Higher Education - Achieving Excellence*	n/a	n/a	n/a	n/a	n/a	n/a
8.5. North Wales Digital Automation - Achieving Excellence*	n/a	n/a	n/a	n/a	n/a	n/a
9. Strategic Transport						
9.1. Regional Strategic Transport Project	£80m	-	-	£40m	£40m	-
TOTAL:	**£670.65M**	**£109.19M**	**£3.12BN**	**£219.46M**	**£334.5M**	**£8M**

***the value of private sector investment achieved as a direct consequence of the project being delivered*

 ** under development*

Potential Core Projects for Growth Deal	Total Investment / Costs	Regional Growth Deal Contribution	
		Capital	Revenue
1. North Wales Digital Connectivity Project	£66.75m	£38.5m	-
2.Regional Land and Property Joint Venture	£124m	£90m	-
3.Holyhead Gateway Project	£80m	£35m	-
4.Trawsfynydd Power Station Project	£20m	£20m	-
5.Regional Strategic Transport Project	£80m	£40m	-
6.Nuclear Energy Centre of Excellence Project	£87.2m	£18.6m	-
7.Smart Local Energy Network Project	£18m	£12m	-
8.Skills Information & Advice Gateway	£10.25m	-	£8m
9.Enterprise Engineering & Optics Centre Project	£30.7m	£10.4m	-
10.Glynllifon Rural Economy Hub Project	£13m	£10m	-
11.The Llysfasi Carbon Neutral Farm - Renewable Energy and Technology Centre	£20m	£10m	-
12.Morlais Project	£28m	£9m	-
13.North Wales Tourism & Hospitality Centre of Excellence Project	£16.25m	£10m	-
14. Centre of Environmental Technology and Industrial Accreditation Project	£29.1m	£8m	-
15. North Wales Adventure Tourism Capital Project	£40m	£20m	-
16.Digital Signal Processing Centre Project	£7.4m	£3m	-
TOTAL:	**£670.65M**	**£334.5M**	**£8M**

SECTION 9 – EMPOWERING THE REGION

We seek the support of the UK and Welsh Governments to be given the capacity and flexibilities to make key decisions at a regional level.

Since 2010, City Growth and Devolution Deals have shifted power, as well as funding, to local areas to enable them to take strategic decisions about local priorities. Collectively, these bespoke deals have enabled places to develop long-term plans, strengthen local leadership and have more powers to create the right conditions for growth.

The region will need additional new powers and responsibilities to be effective in facilitating economic growth and delivering its own Strategy with confidence:

- The region invites the Welsh Government to support the formation of a Regional Transport Body and fund the delivery of a well-planned and integrated transport network. Additional powers will be needed to enable the planning of integrated passenger transport networks.

- The region invites the UK Government to co-commission and co-design employment programmes within the region to achieve a more integrated, joined-up service. This will depend on flexibilities being allowed from both the Welsh Government and the Department of Work and Pensions (DWP) to integrate funding programmes for the region to be most effective in taking people off benefits and into work.

- The region requests the Welsh Government to establish a Joint Venture to deliver a pipeline of development land and property across North Wales.

- The region will need the Welsh Government to support a regional allocation from the Apprenticeship Tax Levy.

- The region will depend on the Welsh Government to commit to a devolved and co-ordinated approach to economic development at the regional level – enabling the co-location of key levers and assistance for businesses within the Regional Business Growth Hub. The Hub will pool resources from across the region and will deliver a consistent approach to economic and business development.

- The region seeks the support of the Welsh Government to retain a share of national non-domestic rates (business rates) to invest in economic growth.

- The region requests the Welsh Government to allow relaxation of grant rules and accountabilities for social reform and anti-poverty programmes.

- The region will require support from the UK Government's Sector Deal Programme to deliver additional activity that supports delivery of our vision and aims – as outlined in this document. Particular focus will be given to the opportunities stemming from the Nuclear Sector Deal and the Construction Sector Deal Programme.

SECTION 10 – GOVERNANCE AND DELIVERY STRUCTURE

All the 6 Local Authorities, and the other key partners from Higher Education, Further Education and the Private Sector in the region, have approved the formation of a Statutory Joint Committee to direct, oversee and facilitate the development and delivery of the Growth Vision. This reflects the commitment in the North Wales region between the Partners to work together collaboratively for common purpose to facilitate and accelerate economic growth.

The name of the Joint Committee is the North Wales Economic Ambition Board.

The Board will set the governance and delivery arrangements for the discharge of strategic functions at the regional level. These functions will include economic development, skills & employment, transport and land use planning.

The Economic Ambition Board will be supported by a new Stakeholders' Forum, which will bring together all the relevant partners at a regional level. The private sector will play a leading role in the new Stakeholders' Forum.

The North Wales Economic Ambition Board

The main role and functions of the Economic Ambition Board include the following:

- To provide leadership and accountability for strategic direction and outcomes in key strategic functions, in particular transport, skills and employment, economic development and land use planning.

- To be a strong and united voice for North Wales.

- To co-ordinate the planning and delivery of the Growth Vision, with a focus on the Growth Deal.

- To provide direction to the Sub-Boards and to perform a "commissioning" role.

The terms of reference of the Economic Ambition Board is included in *Appendix 2*.

A Governance Agreement has been developed for the first phase of the planning and development of the Growth Vision and the Growth Deal. This is in the process of being adopted by all partners who are Members of the Ambition Board. The Agreement covers Terms of Reference and Membership, voting and decision making, sharing risks, reserved matters and scrutiny arrangements.

A second, more comprehensive, Governance Agreement will be developed and submitted for the next stage Growth Vision and Growth Deal implementation and delivery – in early 2019. The adopted Governance Model for the Board is an Executive Joint Committee i.e. a Joint Committee of all Cabinets of the six Local Authorities in North Wales. To ensure the full participation of all the relevant partners, including representatives from Higher Education, Further Education and the private sector, the Board will seek to achieve consensus before making decisions or taking a formal vote.

Delivery Sub-Boards

The Delivery Sub-Boards will be Sub-Committees of the Economic Ambition Board, and some of the Sub-Boards will be constituted with delegated powers to make decisions, as agreed, within their areas of responsibility. The Board has agreed on 5 Delivery Sub-Boards that will have the following role and functions:

- To plan and co-ordinate a joined-up and integrated strategic service in North Wales.

- To plan and co-ordinate the delivery of strategic interventions, including Growth Bid projects.

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- To report to the North Wales Economic Ambition Board on progress, performance, outcomes and funding issues.

There will be 5 Delivery Sub-Boards reporting to the Economic Ambition Board:

- Digital Sub-Board

- Skills & Employment Sub-Board

- Transport Sub-Board

- Enterprise & Innovation Sub-Board

- Property, Sites & Premises Sub-Board

Stakeholders' Forum

The Stakeholders' Forum will play a key role in advising, supporting and challenging the Economic Ambition Board. The Terms of Reference of the Stakeholders' Forum is included in **Appendix 3**.

The Stakeholders' Forum will include business representatives from all key growth and foundation sectors to provide expert input and advice to the Economic Ambition Board.

Governance Map

The governance model is legal, functional and credible. The overall "governance map" is included in *Appendix 4*.

The Monitoring Officers from all of the six Local Authorises have been involved in the process of designing and developing the "governance" structure of the North Wales Economic Ambition Board.

Host Authority

A host authority is required in order to deliver the Growth Vision for the region. The "host" will provide the partnership with professional advice, support and services for it to function effectively through a dedicated Programme Office. The host authority will also be the accountable body for the Growth Deal.

A paper setting out an outline of the host authority's role is include in *Appendix 5*.

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APPENDIX 2

OUTLINE OF THE NORTH WALES ECONOMIC AMBITION BOARD (JOINT-COMMITTEE) TERMS OF REFERENCE

1. Functions

2. Strategy

3. Prioritisation

4. Representation

5. Performance

6. Responsibility

Terms of Reference 1:
FUNCTIONS

- Economic growth strategy and planning;

- Infrastructure prioritisation and planning;

- Strategic land use planning and allocation;

- Transport planning and commissioning;

- Skills planning and commissioning strategy;

- Others to be added as powers are devolved.

Terms of Reference 2:
STRATEGY

Setting the direction of regional strategy;

Ongoing assessment of evidential regional needs and opportunity to underpin the strategy;

Setting of priorities and investment plans to deliver the strategy.

Terms of Reference 3:
PRIORITISATION

Prioritisation of contributory schemes;

Business case development and case-making for prioritised schemes;

Investment profiling and prioritisation;

Securing investment agreements.

Terms of Reference 4:
REPRESENTATION

Engagement and relationship management with regional partners;

Engagement and relationship management with cross-border partners;

Advocacy and lobbying with Welsh Government and UK Government, Ministers and political groups;

Public and media relations and profile.

Terms of Reference 5:
PERFORMANCE

Programme management and implementation of the strategy;

Oversight of performance against key progress milestones and outcome measures;

Securing strategic, programme management and project development and management resources to implement contributory schemes.

Terms of Reference 6:
RESPONSIBILITY

Reporting to the six local authorities;

Reporting to regional partners on performance, investment performance and risk management; Reporting to Welsh Government on performance and the effective use of its investment; Reporting to UK Government on performance and the effective use of its investment.

Limitations of Decision-Making and Reserved Matters

Examples of decisions which will be reserved for individual council approvals are:

- Agreement of functions to be given to the Joint-Committee;

- Agreement of annual budget contributions for the Joint-Committee and host authorities;

- Investment and borrowing commitments and risk exposure levels; and

- Allocation of land and other asset for pooling.

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APPENDIX 3

STATUS:

- **The Forum is a Stakeholders' Partnership to support, advice and challenge the North Wales Economic Ambition Board.**

- **This Forum will not have any formal decision making powers but will inform the Economic Ambition Board of its views and make recommendations on key policy and operational matters.**

PURPOSE OF FORUM:

To be the key stakeholders' partnership to co-ordinate advise to the North Wales Economic Ambition Board and provide challenge, where and when necessary.

The Forum has the following specific roles and responsibilities:

Strategic

- to provide strategic advice on the development, monitoring and evaluation on the Growth Vision;

- to provide advice and support to the Economic Ambition Board on strategic matters relating to transport, skills and employment, economic development and land use planning;

- to provide advice on the development and implementation of a regional strategy for place regeneration.

Programme & Project Management

- to provide support, advice and challenge in relation to the development and delivery of Strategic Programmes commissioned by the Economic Ambition Board;

- to provide support, advice and challenge in relation to the development and delivery of Projects commissioned by the Economic Ambition Board, and specifically the Projects within the Growth Deal;

- to actively monitor and review progress, impact and performance of Programmes and related Projects, and to put forward any recommendation for change to the Board;

- to advise and put forward views and suggestion to the Board on the business cases for Projects, and specifically the Projects within the Growth Deal.

Engagement

- to actively promote the engagement and participation of all key sectors in the development and delivery of the Growth Vision for North Wales;

- to engage with stakeholders to identify any strategic activity and investment required to overcome barriers to growth, and to put forward any recommendations to the Economic Ambition Board;

- to consult with stakeholders to gather market intelligence, evidence and analysis of economic trends in the region and market demand/failure to inform and support the work of the Economic Ambition Board.

MEMBERSHIP:

Its membership will include representatives from the growth and foundation economic sectors.

The Stakeholders' Forum will include business representatives from all key growth and foundation sectors to prove expert input and advice to the Economic Ambition Board.

ROLE OF CHAIR (to be advertised and publicly appointed):

The Chair will be expected to play a key role in providing leadership to the Forum, and in providing high quality advice to the North Wales Economic Ambition Board.

The key responsibilities of the Chair will be to:

- Play a key role in promoting the views of the Stakeholders Forum to the North Wales Economic Ambition Board;

- Lead the Forum in the monitoring of the development and delivery of the Growth Deal;

- Develop and maintain an effective relationship with the North Wales Economic Ambition Board and its Sub-Committees;

- Act as advisory member of North Wales Economic Ambition Board.

SECRETARIAT:

Secretariat for the Stakeholders Forum will be provided by the Programme Office for the North Wales Economic Ambition Board.

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APPENDIX 4

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GOVERNANCE MAP

North Wales Economic Ambition Board

Leadership of, strategic decision-making on, and accountability for the Regional Strategy and Growth Deal

Stakeholder Forum

An advisory reference group made up of senior figures (by invitation) from the growth and foundation sectors to (1) suggest concepts and proposals (2) provide expert advice and evidence to inform decision-making and (3) hold the Board to account for delivery

Thematic Sub-Boards

Direction and implementation of Programmes and Projects - commissioned by the Board

Professional Executive and Programme Office

The core professional team and network of partner advisors providing professional advice, governance support, professional services and programme and project management capacity (hosted by the Host Authority)

Partner Organisations

Local Authority, Further Education and Higher Education Board Members / Advisors

NWMD Business Council

The representative body of the business sector for the region and cross-border

Key

Blue – Decision Making

Lilac - Advisory

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North Wales Economic Ambition Board

- to provide leadership and accountability for strategic direction and outcomes in key strategic functions, in particular transport, skills and employment, economic development and land use planning;
- to be a strong and united voice for North Wales;
- to co-ordinate the planning and delivery of the Growth Vision, with a focus on the Growth Deal;
- to provide direction to the Sub-Boards and to perform a "commissioning" role.

Digital Delivery Sub-Board

- to plan and co-ordinate the digital connectivity initiative in North Wales;
- to plan and co-ordinate the delivery of strategic digital connectivity interventions, including Growth Bid projects;
- to report to the North Wales Economic Ambition Board on progress, performance, outcomes and funding issues.

Skills & Employment Delivery Sub-Board

- to plan and co-ordinate a joined-up and integrated skills and employment service in North Wales;
- to plan and co-ordinate the delivery of strategic interventions, including Growth Bid projects;
- to report to the North Wales Economic Ambition Board on progress, performance, outcomes and funding issues.

Transport Delivery Sub-Board*

- to plan and co-ordinate a joined-up and integrated strategic transportation service in North Wales;
- to plan and co-ordinate the delivery of strategic transportation interventions, including Growth Bid projects;
- to report to the North Wales Economic Ambition Board on progress, performance, outcomes and funding issues.

Enterprise & Innovation Delivery Sub-Board

- to plan and co-ordinate a joined-up and integrated business and innovation support service in North Wales;
- to plan and co-ordinate the delivery of strategic interventions, including Growth Bid projects;
- to report to the North Wales Economic Ambition Board on progress, performance, outcomes and funding issues.

Property, Sites & Premises Delivery Sub-Board*

- to plan and co-ordinate a joined-up and integrated Property Support Service in North Wales;
- to plan and co-ordinate the delivery of strategic sites, premises and property interventions, including Growth Bid projects;
- to report to the North Wales Economic Ambition Board on progress, performance, outcomes and funding issues.

Formal Delivery Sub-Boards that will be constituted – at this stage – with delegated powers to make decisions on behalf of the North Wales Economic Ambition Board

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APPENDIX 5

DELIVERING THE GROWTH VISION FOR NORTH WALES
HOST AUTHORITY

For collaborative partnerships which engage employees, manage government grants, enter into contracts, and commit resources, a host authority is required. A host authority acts on behalf of a partnership and acts as its 'home' partner. The host provides the partnership with professional advice, support and services for it to function. It acts as the employer for any employees, provides the financing and governance/secretariat functions, and fulfils the statutory professional roles required under law such as the Monitoring Officer, Section 151 Officer and Internal Audit Manager. The Host Authority be the host for the Programme Office.

This paper sets out an outline of the host authority role for the Growth Bid.

Gwynedd is acting as the host authority for the development and planning phases. A decision will need to be taken on the choice of host authority for the implementation phase from April 2019.

Host authorities are familiar to us. Examples of formal collaboratives in North Wales are GWE (Gwynedd is the host) and the Regional Emergency Planning Service (Flintshire is the host). The new national Wales Pension Pool (Carmarthenshire is the host) is an example on a larger geographical scale.

The host authority role is not necessarily one and the same as a lead role. Leadership roles in governance (e.g. Chair and Vice Chair of a Committee), specialist advice (e.g. professional leads on programme themes), and project management (responsibility for delivery of assigned projects) can be dispersed amongst the partners of the partnership.

The roles of the host authority, its inter-relationships with its partners, how liabilities are to be shared, and how the roles and activities of the host and dispersed roles are to be co-funded, will be regulated by the Governance Agreement 2.

It is proposed that expressions of interest are invited for the role of host authority from 2019 onwards. Informal discussions can then take place to develop the brief for the role and assess the capacity and expertise likely to be needed for the chosen host to be effective. The demands of being the host authority for this collaboration will be extensive and should not be under-estimated.

CORE ROLES OF A HOST AUTHORITY:

Governance

- Democratic services support and secretariat services
- Monitoring Officer role

Employer

- Recruitment and secondment management
- Employment advice, HR support services and payroll

Professional Services

- Legal services
- Internal Audit

- ICT infrastructure and support services

- Procurement advice and support

- Asset and facilities management

- Translation services

- Communications and public relations

- Commissioning consultancy for specialist skills and/or capacity

Financial Planning and Management

- S151 Officer role

- Financial planning (capital and revenue)

- Management accounting (capital and revenue)

- Payments and invoicing

- Grant and income management

Performance, Contract, Risk and Project Management

- Performance management systems and reporting

- Contract management (Policy and Negotiation)

- Risk management systems and reporting

- Project management systems and support

CABINET

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	'Progress for Providers – Creating a Place Called Home Delivering What Matters'
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides Cabinet with an update on 'Progress for Providers – Creating a Place Called Home Delivering What Matters' including recent success at the Social Care Wales Accolades 2018.

The report also serves as an opportunity to achieve greater recognition of the project and its outcomes.

RECOMMENDATIONS	
1	Cabinet to recognise the impact of 'Progress for Providers – Creating a Place Called Home Delivering What Matters'
2	Cabinet to consider actions and initiatives underway to further develop the programme.

REPORT DETAILS

1.00	**EXPLAINING PROGRESS FOR PROVIDERS**
1.01	In Flintshire we have 26 Nursing and Residential Care Homes which support over 800 older people to live well. The majority of these homes are owned and managed by local business men and women who face significant challenges to ensure their businesses and the care sector are successful
1.02	One of the recent key changes in the care sector has been the introduction of the Social Services and Well-being (Wales) Act 2014 which required the sector to move away from commissioning task based services and instead move towards ensuring providers support people to achieve their own personal outcomes and to promote well-being.
1.03	Flintshire County Council appreciated that we had important assets to draw on when facing these challenges. We are proud of the positive relationship we have with our providers and their willingness to engage in creating and developing new approaches and solutions to address these new ways of working.
1.04	The importance of resident's lived experience has also been apparent for some time and Flintshire recognised the importance of enabling people to make choices about the things that matter most to them giving them more control over the services that support them to live their lives.
1.05	This ethos was also reflected in the Older People's Commissioner for Wales Report of 2014 'A Place to Call Home? – A Review into the Quality of Life and Care of Older People Living in Care Homes in Wales' (Appendix 1).
1.06	To take the concept forward Flintshire engaged with Helen Sanderson Associates and a leadership steering group was formed. An open invitation was extended to all residential care homes in Flintshire and 16 of the 26 committed to be part of the programme.
1.07	These homes have embraced on a journey alongside the Council's own in-house provider services, social work teams, OTs, management teams and many more to implement person centred practice including 'One Page Profile', 'Good Days and Bad Days', 'Working/not working' and more.
1.08	In order to recognised the milestones the care homes were making in achieving on their journey of implementing person centred care practices, Flintshire developed its own 'Progress for Providers' a self-assessment toolkit. The toolkit clearly sets out Flintshire's expectation around the delivery of individualised care and it supports Responsible Individuals and Managers and leaders within homes by providing a range of person centred tools which help staff teams change the way they support people and how they engage with family and friends. The 'Progress for Providers' toolkit also helps providers promote greater choice and control for those who receive care which allows providers to really focus on what matters most to each person.

1.09	To show the progression, Flintshire introduced 3 levels of accreditation which are validated by the Flintshire Contract and Commissioning Team in partnership with the Care Home Managers. The Bronze, Silver and Gold accreditation help manager check their own progress of time and demonstrate publicly that they are making continued progress along the road to truly person centred care.
1.10	In September 2018 the project was publicly recognised, winning the Social Care Wales Accolades Awards for 'Excellent outcomes for people of all ages by investing in the learning and development of staff'. The project was also a finalist in the Association for Public Service Excellence (APSE) Awards - 'Celebrating outstanding achievement and innovation within UK local government service delivery', also held in September 2018.
1.11	Demonstrating the true partnership approach to this programme, the Social Care Wales Accolades Award was collected by Sue Hale, Care Inspectorate Wales; Sandra Stacey, Manager Llys Gwenffrwd Residential Care Home; Ceri Cartwright, Contract Monitoring Officer FCC; Tracey McLintock, Contract Monitoring Officer FCC; Craig MacLeod, Senior Manager Children and Workforce FCC, Cllr Christine Jones, Cabinet Member for Social Services and Emma Hill, Manager Phoenix House Residential Home (Appendix 1 - pictured left to right).
1.12	**Progress to Date**
1.13	Currently 14 Residential Care Homes in Flintshire have achieved Bronze accreditation. Flintshire's Contract Monitoring Officers will soon be carrying out a short review of these homes that have achieved the Bronze standard to ensure that person centred practice is sustained and embedded, and homes will then be invited to work towards Sliver accreditation.
1.14	Work is underway developing guidance and paperwork for Silver and the Contract and Commissioning Team are also developing Progress for Providers for Domiciliary Care by creating a secondment opportunity for an individual with a domiciliary care background to come and work with the team to develop and pilot the programme in this sector.
1.15	Work is also underway to adapt the programme for Nursing Care providers initially working with those who have duel service delivery (Residential and Nursing Care). This work commenced recently and several Flintshire Nursing Homes have already been using some of the person centred tools with their residents.

2.00	RESOURCE IMPLICATIONS
2.01	Continued development through the Commissioning and Contract Monitoring team with one individual to be seconded to the team on a short term basis to adapt the programme for Domiciliary Care.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	During the initial design and implementation phase, consultation events and activities were held with all stakeholders.
3.02	With the development of the programme into Domiciliary Care and Nursing Care further consultation and collaboration work is being undertaken with representatives from both sectors to ensure the tools and guidance is fit for purpose.

4.00	RISK MANAGEMENT
4.01	None.

5.00	APPENDICES
5.01	Appendix 1 - Award photograph
5.02	Appendix 2 - Older People's Commissioner for Wales Report 'A Place to Call Homes? - A Review into the Quality of Life and Care of Older People Living in Care Homes in Wales'

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

7.00	GLOSSARY OF TERMS
7.01	**Social Care Wales -** A Welsh Government created national body created to leave and support service improvement in Wales by building a confident workforce in social care. **Social Care Wales Accolades -** The Accolades are the biennial awards that recognise, celebrate and share excellent practice by organisations, groups or teams in social work, social care across Wales. **Older People's Commissioner for Wales -** The Older People's Commissioner for Wales is an independent voice and champion for older people across Wales, standing up and speaking out on their behalf. The current Commissioner is Heléna Herklots CBE.

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Older People's Commissioner for Wales
Comisiynydd Pobl Hŷn Cymru

A Place to Call Home?

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

An independent voice and
champion for older people

The Older People's Commissioner for Wales

The Older People's Commissioner for Wales is an independent voice and champion for older people across Wales. The Commissioner and her team work to ensure that older people have a voice that is heard, that they have choice and control, that they don't feel isolated or discriminated against and that they receive the support and services that they need.

The Commissioner and her team work to ensure that Wales is a good place to grow older, not just for some but for everyone.

How to contact the Commissioner:

The Older People's Commissioner for Wales
Cambrian Buildings
Mount Stuart Square
Cardiff
CF10 5FL

Phone: 08442 640 670

Email: ask@olderpeoplewales.com
Website: www.olderpeoplewales.com

Twitter: @talkolderpeople

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Published November 2014

Contents

Foreword

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

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

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

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

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

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

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must now be placed at the heart of the residential and nursing care sector.

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

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

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

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

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

Sarah Rochira

Sarah Rochira
Older People's Commissioner for Wales

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Key Findings

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

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

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

Day-to-Day Life

Social Participation

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

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

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

Meaningful Occupation

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

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

Personal Hygiene, Cleanliness and Comfort

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

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

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

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

Personal Appearance

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

The Dining Experience

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

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

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

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

Care Home Environment

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

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

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

Factors Influencing Day-to-Day Life

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

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

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

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

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

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

Health and Wellbeing

Prevention and Reablement

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

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

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

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

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

GPs

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

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

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

Sensory Loss

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

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

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

Diet

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

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

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

Oral Hygiene

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

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

People and Leadership

Care Staff

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

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

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

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

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

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

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

Nursing Staff

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

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

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

Care Home Managers

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

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

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

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

Workforce Planning

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

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

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

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

Commissioning, Inspection and Regulation

Commissioning

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

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

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

National Minimum Standards

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

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

- The Standards do not explicitly outline how to provide enabling care and support to older people with sensory loss and/or cognitive impairment and dementia.

Availability of Care Homes

- The residential and nursing care market in Wales is volatile and fragile. There are a number of barriers that can discourage providers from entering the market in Wales.

- A lack of registered Care Home Managers and a shortage of appropriately skilled nursing staff are risk factors to both the quality of care being provided and the ability for a provider to continue provision.

- The choices available to older people are often restricted by a lack of capacity in some areas, which can result in older people having to move away from their family and communities or live in a care setting that is not entirely appropriate for their needs or life.

- There is no overview at a strategic level to ensure sufficient and appropriate care home places for older people in Wales, both now and in the future.

Self-funders

- The current lack of knowledge about the number of self-funders in Wales living in care homes has an impact on the quality of life of older people as it is not clear what support and advice individuals are receiving and the extent to which or how the quality of care that self-funders receive is monitored.

- Residents who are self-funders and their families are fearful about raising concerns and complaints with a provider because of the perceived risk that they may be asked to leave the residential home and would not know how to manage such a situation without support.

- The health and care needs of self-funders are not sufficiently monitored and are therefore often not recognised and acted upon by visiting Local Authority and Health Board staff because they only monitor the individuals who are funded by their bodies.

- Local Authorities and Health Boards are unable to fully plan for the future needs of the older population and required provision of residential and nursing care if they are unaware of the total number of self-funders living in care homes, or how many self-funders are likely to live in care homes in the future.

Regulation and Inspection

- Quality of life is not formally recognised by the system in the way that it implements regulation and inspection at present and there is too great a reliance simply on formal inspection.

- The current inspection approach adopted in respect of nursing homes means that there is currently not a system-wide approach to ensuring effective scrutiny of the delivery of healthcare within residential and nursing care settings.

- The potential for the regulation and inspection system to be strengthened through the use of Community Health Councils and Lay Assessors to monitor healthcare and wider quality of life within care homes has not yet been fully explored.

Key Conclusions and Required Change

My key conclusions, which are drawn from the key findings of my Review, as well as my own casework and on-going engagement with national and local government across Wales, provide a high level assessment of those areas where change is required. This change is underpinned by clear outcomes to ensure that Wales, in taking forward the action contained within this report, stays focused on the overall aim of my Review: that quality of life sits at the heart of residential and nursing care in Wales.

The overall conclusion of my Review is clear: Too many older people living in care homes have an unacceptable quality of life and the view of what constitutes 'acceptable' needs to shift significantly.

Our best care homes are empowering, enabling, flexible, welcoming and friendly, communities in their own right but also still part of the wider communities in which they are located. The older people who live in these homes have the very best quality of life that they could. In our best care homes, older people are safe, can regain their independence, have a sense of identity and belonging, and are supported to live better lives. This care is a tribute to the many dedicated care home staff across Wales, as well as others who work within our social care system.

However, this is not the case for all care homes. Too many simply focus on the functional aspects of care, with a reliance on a task-based approach, rather than delivering care that is person-centred. Too many care homes are focused on an unchallenged dependency model that prevents older people from maintaining their health, wellbeing and independence for as long as possible. For too many older people their lives in care homes can be without love or friendship and people can be lonely and sad.

Too often, there is an acceptance by organisations and the 'system' of an overall level of care that is simply not good enough. Much of what is now considered to be acceptable should be considered unacceptable in 21st century Wales and falls below the standard that older people have a right to expect. Care delivered without abuse or neglect is not the same as good care.

Through undertaking my Review I have drawn the seven conclusions below. Underneath each conclusion I make clear the change that needs to take place and the outcomes that must be delivered. The actions required, including lead responsibilities and time scales, are contained in the Requirements for Action section on page 98.

1. **Too many older people living in care homes quickly become institutionalised. Their personal identity and individuality rapidly diminishes and they have a lack of choice and control over their lives.**

When older people move into a care home, too often they quickly lose access to the things that matter to them that give their lives value and meaning and are an integral part of their identity and wellbeing, such as people, places and everyday activities. Older people are often not supported to do the things that matter to them but instead have to fit into the institutional regime often found in care homes, losing choice and control over their lives.

This is due, in part, to a risk-averse culture, but is also indicative of a system in which the dignity and respect of older people is not sufficiently protected and older people are not seen as individuals with rights. This is exacerbated by de-humanising language too frequently used, such as 'toileting', 'feeding', 'bed number' or 'unit' that further strips older people of their individuality, their dignity and the concept of the care home as their home. For too many, a daily culture of inactivity and a task-based approach to delivering care, centred around the functional aspects of day-to-day life such as getting up, eating, formalised activity hours and going to bed, leads to institutionalisation and a loss of value, meaning and purpose to life.

The change I expect to see:

Older people are supported to make the transition into their new home, are seen and treated as individuals, have choice and control over their lives, enabling them to do the things that matter to them, and are treated at all times with dignity and respect.

Evidence of this will include:

Older people receive information, advice and practical and emotional support in order for them to settle into their new home, beginning as soon as a decision to move into a care home is made (Action 1.1 & 1.2).

Older people's physical, emotional and communication needs are fully understood, as are the issues that matter most to them, and these are reflected in the services, support and care that they receive (Action 1.1).

Older people have real control over and choice in their day-to-day lives and are able to do the things that matter to them, including staying in touch with friends and family and their local community (Action 1.1).

Older people are aware of their rights and entitlements and what to expect from the home (Action 1.2).

Older people are clear about how they can raise concerns and receive support to do so (Action 1.2).

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Older people are supported to maintain their continence and independent use of the toilet and have their privacy, dignity and respect accorded to them at all times (Action 1.1, 1.3, 1.5).

Mealtimes are a social and dignified experience with older people offered real choice and variety, both in respect of what they eat and when they eat (Action 1.1, 1.4).

Older people are treated with dignity and respect and language that dehumanises them is not used and is recognised as a form of abuse (Action 1.1. 1.3, 1.4, 1.5, 4.6).

Older people living in care homes that are closing, as well as older people that are at risk of or are experiencing physical, emotional, sexual or financial abuse, have access to independent or non-instructed advocacy (Action 1.6).

2. Too often, care homes are seen as places of irreversible decline and too many older people are unable to access specialist services and support that would help them to have the best quality of life.

Older people want to maintain their physical and mental health for as long as possible. However, formal health promotion is absent from many care homes. Too many older people are not being offered preventative screening or interventions, such as falls prevention, mental health support, speech and language therapy, occupational therapy, physiotherapy and wider re-ablement, which would enable them to sustain or regain their independence, mobility and overall quality of life. This is a particular issue when older people move into care homes after periods of ill health or following hospital admissions.

The lack of this specialist support, which would be more readily available if they were still living in their own home, can hasten frailty and decline, both physical and mental.

The change I expect to see:

Older people living in care homes, through access to health promotion, preventative care and reablement services, are supported to sustain their health, mobility and independence for as long as possible.

Evidence of this will include:

Older people benefit from a national and systematic approach to health promotion that enables them to sustain and improve their physical health and mental wellbeing (Action 2.1).

Older people receive full support, following a period of significant ill health, for example, following a fall, or stroke, to enable them to maximise their independence and quality of life (Action 2.2).

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Older people's risk of falling is minimised, without their rights to choice and control over their own lives and their ability to do the things that matter to them being undermined (Action 2.3).

The environment of all care homes, internally and externally, is accessible and dementia and sensory loss supportive (Action 2.4).

3. The emotional frailty and emotional needs of older people living in care homes are not fully understood or recognised by the system and emotional neglect is not recognised as a form of abuse.

Older people living in care homes need to feel safe, reassured and that they are cared for and cared about. The current focus on task-based care, together with the absence of a values-based approach, can lead to care and compassion, simple kindness and friendship, too often being missing from older people's lives in care homes. Their emotional and communication needs are often misunderstood and neglected, with the needs of older people with dementia frequently poorly understood. As a consequence, they are too frequently labelled as 'challenging' or 'difficult', which places them at risk of unacceptable treatment and the inappropriate use of antipsychotics. The absence of emotional care is not recognised as emotional neglect, which, in turn, is not recognised as a form of abuse.

The change I expect to see:

Older people in care homes receive the care and support they need to sustain their emotional and mental wellbeing and anti-psychotic drugs are not inappropriately used. Residents feel safe, valued, respected, cared for and cared about, and care is compassionate and kind, responding to the whole person.

Evidence of this will include:

All staff working in care homes understand the physical and emotional needs of older people living with dementia and assumptions about capacity are no longer made (Actions 3.1 & 3.2).

Older people are supported to retain their existing friendships and have meaningful social contact, both within and outside the care home. Care homes are more open to interactions with the wider community (Action 3.3).

Older people are able to continue to practice their faith and maintain important cultural links and practices (Action 3.3).

The mental health and wellbeing needs of older people are understood, identified and reflected in the care provided within care homes. Older people benefit from specialist support that enables them to maximise their quality of life (Action 3.4, 3.5).

Older people are not prescribed antipsychotic drugs inappropriately or as an alternative to non-pharmaceutical methods of support and NICE best practice

guidance is complied with (Actions 3.4 & 3.5).

Emotional neglect of older people is recognised as a form of abuse and appropriate action is taken to address this should it occur (Action 3.6).

4. Some of the most basic health care needs of older people living in care homes are not properly recognised or responded to.

Too many older people living in care homes do not have access to the basic functional screening and primary healthcare that would have been available to them while living in their own home, such as regular access to GP services, eye health, sight and hearing tests, podiatry services, oral health advice, medication reviews and specialist nursing care.

Older people are unable to access services to which they are entitled, undermining their health and wellbeing. As a result of this, their ability to do the things that matter to them and communicate effectively can be significantly compromised.

The change I expect to see:

Older people living in care homes clearly understand their entitlements to primary and specialist healthcare and their healthcare needs are fully met.

Evidence of this will include:

There is a consistent approach across Wales to the provision of accessible primary and specialist health care services for older people living in care homes and older people's healthcare needs are met (Actions 4.1, 4.2 & 4.5).

Older people in nursing care homes have access to specialist nursing services, such as diabetic care, tissue viability, pain management and palliative care (Action 4.1, 4.2).

Older people are supported to maintain their sight and hearing, through regular eye health, sight and hearing checks (Actions 4.1, 4.2 & 4.3).

Older people are able to, or supported to, maintain their oral health and retain their teeth (Actions 4.1, 4.2 & 4.3).

Older people have full access to dietetic support to prevent or eliminate malnourishment and to support the management of health conditions (Actions 4.1, 4.2 & 4.3).

Care staff understand the health needs of older people and when and how to access primary care and specialist services (Action 4.3, 5.4).

Older people receive appropriate medication and the risks associated with polypharmacy are understood and managed (Action 4.4).

Older people are able to challenge, or have challenged on their behalf, failures in meeting their entitlements (Action 4.5).

5. The vital importance of the role and contribution of the care home workforce is not sufficiently recognised. There is insufficient investment in the sector and a lack of support for the care home workforce.

Care staff and Care Home Managers play a fundamental role in ensuring that older people living in care homes have the best quality of life and should be seen as a national asset to be invested in.

However, despite working in highly challenging and difficult circumstances, they currently receive low pay, often have poor terms and conditions, work long hours, lack training and work in a sector that is rarely seen as having a valuable status.

There is insufficient support available to care staff to ensure that they have the skills, knowledge and competencies required to deliver both basic and high quality care and there are limited opportunities for continued professional development and career progression.

Despite the high acuity levels of many older people living in care homes, there is no standard approach to staffing levels and required competencies and, for many care home providers, support is only available to them once the quality of their services has declined to an unacceptable level.

The change I expect to see:

There are sufficient numbers of care staff with the right skills and competencies to meet the physical and emotional needs of older people living in care homes.

Evidence of this will include:

Care homes have permanent managers who are able to create an enabling and respectful care culture and support care staff to enable older people to experience the best possible quality of life (Action 5.1).

Older people are cared for by care staff and managers who are trained to understand and meet their physical and emotional needs, including the needs of people with dementia and sensory loss, and who have the competencies needed to provide dignified and compassionate care (Action 5.2).

Older people receive compassionate and dignified care that responds to them as an individual (Action 5.3, 5.4, 5.5).

Care homes that want and need to improve the quality of life and care of older people have access to specialist advice, resources and support that leads to improved care and reduced risk (Action 5.6).

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Older people are safeguarded from those who should not work within the sector (Action 5.7).

The true value of delivering care is recognised and understood (Action 5.8).

6. Commissioning, inspection and regulation systems are inconsistent, lack integration, openness and transparency, and do not formally recognise the importance of quality of life.

At present, there is an inconsistent and geographically variable focus on quality of life within commissioning, which is too often seen as a functional task-based process. Although there is action being taken at a local level in Wales to better recognise quality of life and the Welsh Government has published a new Social Services National Outcomes Framework, this has yet to translate into a consistent and systematic approach to the commissioning, regulation and inspection of care that has quality of life at its heart and is reflected in the way that commissioning, regulation and inspection are implemented.

There are competing and inconsistent demands upon providers, both in relation to standards and reporting, as well as an inconsistent approach to joined-up working, information sharing and the use of information to better evaluate quality of life and care.

Within nursing care homes there is also a lack of independent inspection from a healthcare perspective and there is currently not sufficient scrutiny of access to healthcare within residential care settings.

There is a lack of information that can be meaningfully used by older people, their families and those who care for and support them, to judge the quality of life, care and safety in individual care homes. There is also a lack of information in the public domain from commissioners and providers about the quality of care they provide or are accountable for.

Too many older people struggle to raise concerns and feel that their concerns are acted upon in an unsatisfactory way. There is also, too often, a lack of any evaluation of the quality of care outside of formal inspections.

The change I expect to see:

Quality of life sits in a consistent way at the heart of regulation, provision and commissioning, inspection and reporting. Providers, commissioners and the inspectorate have a thorough and accurate understanding of the day-to-day lives of older people living in care homes and this information is shared effectively to promote on-going improvements and reduce the risk of poor care. There is greater public reporting on the quality of care homes within Wales and older people have access to meaningful information in respect of the quality of care provided within individual care homes. There are effective ways in which the views of residents and

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their families are sought and used to support continuous improvement.

Evidence of this change:

Quality of life sits consistently at the heart of the delivery, regulation, commissioning and inspection of residential and nursing care homes (Action 6.1).

Commissioners, providers and inspectors have a thorough understanding of the day-to-day quality of life of older people living in care homes (Action 6.2, 6.3).

Older people's views about their care and quality of life are captured and shared on a regular basis and used to drive continuous improvement (Action 6.2, 6.3).

The quality of life and healthcare of older people living in nursing homes is assessed in an effective way with clear and joined up annual reporting (Action 6.4, 6.5, 6.6).

Older people have access to relevant and meaningful information about the quality of life and care provided by or within individual care homes and there is greater openness and transparency in respect of the quality of care homes across Wales and the care they provide (Action 6.7, 6.8, 6.9, 6.10).

Older people are placed in care homes that can meet their needs by commissioners who understand the complexities of delivering care and are able to challenge providers about unacceptable care of older people (Action 6.11).

7. A current lack of forward planning means that the needs of older people in care homes will not be met in the future.

There is not a clear national understanding of what the future need for residential and nursing care will be, nor an understanding of how acuity levels within care homes are likely to further change as a result of wider changes in the model of health and social care within Wales and the potential for further development of other models that combine housing and care, such as extra care, has not been fully explored.

This means that there is a lack of effective forward planning for, and action to ensure, the future supply of appropriate, high quality care home places in Wales with the appropriate numbers of specialist staff required, in particular in respect of nursing care.

There are already parts of Wales that are unable to meet current demand, in particular in respect of care of older people with high levels of dementia and nursing care needs.

The change I expect to see:

There are sufficient numbers of care homes in Wales, or alternatives to traditional care homes, in the places that older people need them to be, that are able to provide high quality care that meets the needs of older people.

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Evidence of this change:

Forward planning ensures there is a sufficient number of care homes, of the right type and in the right places, for older people (Action 7.1).

Forward planning and incentivised recruitment and career support ensures that there are a sufficient number of specialist nurses, including mental health nurses, to deliver high quality nursing care and quality of life outcomes for older people in nursing homes across Wales (Action 7.2, 7.3).

Impact of not delivering the change required

If we fail to deliver the change I have outlined in my report, we fail older people. We fail those who need us, expect us and require us, through our collective leadership, to act on their behalf. If we fail, the price will not be paid by those of us in public service, it will be paid by some of the most vulnerable people in society and the price that they will pay will be too high.

Within my Requirements for Action (Page 98) I make clear what the impact of this failure will be upon older people. This should drive all of us in public service to do everything that needs to be done to support, protect and stand up for those who are most vulnerable and ensure that older people living in care homes in Wales have the very best possible quality of life.

Why I Carried out my Review

In 2013, I published my priorities as Commissioner, based on extensive engagement with older people across Wales, in effect their priorities. In my Framework for Action, I clearly signalled that I expected to see significant improvements in the quality of, availability of and access to, health and social care. Specifically, that quality of life sits at the heart of residential and nursing care, that people with dementia and other groups of older people needing specific support have their needs met and that older people have voice, choice and control over how they receive services, care and support.

Whilst residential care is not an option for everyone, and increasingly need not be as a result of significant work within Wales to support people in their own homes, for many older people it continues to be a key way in which they receive the care and support they need and, in years to come, will be particularly important for our frailest and most vulnerable older people.

The majority of older people living in a care home will have moved there as a result of complex health conditions, disability or frailty, which meant that they could no longer live safely in their own homes. Many of these people, just a few years ago, would have been cared for in community hospitals or long-term care of the elderly wards.

This means that the 23,000 care home residents in Wales[2] are amongst the most vulnerable people in society, often as a result of significant levels of cognitive impairment, sensory loss and emotional frailty, as well as physical ill-health, which, too often, can leave them without an effective voice and powerless.

For example, 80% of older people living in residential care will have a form of dementia[3] or cognitive impairment. Similarly, it is estimated that 70% of people aged over 70 have some form of sensory loss, a figure that rises significantly among people aged 80 and over[4,5].

Older people in care homes, however, must not be categorised by their health conditions or be seen as a homogenous group. Older people living in care homes are diverse, with individual needs and wishes. The diversity of older people, which covers the breadth of race, gender, language, disability, sexual orientation, trans status and religion or belief, must be recognised and the care they receive must be sensitive to their individual needs.

I travel the length and breadth of Wales meeting with many older people living in care homes, as well as care staff, and I have seen for myself the impact that high quality care, which meets people's individual needs, can have on their lives. I have spoken frequently about the many excellent examples of health and social care in Wales and the many dedicated staff in both the public and private sector.

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However, I have also received an increasing amount of correspondence about the quality of life and care of older people in care homes across Wales and I have had to provide individual support to older people and their families who have found themselves in the most distressing and unacceptable of circumstances to ensure that they are safe and well cared for.

As a result, I have spoken publicly many times about what I consider to be unacceptable variations in the quality of life and care of older people in care homes. I have been clear that we fail to keep too many older people safe and free from harm, that too many older people are not treated in a compassionate and dignified way and that, for some, their quality of life is unacceptable.

I recognise that much work has been undertaken and is taking place within Wales to address specific aspects of social care. The National Assembly for Wales' Health and Social Care Committee's Residential Care Inquiry, for example, examined how effective the residential care sector was at meeting older people's needs, with a focus on the process by which older people enter residential care. Similarly, the Social Services and Wellbeing (Wales) Act 2014 aims to transform the way that social services are delivered in Wales. Furthermore, forthcoming legislation in the form of the Regulation and Inspection Bill offers a real opportunity for quality of life to become a key part of regulation and inspection processes. There is also work underway across Wales, in some places significant, at a local level, both within Local Authorities and Health Boards and by care home providers, to address a wide range of aspects of residential and nursing care.

However, despite this work, I wanted, and required, a higher level of assurance that the action being taken would ultimately translate to safer, high quality care for older people living in care homes and that having the best quality of life would become the outcome that sits at the heart of residential and nursing care across Wales.

It is for the reasons outlined above that I took the decision to undertake a Review into the quality of life and care of older people living in care homes in Wales, using my powers under Section 3 of the Commissioner for Older People (Wales) Act 2006.

Focusing on and Defining Quality of Life

My extensive engagement with older people and care staff in care homes has made it clear to me that life is precious and life is for living, regardless of your age or how frail you may be. It is not sufficient for older people to be just safe and physically well cared for in care homes, essential as these are. Despite the importance of quality of life, through my engagement with older people, it became clear to me that this was systematically missing from our residential and nursing care sector.

Our quality of life as we grow older is hugely important to all of us and should be formally recognised and sit at the heart of the residential and nursing care sector in Wales to ensure that older people living in care homes have lives that have value, meaning and purpose. It is for this reason that my Review focuses on quality of life.

Older people have told me that their lives have value, meaning and purpose when they:

- Feel safe and are listened to, valued and respected
- Are able to do the things that matter to them
- Are able to get the help they need, when they need it, in the way they want it
- Live in a place which suits them and their lives

Figure 1.Quality of Life Model

I feel my life has value, meaning and purpose. I feel my life has value, meaning and purpose. I feel my life has value, meaning and purpose. I feel my life has value, meaning and purpose.

I feel safe and listened to, valued and respected

I can do the things that matter to me

I can get the help that I need

I live in a place that suits me and my life

Voice, choice and control. Voice, choice and control. Voice, choice and control.

Older People's Lives

Older people are very clear that they want to have a strong voice and meaningful control over their lives, both in their day-to-day life and how they are supported and cared for. The extent to which they do will have a direct impact on their quality of life and, in many cases, increase the positive impact of services.

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How I Carried out my Review

In order for my Review to achieve its aims, I drew together a number of different approaches, including an extensive literature review, a questionnaire for older people, their families and carers, focus groups, written and oral evidence and visits to care homes to observe and understand the day-to-day lives of older people. To support me in these visits, I recruited a team of 43 Social Care Rapporteurs from a wide range of backgrounds and selected an observation tool that considers a range of quality of life factors such as control over daily life, personal safety and social participation and aligns with my own quality of life model.

Commencing in October 2013, the process for my Review comprised five phases:

Phase 1: (October 2013 – January 2014)

- Review team undertakes comprehensive review of research literature about residential and nursing care.

- Adoption of ASCOT, the Adult Social Care Outcomes Toolkit (Appendix 6), as the framework against which to consider quality of life factors for older people living in care homes.

- Development of a detailed questionnaire for older people, their families and the general public to share their experiences of residential and nursing care. The questionnaire considered factors such as physical and psychological health, social relationships, and the care home environment.

- Formal launch of the Review process, with extensive media coverage across Wales.

- Wide distribution of the questionnaire to every care home in Wales, third sector organisations, older people's groups, 50+ forums and Assembly Members to reach as many older people and their families as possible across Wales. Alongside this, the Review team undertook work with the media, particularly local newspapers, to promote the Review and call for evidence.

- Review team receives over 2,000 questionnaire responses.

- Review team gathers written evidence from the bodies subject to the Review (Appendix 3), with a particular focus on current systems in place and action underway to promote the quality of life of older people living in care homes.

- Review team also gathers extensive written evidence from a wide range of organisations that represent and work on behalf of older people, including professional bodies, third sector organisations and recognised experts in the delivery of residential and nursing care.

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- Review team receives a total of 53 written submissions (Appendix 4).

- Review team recruits and trains 43 Social Care Rapporteurs (Appendix 2) to prepare them for visits to care homes during Phase 2.

Phase 2: (January 2014 – May 2014)

- Review team selects 100 care homes at random for visits by Rapporteurs. The selection process ensures that the care homes represent the diverse cultural and demographic context of Wales.

- Rapporteurs make unannounced visits to 100 care homes across Wales, seven days a week, to observe older people and to hear directly from them about their experiences and expectations.

- Review team undertakes a series of engagement events and focus groups across Wales to capture the views and experiences of the families of older people living in residential and nursing care, those providing independent advocacy and representatives of groups whose voices are seldom heard.

- Review team gathers oral evidence at roundtable discussion sessions with organisations that represent and work on behalf of older people, including professional bodies, third sector organisations and recognised experts in the delivery of residential and nursing care.

- Review team undertakes an analysis of the extensive evidence received.

Phase 3: (May 2014 – September 2014)

- Review team undertakes evidence and scrutiny sessions with bodies subject to the Review to discuss and consider the written evidence provided in greater detail and to obtain further information about their understanding of the day-to-day realities of living in residential and nursing care, the change required to improve quality of life and whether current action (planned or underway) is sufficient to deliver this change.

- Review team undertakes a second round of evidence and scrutiny sessions with bodies subject to the Review in order to cross-reference against evidence gathered from the Review questionnaires and care home visits.

- Review team analyses oral evidence from a total of 82 bodies gathered during roundtable discussion sessions and formal evidence / scrutiny sessions (Appendix 5).

- Writing of Review report and development of Requirements for Action.

Phase 4: (November 2014)

- Review report published.

- Requirements for Action issued to public bodies subject to the Review that state what must be improved, changed or implemented to ensure that quality of life sits at the heart of residential and nursing care across Wales.

Phase 5: (February 2015)

- Deadline for responses to Requirements for Action. The public bodies to whom Requirements for Action are directed must demonstrate what action they will take to comply with them.

- Publication of a register detailing Requirements for Action and what action will be taken by public bodies.

- Agreed action is implemented and mechanisms agreed and adopted to provide assurance that this action has delivered the intended outcomes.

Day-to-Day Life

Literature Review

It is clear that the choice and control that an individual has over their daily life is fundamental to a good quality of life.

This is reflected in the volume of literature that explores aspects of day-to-day life in care homes. The National Development Team for Inclusion (NDTi) and the Centre for Policy on Ageing has identified 7 key domains[6] over which older people value having choice and control, one of which is the need for a meaningful daily life.

"Older people need to have their views and experiences taken into account on an on-going basis to have real choice and control in decisions that affect them."[7]

Tom Owen, collaborating with the Joseph Rowntree Foundation, Age UK, City University and Dementia UK, conducted research for the My Home Life (MHL) study, 'Promoting Quality of Life in Care Homes'. The study identified that the principles of voice, choice and control correspond with the three MHL 'personalisation themes', designed to promote a more relationship-centred approach within care homes:

- Maintaining identity: 'See who I am!'
- Sharing decision-making: 'Involve me!'
- Creating community: 'Connect with me!'[8]

Owen's findings go on to report that care home residents need to be "seen as individuals and given a 'voice' to express who they are and what they want (maintaining identity)". In addition, there needs to be "more than one way of doing things (choice), especially in situations of collective living", and older people need "to have 'control' over what is the right option for them (sharing decision-making)"[9].

Relationship-centred care is central to Nolan et al's work on the Senses Framework. The conceptual phase, together with practical work from a related project 'Dignity on the Ward'[10], identified the Senses Framework as a potential framework for practice. These studies suggest that in the best care environments all participants experience a sense of:

- Security – to feel safe
- Belonging – to feel part of things
- Continuity – to experience links and connection
- Purpose – to have a goal(s) to aspire to
- Achievement – to make progress towards these goals
- Significance – to feel that you matter as a person[11]

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"Where there is a community that supports older people, relatives and staff, a greater connection is developed through which choice and control can be realised. This finding is not new; it reflects a strong body of knowledge surrounding relationship-centred care."[12]

The Commissioner's own research has found that access to advocacy is key to older people exercising voice, choice and control at all stages of decision-making, from deciding to enter, whilst living in residential care, or when moving from it, and is particularly important as a safeguard for those in a position of vulnerability[13]. However, research has found that there is a lack of access to and awareness of advocacy and information for residents and their families[14,15], especially during the process of choosing and entering residential care[16], and without this support it may not be possible for older people to have real voice and choice over their day-to-day lives.

Voice and choice is not only fundamental to promoting the bigger, overarching themes above, it also plays a crucial role in almost every day-to-day decision. For example, a large number of studies indicate that social participation and daily activity are key: "meaningful activity, recreational opportunities, expressive arts or one-to-one activities can make a significant contribution to the overall living environment in care homes"[17]. The urge to engage in purposeful and meaningful activity is a basic human drive and this in-built motivation does not diminish or disappear as people age[18].

However, social participation and meaningful occupation are often seen as one and the same. Whilst both can mean some form of general activity, the real difference is in the outcome as experienced by the resident. Social participation is about enabling someone to feel part of the community and engaging with fellow residents. It is vital in encouraging residents to become a part of community life and "turning boredom, lethargy, sleeping and staring into space into positive social interactions"[19]. The result of this approach can mean that a resident is more closely connected to and involved in the community life of their home.

However, meaningful occupation focuses more on the concept of wellbeing through specific purpose, which is often aligned to what an individual did previously, such as a former carpenter having opportunities to undertake woodwork.

Research suggests that meaningful occupation engenders a sense of purpose, as well as self-worth, and can help to develop and maintain independence by promoting choice and control in the daily life of residents.

The College of Occupational Therapists has taken a very practical approach to person-centred care to ensure that people are able to continue to live active lives, which enables them to maintain their independence and do the things that matter to them[20].

"The traditional service-led approach has often meant that people have not received the right help at the right time … However, occupational therapists have always

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taken a client-centred approach, which is consistent with the principles and practice of personalisation."[21]

Choice is vital to improving and maintaining quality of life. The NICE Quality Standard, Mental Wellbeing of Older People in Care Homes, states that [older people] "should be encouraged to take an active role in choosing and defining [daily] activities that are meaningful to them"[22]. It is therefore crucial that older people in care homes have the opportunity and are encouraged to take part in activity in all its forms, "including activities of daily living, that helps to maintain or improve their health and mental wellbeing"[23].

Choice around personal cleanliness is fundamental to maintaining a good day-to-day quality of life. Having the option to determine the timing and frequency of baths and showers, for example, is crucial. However, the physical act of washing is only one aspect of personal cleanliness; the psychological impact on daily life also needs to be considered. Research has shown that "having a clean and respectable appearance and pleasant environment is key to maintaining the self-esteem of older people"[24]. In addition, "hygiene and cleanliness is seen as a key indicator of standards within a [care] home"[25].

Improving the mealtime experience of adults living in residential care can also be a major factor and a facilitator in improving the care, general health and wellbeing, as well as the quality of life, of older people[26].

The physical layout and design of a care home impacts on the daily life of residents. In general, care homes and hospitals are designed to "fulfil an institutional purpose, a purpose which does not enrich life for persons with physical disabilities, memory, perceptual or behavioural challenges"[27]. However, a care home can be so much more.

A wide range of research draws attention to the importance of building design that encourages and promotes a welcoming and homely space "which allows for privacy when necessary, as well as their [a resident's] overall desire to have a home that supports relaxed behaviour, common in a domestic setting"[28].

It is vital that a positive culture of care underpins an individual's day-to-day life. A recent Joseph Rowntree Foundation report, 'Learning for care homes from alternative residential care settings', highlights the importance of developing a positive culture for caring. The report argues that "a positive organisational culture has the potential to impact on the lives of residents, families and staff"[29].

Key areas identified in the report stress the importance of person-centred and relationship-based care. Fundamental to these approaches is the placement of the individual and their families at the centre of care planning. This approach focuses on individuals' strengths and interests rather than on assessing what they can't do[30].

However, there are other factors to consider. "Studies that have examined the impact of residential services emphasised that features of a positive culture are

complex and depend on…organisational structures, management arrangements, the physical environment, skilled staff and teamwork, and positive staff and resident relationships"[31].

A key element in improving cultures of care is the need to eliminate a process and/or task-driven approach in which residents have things done to or for them rather than with them. "The prevalent model in care emphasises the debilitating effects of old age where staff take on the role of custodians who 'do things to' residents. This devalues staff as much as residents. A more positive model is one which emphasises personal growth for residents and staff with a shared commitment to ideas, values, goals and management practices by residents, staff and relatives"[32].

A positive culture also means that all residents, their families and staff members are provided the opportunity to be involved in decision-making processes that affect them. A culture of open communication and information sharing needs to be encouraged enabling all stakeholders to be involved in decision-making processes. Quality improvement is more likely to be successful in homes with a culture that promotes innovation and staff empowerment[33].

Although the literature identifies the importance of person-centred and relationship-centred care as fundamental to improving cultures of care, it is also important to note the emphasis on knowing the resident and understanding his or her needs and preferences. Studies stress the importance of an individual's right to privacy and guidelines published over the past 20 years have emphasised the importance of valuing privacy, dignity, choice, rights, independence and fulfilment.

Residents should be able to maintain their privacy at all times, and staff should respect this. This includes privacy of their personal care, confidentiality of any information owned by or kept about the resident and privacy of their personal space[34].

Treating residents with dignity and respect is a vital part of residential care and must be ensured in order to maintain a positive culture within a care home and enhance good quality of life. It is also worth emphasising that staff need to be treated with dignity and respect if they are to deliver dignified care to residents[35,36].

Review Findings

Social Participation

The majority of Rapporteurs reported that many residents spent their time sat in chairs placed around the edge of the lounge, an arrangement that is not conducive to conversation and interaction. In many cases, the TV was left on with no subtitles and no-one watching, its volume making conversation difficult, if not impossible. A number of Rapporteurs also reported that residents were sat in poorly lit surroundings for a significant amount of time until care staff noticed and turned lights on.

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For residents who were bed-bound, many were 'left alone' for long periods of time, with interactions limited to task-based care, such as the administering of medicines, and no opportunities for social participation.

The lack of social stimulation within care homes has a significant impact on the wellbeing and quality of life of older people. This can often lead to older people withdrawing, both physically and emotionally, which further restricts potential opportunities for social participation.

Rapporteurs described residents as being withdrawn, seeming 'bored' and 'listless'. Many residents spent much of their time dozing or sleeping, with some choosing to remain in their rooms.

"People were left all day every day without any form of social stimulation, nothing to do whatsoever, day after day…" Family Member (Questionnaire Response)

"A really good home is where residents are motivated to do things and not just sit in a chair in front of the telly all day." Chartered Society of Physiotherapists (Oral Evidence)

Many Rapporteurs also commented on the lack of interaction between staff and residents, with little conversation about anything other than the care task in hand or asking a resident quickly if they were 'OK'.

In only a small number of the care homes visited, Rapporteurs reported that where care staff interacted with residents in a more meaningful way, such as by reminiscing with them and talking about their lives, older people knew that they mattered and felt valued and part of a community within a homely environment.

Staff told Rapporteurs that they did want to engage more with residents but felt that they did not have the time or simply lacked ideas on how to do so and therefore continued to focus on checklists rather than residents' quality of life.

> **Good Practice: Dementia Care Matters – Being a Star Programme**[37]
>
> This eight day training programme aims to improve self-awareness among care staff, giving them the practical skills to deliver truly person-centred care for people living with dementia.
>
> The programme allows staff to develop emotional intelligence and develop specialist skills to enhance the quality of life of residents.
>
> The course concentrates on the following key messages and objectives:
>
> - We don't do person-centred care, we need to be person-centred.
> - Experiencing the person's journey through dementia.   (Cont...)

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- Interpreting feelings behind words.
- Noticing controlling care. Feel it, see it, hear it.
- Growing in confidence and changing the moment. Skills in 'The Butterfly Approach'.
- Mealtimes with meaning. Well-being is the key to life.
- Appreciating what is behind behaviours.
- Relationships matter and closeness is what counts in 'later stage' dementia care.

The evaluation of the programme found that the workshops appear to have had a positive impact on practice, with an increase in positive social interactions observed and an appropriate decline in neutral and restrictive care. This approach appears to offer significantly more potential to change practice and cultures than traditional approaches to training.

The importance of meaningful interaction between care staff and residents is often not recognised due to a clinical approach to care delivery that does not recognise the need of the whole person. This can lead to an 'us and them' culture that can result in care staff perceiving residents only as a series of care needs and tasks, rather than individuals who they can enable to lead a life that is as active as possible.

In many instances, Rapporteurs reported that residents simply sat doing nothing. Many residents, particularly those with high acuity needs, sensory loss or those with dementia, were entirely reliant on care staff to engage, interact and participate.

"Frank lives in a care home in North Wales and communicates in British Sign Language but his paid carers are unable to communicate with him. This means that the only time he is able to communicate with others is when his family travels from Birmingham to visit him." Action on Hearing Loss (Written Evidence)

Evidence from the Commissioner's roundtable discussion with organisations working with people living with sensory loss clearly showed a lack of awareness amongst care staff about the specific communication needs of people living with sensory loss and the impact this can have on social participation.

"[A resident said] I don't know what is going on, I can't hear anyone very well and I need guidance with the craft as my sight is very poor." Deafblind Cymru (Oral Evidence)

Rapporteurs also reported that many residents whose first language was Welsh were unable to communicate in their language of choice due to the lack of Welsh-speaking care staff. This is particularly important for residents with dementia, who are often no longer able to communicate in English as their dementia progresses. Residents reported that it was important for them to be able to communicate in Welsh and that they were frustrated that they were unable to do so. Evidence from Gwynedd Council, which has a proportionally high number of Welsh speakers, supported this, stating that the language in which people converse has a direct impact on their quality of life and care.

The lack of awareness about the specific communication needs of individuals can lead to frustration, confusion and distress for residents; being unable to communicate with care staff and fellow residents can lead to a decline in an individual's physical and emotional wellbeing.

Rapporteurs found that many care homes employed a dedicated activities coordinator, who was responsible for ensuring that activities were available for residents.

Rapporteurs identified a small number of exemplary care homes where the activities coordinator played a vital role in ensuring that all residents were engaged with other residents and care home staff and that opportunities for residents to participate and enjoy doing the things that matter to them were readily available.

"The home has a wonderful activities coordinator who does lots of activities with the residents. My father is a quiet sort of man who doesn't always want to join in, but she is always cheerful and encouraging." Family Member (Questionnaire Response)

"One activities coordinator literally took the activities to people's rooms to ensure that those who were bed-bound could participate socially in some way." Social Care Rapporteur

> **Good Practice: Care Home, Caerphilly**
>
> At a Caerphilly care home, the activities coordinator works to deliver both spontaneous and programmed activities with a range of people with dementia in a group and on a 1:1 basis. Her interventions have encouraged previously non-verbal residents to talk, reduced agitation and welcomed families back into the heart of the care home with regular tea parties, film afternoons and fundraising activities.

In many care homes, the introduction of activities coordinators has had a positive impact on the quality of life of residents, although there is great variation in implementation and outcomes of this role. With the right skills and resources, the

activities coordinators are an invaluable resource to challenge accepted practices and embed new and innovative ways of thinking around engaging and stimulating older people, regardless of their physical and cognitive abilities.

Rapporteurs observed that where the role works most effectively, it is because the coordinator has been supported by the Care Home Manager to ensure that all care staff engage both in planned and spontaneous activities in order that all residents are enabled to live an active life in the place they call home.

However, in the majority of the homes visited, opportunities to take part in meaningful activities were severely limited. In many cases there was a lack of flexibility that meant that residents could only participate in the planned and structured programme of activities and were not supported to do the things that they wanted to do when they wanted to do them.

Furthermore, even when books, newspapers, magazines, games and IT were present, a lack of staff time and encouragement to enable residents to use them meant that resources often went unused.

In the exemplar care homes visited, the care homes in which residents seemed to have the best quality of life, it was clear that the Dementia Care Matters model of care, which is people-centred rather than systems-based, was used to ensure that staff were engaging and participating meaningfully with residents. Staff were able to encourage conversation by knowing about a person and their life before moving into a care home and by referring to the things they enjoy, as well as their likes and dislikes. Furthermore, relationships between staff and residents were based on genuine friendship, empathy and understanding.

A significant number of Rapporteurs reported that residents would like more outings and activities outside of the home. While some of the homes visited organised regular trips and outings, such as trips to the beach, shopping trips and trips to the theatre, these opportunities were often limited due to a lack of staff availability, access to transport or cost implications.

Many residents also told Rapporteurs that it was the care home's decision as to whether they were allowed or not allowed to leave the home, meaning that some did not have a choice to participate in activities outside of the care home environment.

Rapporteurs reported that some care homes engaged with the wider community, as well as groups and organisations, on a regular basis to enable residents to enjoy activities and experiences that would not usually be available within the home. Examples included local schools visiting to perform for and interact with residents, animal charities visiting with dogs and cats, and faith leaders holding religious services.

However, these kinds of opportunities were significantly lacking in the majority of care homes visited, where the care home was not open to interactions with the wider community.

Care homes that enable residents to interact with the wider community are able to enhance the lives of residents through initiating and maintaining links with individuals, groups and organisations. Without this, residents do not feel connected to their communities and are unable to develop relationships with individuals beyond family members and care staff.

Meaningful Occupation

The role of meaningful occupation in reinforcing an individual's self-esteem and identity, and the positive impact this can have on their quality of life is frequently underestimated. Being enabled to make a contribution through meaningful occupation allows individuals to feel valued, have a sense of continuity, be reassured by a familiar role or task and know that they continue to matter.

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

"Allowing my sister to access the kitchen so that she could clean up, wash dishes and make scones made all the difference." Family Member (Questionnaire Response)

"Attending a church service in the home meant that my Mam could actually experience rare moments of peace and calm." Family Member (Questionnaire Response)

One Rapporteur gave an example of a home in the Vale of Glamorgan where residents were supported to use their skills to maintain the care home's garden. They were involved in the garden's design and were able to choose the plants and flowers that they wanted. Residents also grew vegetables that were used as part of the care home's menu. Residents also looked after chickens, selling eggs to care staff to raise money for their activities.

Another positive example identified by a Rapporteur during a visit to a home in Rhondda Cynon Taf was the use of volunteer befrienders, recruited from the community, to visit and share skills with residents and support them to do the things they like and enjoy, such as arts and crafts, woodwork and baking.

Providing residents with a choice to do the things that they want to do can help them to build relationships and give them a sense of achievement, as well as supporting them to be more active and engaged. Specifically for residents living with dementia, meaningful occupation is vital as it provides an important link to the past and enables them to contribute and feel valued within the care home, reducing levels of confusion, anxiety and agitation.

In the care homes visited where meaningful occupation was enabled, Rapporteurs reported that residents were often more physically active, more engaged and less likely to report boredom and loneliness.

"My Mum has been given small jobs in the kitchen, preparing vegetables on the odd occasion. It's wonderful to see the enjoyment and feeling of self-worth Mum has gained from this small act of kindness by the staff." Family Member (Questionnaire Response)

However, the majority of care homes visited did not provide opportunities for meaningful occupation to residents. In many cases, barriers, that could often be easily overcome, were put in place that prevented access to areas of the home where meaningful occupation would take place, such as the kitchen, laundry room and the garden. For example, residents were often prevented from undertaking simple tasks for themselves or others, such as making a cup of tea, which ultimately impacts upon an individual's independence. This was often informed by an attitude of risk-aversion and a misunderstanding of health and safety regulations.

Enabling care homes will actively look for ways to overcome perceived risks and health and safety barriers to support residents to do the things that matter to them, an essential element in an individual's quality of life.

"Undertaking a simple risk assessment has allowed one care home in Cardiff to take residents ice-skating each year as this is what they said they want to do." Age Cymru (Oral Evidence)

Good Practice: My Home Life Cymru

Gwynfor was able to talk with the independent advocate and said that he had been forgotten about and that no-one cared about his wishes. It transpired that Gwynfor was a keen gardener but had no access to the garden outside. The advocate advised the care home manager on how she could conduct a risk assessment to ensure Gwynfor's safety and allow him to begin to go outside. This resulted in a change in Gwynfor's behaviour as over time he became less agitated and was able to enjoy spending time outside. Gwynfor told the advocate that it was the first time that anyone had really listened to him in many years.

Personal Hygiene, Cleanliness and Comfort

Personal care is an integral part of an individual's day-to-day life and the ways in which this is delivered has a direct impact on their dignity and wellbeing.

The majority of Rapporteurs found that the residents they observed were clean and that help and support was provided by care staff to residents who were unable to maintain their own personal hygiene. Residents reported that care staff were sensitive to their needs and they greatly valued the support they received.

Rapporteurs did comment, however, that it was often not possible for residents to have a bath or shower when they wanted to due to rota systems being in place as a result of a lack of facilities and/or staffing levels.

"Perhaps baths are not offered often enough, but this is I think through shortness of staff." Family member (Questionnaire Response)

"I've never had a shower in my life, but I can't have a bath as there's not one here. So my carer uses a flannel to wash me." Resident (Care Home Visit)

While basic hygiene needs are generally being met in a sensitive way, the approach to personal care is often task-based and not delivered in a person-centred way that enables an individual to have choice and control, an essential part of their quality of life.

In addition, a number of Rapporteurs commented that personal hygiene needs were sometimes not met for some residents with high needs, such as those living with dementia or a physical disability, with care staff reporting that they found it difficult to provide personal care in these circumstances.

Without the necessary training for care staff, older people will be unable to receive the personal care that they require in a sensitive and supportive way that meets their needs.

There were variations in the ways in which residents in the homes visited were assisted in using the toilet. Some homes saw using the toilet as a structured task that took place at specific times during the day, which resulted in residents being lined up and told when to use the toilet. This tasked-based approach to continence management can have a detrimental impact both on an individual's independence and their dignity.

Other homes, however, responded to residents' needs in a respectful and dignified way, assisting them to use the toilet as and when they required.

Rapporteurs found that incontinence pads were widely used in the homes visited and that some residents were told to use these despite the fact that they were continent and able to use the toilet, albeit with assistance.

"Carers told my husband to go in his pad (in front of me). This is something that he would never have wanted. I used to take him [to the toilet] all the time while looking after him at home." Family Member (Questionnaire Response)

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Evidence from the Commissioner's questionnaire also showed that incontinence pads were not changed regularly, with residents often left in discomfort for hours.

"Visiting in the afternoons I often had to ask staff to change my mother's pad as she was 'leaking'. The difficulty getting her from her room to downstairs meant that she did not get her pad changed before lunch nor even immediately after. The result was always embarrassing, distressing and humiliating to her." Family Member (Questionnaire Response)

The inappropriate use of incontinence pads can cause severe discomfort and have a disabling impact on people's health, particularly around mobility and independence, stripping them of their dignity entirely in some cases.

Personal Appearance

Rapporteurs found that the majority of residents were supported to maintain their personal appearance and this aspect of their identity. Clothes were generally clean, pressed and in a state of good repair. However, issues around residents' clothing were identified during visits, such as clothes going missing while in the laundry.

"A frequent complaint is that clothes go missing after having been sent to the wash and no explanation is given. I appreciate that it is difficult to wash everyone's clothes separately, but my relative takes pride in having nice underwear etc. and I do not feel it is right for her to suffer the indignity of wearing other people's clothes." Family Member (Questionnaire Response)

Some homes visited have systems in place, through personalised laundry baskets, for example, to ensure that clothing is not misplaced or mixed up and that residents are always able to wear their own clothes and have a choice about what to wear.

Some homes visited also supported residents to dress in clothes associated with their earlier lives, something particularly important for people living with dementia who often find comfort in particular, familiar clothing. An example of this was at a home in north Wales, where a resident with dementia was supported to wear clothing that reflected his time in the Navy.

Other good practice observed by Rapporteurs included hairdressers and beauticians regularly visiting homes and female residents being supported to use their handbags, wear their favourite jewellery items and choose their favourite perfume.

An individual being able to express themselves through their appearance, such as choice over the clothes and accessories they wear, enables them to feel comfortable, relaxed and at home. Furthermore, it reinforces their personal identity and has a positive impact on their quality of life, providing a connection to their past, particularly important for residents living with dementia.

The Dining Experience

Mealtimes are a key part of an individual's day and their experience during these times has an impact on their health and their quality of life. Mealtimes should therefore be more than a task-based feeding activity. They should be social occasions where residents are fully engaged and are able to enjoy the dining experience.

Rapporteurs described that this was rarely the case and that meal times were often a 'clinical operation', with staff wearing plastic aprons and gloves. While hygiene was understood as a factor, this functional appearance reinforced the notion of meal times as a task-based feeding activity and did not provide a dining experience, which is an important aspect of maintaining quality of life.

When mealtimes are seen as 'feeding', merely as a task to be completed, there is a lack of positive interaction between care staff and residents. This can lead to an 'us and them' culture developing, which can lead to an institutional feel within many care homes.

Rapporteurs observed that communication between staff and residents, as well as communication between residents themselves, was either non-existent or solely based on the task in hand. A number of Rapporteurs reported that residents sat in silence at the table, with the only staff interaction being the placing of food on the table or occasionally offering a drink.

Rapporteurs also observed that many older people sat alone at lunch for over 30 minutes, with no social interaction before uneaten meals were cleared away.

Good communication between staff and residents during mealtimes is essential. Without this, the needs of residents will not be met, their choices and preferences will not be taken on board and they will not be encouraged to eat. Furthermore, without support and encouragement from care staff during mealtimes, residents are at risk of losing their physical ability to feed themselves, essential to allow them to exercise choice about how they eat their food and vital to support their independence.

The majority of Rapporteurs observed that there was some choice in the meals available and that residents were involved in meal planning in some of the homes visited, something confirmed by a number of questionnaire responses from family members.

"Residents have a good choice of food." Family Member (Questionnaire Response)

"They are also willing to provide a favourite meal if anyone asks." Family Member (Questionnaire Response)

However, this choice was often limited to only two options and daily menus were often not visible or accessible by residents. There was also little evidence that best practice was being used around providing pictorial representations of the meals on the menu or that sample meals were plated up and shown to residents for them to understand what was available. While kitchen staff worked with residents to plan menus in a small number of the homes visited, this was not the case for the vast majority.

"Residents are often given a plate of something, without being asked what they would like. I have seen hot plastic cups of tea being thrust into residents' hands when they have limited dexterity. No choice is offered, even though there may be a choice on the board (two choices) of a mix and match available from one meal option. Tea time meal mainly consists of a sandwich." Family Member (Questionnaire Response)

Outside of formal dining times, Rapporteurs reported that there were significant variations in the availability of food and drink throughout the day and that interactions between care staff and residents were often limited, with a lack of meaningful engagement, physical support and encouragement.

"The residents were not even offered a choice of biscuit. Likewise they weren't able to add their own sugar or milk to their tea and coffee. This may be for very good reasons, but very disempowering." Social Care Rapporteur

"The trolley is rolled up and if no one asks for a drink, they don't get it. These are people with dementia that need to be encouraged to eat and drink." Family Member (Questionnaire Response)

A lack of choice about what to eat, and when and where to eat, can lead to residents having no control over a fundamental aspect of their daily lives. This results in a dining experience that does not reflect the needs of an individual but rather the needs of the system.

Good Practice: My Home Life Cymru

When a resident who has dementia arrived in the dining room for lunch a care worker asked, "Elsie have you come to join us for a meal, where would you like to sit?" The resident sat in her usual chair and was introduced to the other diners by the staff member, even though she knew them all and sat with them every day. The chef came out and presented all the diners with plated meals of what was available; all condiments were on the table including gravy. The care worker asked each resident, "where would you like your gravy?" None of the residents wore an apron or protective clothing, and after the meal no one's clothing was stained.

> **Good Practice: Care Home, Cardiff**
>
> There is a great emphasis on treating people with dignity and respect. Menus were chosen through a "Come Dine With Me" experience, where residents and family members sampled a range of foods on offer and chose their favourites for the menu. The kitchen staff will always make alternatives if someone does not want what they have chosen and the chef always checks people are happy with their food. When soft foods are served, moulds, piping and other innovative techniques are used to ensure that the food is beautifully presented and offers a range of textures, so it looks and tastes as close to non-pureed food as possible.

Care Home Environment

Many Rapporteurs commented that the homes they visited often had a functional, institutional and clinical feel, rather than being homely, comfortable and welcoming, which can have a detrimental impact upon residents' quality of life.

Rapporteurs also reported that the majority of the homes visited were old buildings that had been adapted for use as a care home. Whilst Rapporteurs reported that many homes were well decorated and that many residents' rooms were personalised, the design and layout was often unsuitable, particularly for people with sensory loss and/or dementia. In some cases, residents who were neither related or in an intimate relationship were found to be sharing rooms, something which is no longer acceptable in other parts of the UK.

Evidence from the College of Occupational Therapists stated that the physical structure of buildings and use of some older properties as care homes can act to reduce mobility:

"For example, in one situation where nursing residents were moved from the ground floor to the 1st floor in order to open up more nursing home beds. This move left residents with no access to a communal living room or suitable bathing facilities on the 1st floor. The lift in this section of the home was too small for use with any nursing residents with specialist seating."

Evidence from Action on Hearing Loss Cymru also stated that a lack of assistive equipment such as visual alarms, hearing loops and other adaptions, is affecting people's independence, privacy and dignity. For example, bedroom doors may be kept open as a result of a lack of flashing doorbells in care homes, which can lead to older people with hearing loss losing their right to privacy.

In a number of cases Rapporteurs observed that the homes they visited were poorly lit, with no consideration of the importance of lighting, particularly for residents with deteriorating eyesight and sight loss, had a lack of hand rails and clearly marked

ramps, which impeded residents' ability to easily and safely move around the home environment without support.

A number of Rapporteurs reported that the care home environment was not designed to meet the needs of older people. Notice boards, for example, which provide essential information for residents, such as information about activities, advocacy services and other local information, were often hard to reach or difficult to see.

A number of questionnaire responses from family members also highlighted a lack of private space available in the care home, such as seating areas separate to lounge areas, that could be used instead of a resident's room to allow them to spend time with their loved ones.

Many of the homes visited were not dementia friendly, with a lack of pictorial signage, destination points and sensory areas, such as memory walls or rummage boxes.

"Memory walls or areas are becoming more common and one home had memory boxes where people could handle items like coins or look at pictures. But they often seem to be an afterthought, hidden away rather than an integral part of the design of a building." Social Care Rapporteur

Dementia friendly care home environments, where features such as pictorial signage or destination points are used, are lacking, even in EMI and nursing care environments. This can result in increased confusion, anxiety and agitation among residents living with dementia.

Good Practice: RNIB Cymru

RNIB Cymru has produced a new guide called 'Homes for people with sight loss and dementia: A guide to designing and providing safe and accessible environments'[38].

The guide offers clear and simple guidance on how to design, refurbish and maintain accommodation in a way that will best support people with sight loss and dementia.

The guide was developed in conjunction with housing associations, care providers, academic experts, access consultants, people with dementia and organisations that support people with dementia.

The effective use of design can reduce the impact of sight loss and dementia, maximise independence and safety and reduce falls and other safety risks.

The impact that specific aspects of the built environment can have on older people has also been identified by some care homes.

"My residential manager came to me and said our bathrooms are boring. I've got residential dementia clients that I need to encourage to take a bath and I want to make them interested to reduce the challenge... So she got little shelving, matching towels, little LED candles and fairies, all where they would be looking up at the wall when they were in the bath and just made it so pretty - a different place. But she didn't stop there she spread it through the whole home and you walk into any bathroom now and it's alive." **Care Home Manager (Oral Evidence)**

A well designed care home environment can be enabling and therapeutic, supporting residents in their daily lives. Conversely, a poorly designed care home that lacks the necessary adaptations can have a significant impact on residents, particularly those with sensory loss and dementia, disabling their ability to live as independently as possible and increasing the risk of falls and accidents.

Factors Influencing Day-to-Day Life

In gathering evidence about the day-to-day life of older people living in care homes, a number of broad themes were identified that impact upon an individual's quality of life.

Institutional Regime

The majority of Rapporteurs reported that the care homes visited were characterised as institutional regimes, a cross between a hospital and a hotel. It often seemed that systems in place within the care home took priority over the needs of residents.

Rapporteurs observed that there was a task-based approach to delivering care that concentrated on schedules, processes and checklists, rather than the needs of an individual, particularly around personal care and eating.

Written and oral evidence from Age Cymru, Alzheimer's Society, British Geriatric Society, British Association of Social Workers, the Royal College of Nursing and the Neath Port Talbot Social Care Academy supported this view, stating that an institutional culture of task-based care had a detrimental impact on their quality of life.

"Well my priority is safeguarding people from cultures of care, that is my main priority… many staff don't understand how a poor attitude, an institutional culture can really affect the person who they're caring for." **Neath Port Talbot Social Care Academy (Oral Evidence)**

In care homes where an institutional regime exists, the focus is on 'the system' and not on meeting the needs of an individual or creating a homely environment. This leads to a culture of task-based care where positive relationships between residents and care staff are less likely to develop. This can result in older people having a lack

of choice and control over their lives and losing their sense of identity, which has a detrimental impact on their quality of life.

Variations in care

Evidence from the Commissioner's questionnaire and Rapporteurs identified significant variations in the quality of care provided, even within individual care homes.

A small number of family members and Rapporteurs identified exemplary care being provided to residents, which was delivered in a sensitive and compassionate way. One Rapporteur, for example, observed care staff using a hoist to move a resident from her chair to her wheelchair. They explained each step of the process clearly and in detail and also provided reassurance both verbally and by holding her hand throughout.

"Mum can't wait to come back after we've taken her out after lunch. That shows how much she loves living here." Family Member (Questionnaire Response)

"The staff are all very attentive and caring towards my mother. They make everyone feel like they belong there and are their own little community." Family Member (Questionnaire Response)

The majority of Rapporteurs, however, observed care that was 'neutral', where there was little meaningful interaction between staff and residents. This type of care was characterised by a lack of good communication or physical contact and a task-based approach.

"Staff are doing their jobs and ticking the boxes, but little imagination or personalisation is going on." Social Care Rapporteur

Evidence from family members identified some concerns over the quality of care provided, while a small number of Rapporteurs also witnessed inappropriate and controlling care, where residents were patronised, ignored, spoken over or called derogatory names. When this type of care was delivered it was with a poor attitude and no awareness or sensitivity to the individual they were assisting. This was particularly evident in the case of residents with high needs and those living with dementia and/or sensory loss. Rapporteurs observed carers continually using their mobile phones, only interacting with other carers and displaying little interest in the residents.

"I feel like my grandfather is talked down to. I very much think he is 'still in there' despite not being able to talk. He is a bright man and I wish he was treated like it." Family Member (Questionnaire Response)

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"Most staff are pretty good, but one or two can be pretty patronising – some care staff seem to think that they should treat older people as if they were children." Family Member (Questionnaire Response)

Everyone has the right to be safe, well cared for and have the best quality of life, regardless of their needs or where they are receiving care. Unacceptable variations in care and disparity between care homes, mean that older people are often not receiving the level of care they have a right to expect, care that should be truly person-centred and delivers the best quality of life.

Low expectations

Evidence from professional bodies and the third sector highlighted that older people and their families can have low expectations about quality of life in care homes. This can be driven by a range of factors such as the fact that moving into a care home is often not seen as a positive choice, but rather as a last resort, and a media portrayal of care homes that concentrates on failures and poor care.

"There is a big difference between being safe and having a good quality of life." Age Cymru (Written Evidence)

It was also suggested that low expectations can result from a culture of learned helplessness in which older people are the passive recipients of task-based care that does not acknowledge nor value them.

"People's expectations become reduced because 'how can we keep fighting it?'." College of Occupational Therapy (Oral Evidence)

This was supported by evidence from the Commissioner's questionnaire, which highlighted that residents and their families can have low expectations about quality of life in a care home.

"For me she is safe, but life for her is sad. At least she is not abused." Family Member (Questionnaire Response)

"I've only been here for three months. There's not much to do, but you get used to it." Resident (Questionnaire Response)

"There's nothing to do, but I'm happy." Resident (Questionnaire Response)

Many responses showed that people did not expect anything more than an adequate quality of life in a care home, something that was reflected in observations made by many Rapporteurs during their visits. They identified a culture of acceptance in which older people simply 'made do'.

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Advocacy

"Lots of people here can't talk for themselves. They don't have a good quality of life, but aren't in a position to do anything about it." Social Care Rapporteur

"You are powerless." Resident (Questionnaire Response)

Rapporteurs found little evidence of independent advocacy services being actively promoted within the care homes they visited. It was clear that the role of advocacy and its benefits were not widely understood and that there were significant variations in the availability of and access to advocacy services.

Evidence from Age Cymru stated that the availability of independent advocacy may be limited as some care staff may feel undermined by the presence of independent advocates and do not understand their distinct role.

"Many staff in care homes consider that they advocate for residents on a day-to-day basis and do not recognise the value of independent advocacy." Age Cymru (Oral Evidence)

Where advocacy services were available, it was clear that they were having a positive impact on the lives of older people.

"I find independent advocates have helped us a lot. We had, actually, a person coming and going of their own time, talking to the families and residents. And the feedback to us and the support, I think, improved the quality of the staff and the culture as well. I think they are very, very important people to be available in any care home… And they're supporting us, they're not against us. Anything, any problem we have, we are very open with them but I think that is very important. I think their presence is very, very important in any care home…" Care Home Manager (Oral Evidence)

Evidence taken during the roundtable discussion on advocacy highlighted that independent advocacy is critical in improving the quality of life and care of older people by ensuring that their voices are heard and that their rights are upheld. However, the evidence demonstrated that the value of independent advocacy was not sufficiently understood or even recognised by many care homes, Local Authorities and Health Boards.

Written evidence from Local Authorities and Health Boards also indicated that there are often limited opportunities for older people's voices to be heard outside of formal complaints procedures, reinforcing the need for independent advocacy services.

During the roundtable discussion, many examples of excellent independent advocacy services across Wales were highlighted. Despite this, however, the ability of third sector organisations to deliver services is hampered by unstable

and unreliable funding sources and a lack of understanding of the value that their presence can bring.

The roundtable discussion on advocacy raised concerns that, as a result of funding from the Big Lottery's AdvantAGE programme coming to an end, the future availability of independent advocacy is at significant risk.

"Our funding finishes at the end of October, but really we have got to stop taking referrals in July or August because we can't leave people high and dry." **Age Connects Wales (Oral Evidence)**

Evidence from the British Association of Social Workers indicated that independent advocates have an essential role as they can focus entirely on the needs of an older person, unlike those who may have traditionally provided advocacy.

"Whilst social workers should be expected to advocate on behalf of their clients, this can often be extremely difficult in practice due to the potential conflict with their employers… Families and friends often have their own views and perspectives on a situation, so it is dangerous to assume that these are the same as the older people." **British Association of Social Workers (Oral Evidence)**

Care homes are older people's homes, places where they should be able to have a strong voice and choice and control about the life they want to live. Older people should therefore be fully involved in any decisions that will affect their lives and it is clear that in these situations an independent advocate is often best placed to provide support and speak out on a person's behalf.

Health and Wellbeing

Literature Review

Many older people who live in care homes have high levels of healthcare needs[39]. Reports have suggested that around three-quarters of care home residents have a disability and that 57% of women and 48% of men needed help with one or more 'self-care' tasks[40].

A recent cohort study of the health status of residents in UK care homes observed that the average number of diagnoses per participant (6.2) and the prevalence of stroke, dementia, Parkinson's disease and osteoporosis were higher than those previously reported for similarly aged UK residents who did not live in care homes. The findings confirm the hypothesis that "multi-morbidity is a defining feature of the care home population, and implies a requirement for expertise in geriatric medicine that may be beyond that of some GPs"[41].

Furthermore, this study found that while there might be an increased need to access services due to "cognitive impairment, behaviour disturbance or malnourishment, residents had contact with the NHS on average once per month"[42].

Physical health is fundamental to quality of life and as research suggests, older people have substantial and complex healthcare needs requiring a full range of healthcare services. However, a great deal of evidence suggests that care home residents are not always receiving the healthcare services they should. In some instances, residents are paying for services that should be provided under the NHS[43].

Dementia is perhaps the most prolific health issue to affect older people in residential care with an estimated 80% of care home residents living with dementia in the UK[44]. One in 14 people over 65 years of age and one in six people over 80 years of age has a form of dementia. It is estimated that by 2021 there will be over 1million people with dementia in the UK[45]. Diagnosis rates in Wales are just 38.8 per cent, which means there are still around 28,000 people in Wales who are living with dementia and have not been diagnosed[46].

Dementia can mask a range of other health issues. According to recent research, physical comorbidity is very common in people with dementia and leads to "excess disability and reduced quality of life"[47]. Epilepsy, delirium, falls, oral disease, malnutrition, frailty, incontinence, sleep disorders and visual dysfunction are found to occur more frequently in people living with dementia[48]. However, physical comorbidity is often treatable.

Older people living in care homes are three times more likely to fall than if they lived in their own homes but, in many cases, taking the right action can help to prevent people from falling. Whilst preventing falls should be a priority, services need to achieve this while allowing residents to be as independent as possible[49]. NICE

recommends initiatives such as strength and balance training for older people, as well as regular exercise, to enable them to avoid falling as much as possible[50].

The Social Care Institute for Excellence (SCIE) recognises that reablement leads to improved health and wellbeing of older people living in care homes and also reduces the expenditure required for on-going support[51]. By enabling older people to do things for themselves in care homes, as opposed to doing things for them, their independence is not only increased but their individual outcomes also improve. SCIE has stated that people that have accessed reablement services welcome the emphasis on helping them to gain independence and better functioning[52].

Sensory loss is particularly prevalent among older people: estimates suggest that 1 in 9 people over the age of 60 and 1 in 3 people over the age of 85 are living with sight loss[53]. According to research by the Welsh Local Government Association (WLGA), there will be an 11.25% increase in the prevalence of sight loss in the next 10 years, correlating to an ageing population and a growing incidence in key underlying causes of sight loss such as obesity and diabetes[54].

1 in 6 people are estimated to be affected by hearing loss in Wales. The majority of those with hearing loss are older people and the prevalence increases with age: 71.1% of those over the age of 70 are living with hearing loss[55]. According to the Medical Research Council (MRC) there will be a 14% increase in prevalence every 10 years[56], again correlating to an ageing population. The World Health Organisation estimates that by 2030 adult onset hearing loss will be in the top 10 disease burdens in the UK, above diabetes[57].

It is estimated that 18,850 people in Wales are currently affected by both visual and hearing impairments. 62% of the deafblind population is aged over 70[58].

The links between dementia and sensory loss are well evidenced. According to RNIB, at least 2.5% of people will have both dementia and sight loss by the age of 75[59]. As the population ages, the number of people with both dementia and sight loss will increase[60].

In care homes, studies indicate a higher proportion of residents may have both conditions. People with mild hearing loss have nearly twice the chance of developing dementia compared to people with normal hearing. The risk increases threefold for those with moderate and fivefold for severe hearing loss. People with advanced dementia will often have sensory loss as a result of age related eye conditions and / or damage to the brain due to the disease[61].

The literature highlights that food and diet is a contributing factor that impacts upon residents' quality of life[62], health and well-being, with malnutrition or 'under-nutrition' acknowledged as a particular problem in long term care institutions[63, 64, 65].

One in three older people are affected by malnutrition upon entry into residential care homes[66] and if their diets are not properly managed, the clinical consequences can include: impaired immune response, reduced muscle strength, impaired wound

healing, impaired psycho-social functioning and impaired recovery from illness and surgery[67].

NICE has stated that the healthcare cost of managing malnourished individuals is twice that of non-malnourished individuals due to a higher use of healthcare resources. It has placed effective intervention on malnutrition as the third highest in top clinical guidelines to produce savings. Malnourished residents will have greater healthcare needs in the care home, have a higher admission rate to hospital and, during those admissions, will spend longer in hospital[68].

The British Dental Association has highlighted that there are high levels of unmet dental need in care home residents, with many only receiving dental care when they develop a problem. Residents of care homes are more likely than older people living in their own home to suffer from mobility as well as cognitive impairments which both tend to have negative impacts on oral health. Poor oral health in older people has wide ranging health implications, from the more obvious impacts of pain and discomfort in and around the mouth and jaw, to the follow-on effects that difficulties in chewing can have on nutrition and general heath[69].

Policy is very clear that NHS services should be provided on the basis of need. In spite of this, there is evidence of variations in the provision and funding of key elements of NHS services for care home residents. These variations can result in unfair access and even discrimination[70].

The availability of and access to high quality healthcare is a basic human right[71] and research suggests that localities should therefore focus attention on re-establishing multidisciplinary and multi-agency healthcare support for older people in long-term care[72].

The National Assembly for Wales' 'Inquiry into Residential Care for Older People'[73] recognises this and highlights the need to improve the safeguarding and protection of older people in residential care through improvements to ensure access to good healthcare. Access is also a priority in the work of My Home Life Cymru, which states that primary care organisations should review their provision to ensure that residents have access under the NHS to all services[74].

The literature highlights the importance of partnership working to develop new initiatives that give residents, their families and carers greater voice and control with regard to accessing healthcare[75]. Healthcare services for older people living in care homes should ideally incorporate multidisciplinary, multi-agency specialist teams.

Teamwork is also an important element in the availability and provision of healthcare and is a consideration picked up by the Promoting Excellence in All Care Homes study (PEACH). This research indicates the importance and clear health benefits of effective leadership and supervision within the care home in fostering good teamwork[76].

There are, of course, many examples of good practice in care homes that show that care and support can be delivered effectively to improve quality of life for residents[77]. However, all too often, these practices are fragmented and patchy.

Despite being a basic entitlement, many older people are routinely denied the benefits of primary, secondary and community health services.

Review Findings

Prevention

Care homes need not be seen as places of immediate decline, where preventative and reabling interventions are assumed to have little value. Whilst the prevention and reablement agendas have been identified as essential to reduce pressure on primary health care services, it seems their importance is not yet recognised in care homes.

"To maintain health and wellbeing, residents require physical, mental and social stimulation. Yet some care homes are very task orientated. Basic care needs such as washing and dressing, feeding and toileting, can take a considerable time for residents with complex care needs, leaving little time for other activities." College of Occupational Therapists (Oral Evidence)

Evidence from the Chartered Society of Physiotherapists stated that if people are more physically active, an essential element of the prevention agenda, then they will be at less risk of falling and money could potentially be saved from the use of wheelchairs and emergency admissions to hospital.

"A problem reported to us by community physiotherapists is that they perceive clients to be too inactive throughout the day. Furthermore, many of the activities offered are seated and do not present a challenge to posture and balance." Chartered Society of Physiotherapists (Oral Evidence)

Their evidence also highlighted the dangers of immobility for the whole body system, stating that being seated all day means that individuals can lose capacity in all body systems. These secondary complications can often lead to an increased use of medication and preventable hospital admissions.

This was reflected in evidence from the College of Occupational Therapists that stated that activity is not an added bonus of care but an essential requirement to enable residents to actively participate in daily life. They also stated that when a person is left for long periods without movement or stimulation, a number of detrimental physical and psychological changes occur. Physically, muscles waste, the heart atrophies, blood pressure rises and the risk of pressure sores increases. Psychologically, listlessness and boredom, depression and lethargy, and confusion and disorientation can occur, alongside a loss of confidence and skills. This can create a life and environment that is full of negative impact.

Good Practice: North Wales Care Home Falls Multi Factorial Risk Assessment and Care Plan

Public Health Wales' North Wales Falls Prevention Project has developed a care tool for care homes to use to implement NICE guidance on Falls (2013)[78]. This is a collaborative project, consisting of key stakeholders including Care Forum Wales, CSSIW and District Nurses.

The Care Tool is a package of support that includes:

- Guidance for completion
- Multifactorial Risk assessment
- Summary Care Plan
- Record of referrals and follow up
- Record of unmet needs
- Review recording
- Support documents - footwear suitability / nutrition prompt / culprit medication

This has been further supported by on-going partnership work, training and support to care homes to enable them to implement falls prevention within current processes, for example pre-arrival assessment, care planning, and falls review to assess the culprit.

Good Practice: College of Occupational Therapists – Living Well through Activity in Care Homes Toolkit 2013[79]

This resource has been designed for care home staff to enable residents to live a more active life.

The toolkit provides a range of suggestions for changing traditional approaches to task based care through outlining approaches that care staff could implement from a 5 minute chat with a resident, to assistance in the kitchen and gentle exercise.

The benefits of residents living more active lives in care homes are also outlined in terms of an improved sense of physical and emotional wellbeing, a sense of belonging, as well as increased talking, smiling and laughter.

Evidence from the College of Occupational Therapists stated that equipment and furniture in use at a care home can make a huge difference to an individual's health and mobility. Access to profiling beds, correct seating and appropriate cushions can all enable older people to have reduced pain and greater mobility. A person's individual requirements must be considered as a 'one size fits all' model is not effective.

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"...Limited or no access to appropriate and safe seating within nursing homes can result in residents being restricted to bed for months (sometimes years). This is not necessarily because they can't sit out of bed, but because their needs have not been assessed and appropriate seating has therefore not been provided." College of Occupational Therapists (Written Evidence)

Rapporteurs regularly reported that residents were often sat in identical chairs that 'looked uncomfortable' and were propped up by cushions. This can cause hips to become misaligned, which can lead to muscle wastage, immobility and pain. Rapporteurs also reported that care staff seemed unaware of bad posture or poor seating and the impact that this can have in reducing a resident's mobility and causing pain.

Evidence from the Chartered Society of Physiotherapists stated that a lack of staff resources can lead to risk-averse cultures developing within care homes, which can result in inactivity and immobility amongst residents.

"A lack of resources leads to risk aversion. Care staff use wheelchairs and hoists rather than give people time to walk to dinner, walk to the garden, etc." Chartered Society of Physiotherapists (Oral Evidence)

Rapporteurs often observed a restrictive application of health and safety that overruled an individual's right to move freely around the care home. Rather than keeping an individual safe, the resulting immobility can actually contribute to a fall, which is inevitably more damaging to an older person's physical and emotional wellbeing. It is essential that any risk assessment conducted in a care home balances an individual's right to autonomy against the potential risk to themselves and others if this right is upheld.

Reablement

Evidence from the Chartered Society of Physiotherapists stated that reablement services within care homes are lacking. They stated that often people are waiting too long for vital reablement services and that this delay means that it is often not possible to reverse physical damage or decline that has occurred. Providing reablement services as soon as they are required provides the best possible opportunities for regaining independence and delivers better health and wellbeing outcomes for older people living in care homes.

Evidence from a senior manager at HC-One also highlighted that reablement services for older people in care homes are less accessible than similar services for other vulnerable groups.

"I saw a resident was having problems with food and swallowing and I said 'right, let's get Speech and Language Therapy (SALT) in to sort this out'. The

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managers looked at me and said 'they don't tend to come into our settings'. And I said 'why not?'. I was used to somebody within a week to look at something, give a review, help and support. Everyone I spoke to was saying 'No, older residents don't tend to get that support'. I don't know if that's across the board, but it did worry me that we can't get the support that they were entitled to as quickly as younger adults can. It wasn't just SALT, I'm using that as an example, it just hit me in the face because the lady who was choking was obviously going to lose weight and be malnourished and we could have done something very quickly." **HC-One (Oral Evidence)**

Evidence from the British Geriatric Society also highlighted the difficulties in accessing specific therapies such as physiotherapy and speech and language therapy. They suggested that this is the result of reablement services not being seen as important within care home settings.

This was reflected in questionnaire responses from residents and their families, who highlighted that access to specialist healthcare and other therapies is often limited.

"Basics are covered but the home needs to be more open and proactive contacting professionals for support." Family Member (Questionnaire Response)

"I have had to ask over 4 weeks for a chiropodist to attend to the long nails on mum's feet. In the end, I sought out the chiropodist and asked that she cut mum's nails, which she did very shortly afterwards." Family Member (Questionnaire Response)

In the questionnaire responses from residents, all residents stated that they never have access to a physiotherapist. The majority also stated that they never have access to a speech and language therapist and that they never or rarely have access to a podiatrist. This means that the majority of older people in care homes are unable to access specialist healthcare that could have a positive impact on their health, wellbeing and quality of life.

Evidence from Age Alliance Wales highlighted particular issues around access to reablement services for stroke survivors.

"It is well known that Wales has a chronic shortage of therapy services available to stroke survivors. This includes Physiotherapy, Occupational Therapy, Speech and Language Therapy, psychological, cognitive and emotional therapy, dietary and nutritional therapy. Access to these specialist therapies can become more restricted for stroke survivors living in care homes. As a consequence, continuing rehabilitation can be compromised. Best practice from other parts of the UK demonstrates that outcomes are significantly improved for stroke survivors in residential care when care staff

work closely with multi-disciplinary stroke teams. Stroke survivors living in residential care are not systematically offered the best chances of recovery." **Age Alliance Wales (Written Evidence)**

Occupational Therapy, Physiotherapy and seating equipment all play a vital role in maintaining the mobility of older people living in care homes, but the evidence clearly shows that this support is often not easily accessible and older people's independence is not being maintained. The culture of care homes is often built upon a dependency model, where it is assumed that people need to be 'looked after', which often fails to prevent physical decline or allow people to regain their independence.

GPs

Evidence from care home managers showed that where good relationships are developed with GPs, this has a positive impact and delivers better outcomes for residents as there will be regular visits that allow a GP to review their patients' overall health, undertake medication reviews and review care plans.

"I've got a really good GP. We sit down and discuss [residents'] weight, diet, mental health, psychological state and that's great." Care Home Manager (Oral Evidence)

However, the fact that in some care homes one practice will deliver care for all residents, whereas in other care homes residents will receive care from multiple practices means that there can be issues around developing and maintaining positive relationships between GPs and care homes.

Written and oral evidence from bodies representing health professionals, as well as evidence from care home managers, also stated that there are significant variations in how older people living in care homes are able to access GP services, particularly around appointment processes.

Evidence from care home managers stated that it was often difficult to get an appointment with a GP, due to the inflexibility of the GP's appointment booking system.

"'Why didn't you ring before ten?' We get that all the time, 'why don't you ring before ten?'. Because they were perfectly alright before ten. All people don't get ill before ten o'clock only." Care Home Manager (Oral Evidence)

This inflexibility can lead to delays in obtaining a proper diagnosis and support, which is essential as, without timely access to basic and easily administered health care, a simple condition could quickly escalate.

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Similar issues were identified in evidence from the British Medical Association, the Royal College of GPs and Shropdoc in terms of out-of-hours GP services. They highlighted how these services have been under-resourced for a number of years and are spread too thinly, something that has a significant impact on older people living in care homes who are more reliant on this provision. They stated that care home staff may phone the 'out of hours' service for advice at night, but without a link to their daytime practice, care plans may be overlooked, which can lead to unnecessary hospital admissions. This is particularly an issue with agency staff working in care homes.

Care Home Managers also stated that difficulties in obtaining a proper diagnosis can often lead to medication being prescribed over the phone, which could put residents at risk.

"We are not a nursing home, I do not have nurses on the premises. On the phone, I mean, we could only say what the symptoms we see are and we might be wrong, he might give the wrong diagnosis." Care Home Manager (Oral Evidence)

Evidence from the Royal College of Physicians, Royal College of GPs, the Royal Pharmaceutical Society and the British Geriatrics Society stated that older people are at risk of potentially dangerous interactions between multiple medications due to medication error. This clearly demonstrates the importance of medications being properly prescribed and the need for regular medication reviews.

Evidence from 1000 Lives Plus stated that being improperly prescribed medication is a particular issue for people living with dementia who experience behavioural and psychological symptoms of dementia (BPSD). They stated that antipsychotics are overprescribed for the treatment of BPSD and that they are often used ahead of non-drug therapies, contrary to NICE/SCIE guidance, often leading to severe side effects. They also highlighted that antipsychotics can be discontinued in 70% of people with BPSD without worsening symptoms.

"The reduced use of antipsychotic medications in care homes needs to be a top priority for Health Boards, particularly given the evidence from local pilot testing and audits of the effective implementation of the 1000 Lives Dementia Care Improvement Target 3, but there is a problem at the moment in the spread of this good practice, it is not spreading wide enough or fast enough, particularly in terms of the continued use of inappropriate anti-psychotic medications for older people, who have entered a care home following a stay in hospital." 1000 Lives Improvement Service (Written Evidence)

Evidence from Aneurin Bevan University Health Board stated that mental health in-reach services in Torfaen provide advice and guidance to residential and nursing care home staff to improve the quality of care being provided for those living with

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dementia and prevent the use of anti-psychotic medication wherever possible. They stated that potential savings may be made with mental health in-reach services:

"There has been a definite reduction in admissions to our Mental Health Assessment Unit from care homes. The consequence of this would have a probable effect on patients receiving continuing healthcare as they are treated early and there is a reduction of transfer to a higher dependency/category of care. There is also a resulting possibility of reducing an increase in morbidity and mortality by keeping the person in a familiar environment." Aneurin Bevan University Health Board (Written Evidence)

Good Practice: Abertawe Bro Morgannwg University Health Board – Mental Health in-reach service

Abertawe Bro Morgannwg University Health Board is delivering a residential care mental health in-reach service in Bridgend.

A multi-disciplinary team works with older people in care homes to support care staff and ensure on-going mental health assessments and the appropriate use of medication. The service also provides training to care staff and managers on dementia care.

The team uses a monitoring system and referral co-ordinator to allocate the frequency of visits and to ensure a crisis point is not reached before mental health specialists are sought.

Access to specialist mental health care has improved as a result of this proactive and preventative approach. Mental health admissions have fallen by 50% since 2009 and its Continuing Health Care budget has been contained, with a simultaneous decrease in the use of long stay beds[80].

The Royal College of General Practitioners also stated that there are difficulties around the transfer of medical records. This impacts upon the ability of GPs to deliver the enhanced service contract for care homes, which includes the need to assess an older person within a fortnight so that their health needs are understood by their GP and action can be taken if required. This delay can be up to six weeks if someone is discharged from a hospital in one Health Board area to a care home in another.

"Information exchange between existing and new GPs (residents frequently change their doctor when they move into a care home) must take place on the day that the person moves into the care home – this is frequently not the case and can lead to medical mismanagement." Royal College of Physicians (Written Evidence)

Whilst demographics have shifted and models of care have changed over the years, with older people now receiving care in care homes rather than long-term care of the elderly hospital wards, it is clear that the role of the GP must adapt to ensure that older people are able to access the services they need.

Evidence from the British Geriatrics Society also stated that as care systems change, GPs would benefit from additional support, which could be delivered through community geriatricians, to ensure that the increasingly complex needs of older people living in care homes are met.

Sensory Loss

One in five people in Wales have a form of sensory loss, a figure that increases dramatically with age – 70% of 70 year olds have a form of sensory loss, for example, rising to 80% for 80 year olds and 90% for 90 year olds[81].

Sensory loss can have a significant impact on older people's quality of life, particularly within care homes, and can lead to loneliness, isolation and depression.

Evidence from Action on Hearing Loss, Deafblind Cymru and RNIB Cymru, taken at the Sensory Loss roundtable, identified that older people are not routinely screened for sensory loss upon entry into care homes. Their evidence also showed that there is a lack of regular/ongoing screening for sensory loss for older people living in care homes.

This lack of testing/screening can result in many older people living with an undiagnosed sensory loss, which can often be misinterpreted as dementia and lead to a failure to meet an individual's care and communication needs.

Action on Hearing Loss gave an example of a care home in which 13 out of 25 residents were already diagnosed with hearing loss. However, after screening all residents, a further 11 were identified as having hearing loss.

"It is without dispute that there are thousands of people living in residential care in Wales who are unable to hear but have not been diagnosed with hearing loss. This means that they are missing out on the support that is available for them to hear better." Action on Hearing Loss Cymru (Written Evidence)

Evidence provided by RNIB Cymru and Optometry Wales highlighted that where sight tests were undertaken in care homes, they were often carried out by large optometric companies that do not tailor these tests to meet the needs of older people. They are therefore not testing for conditions that can cause sight loss, such as glaucoma or Age-related Macular Degeneration, and also often fail to identify pre-existing conditions.

It is essential that sight tests are regularly undertaken and that sight loss is properly diagnosed and managed as evidence from RNIB Cymru identified that sight loss can have a direct impact on an individual's mobility and safety. They stated that sight loss can restrict an individual's ability to move around the home freely, which can not only result in a decline of an individual's overall physical health, but also increase the risk of falls or other injuries.

The roundtable discussion highlighted that there is a general lack of awareness in care homes about sensory loss and its impact. This was confirmed by Rapporteurs who reported that many care home managers stated that sensory loss did not affect any of their residents. Given the prevalence of sensory loss amongst older people, this is almost certainly not the case and means that a large number of older people could be missing out on essential assistance and support.

> **Good Practice: Action on Hearing Loss / Age Cymru**
>
> In 2013, a bilingual booklet, 'Quality of life for residents with hearing loss', was distributed to all care homes in Wales. The booklet discusses the issues faced within care homes around hearing loss, how these can have an impact on quality of life and how members of staff can better support residents to enjoy a good quality of life. It contains information about how to identify hearing loss, how to support residents with hearing loss and how to support people living with hearing aids.

Evidence gathered from family members and through the sensory loss roundtable discussion highlighted issues around basic maintenance of glasses and hearing aids as well as a lack of awareness from care staff on how to support individuals to use them.

"There was no consideration of my father's poor sight, and his profound deafness. His hearing aids were often off or batteries were flat." Family Member (Questionnaire Response)

"Residential Care providers tell us that they struggle to train their staff to maintain hearing aids due to high staff turnover. This means that residents are usually poorly supported if their hearing aids need cleaning or a change of batteries. This can mean long delays until a long and often unnecessary trip to the hospital audiology department for what is a simple maintenance task." Action on Hearing Loss Cymru (Written Evidence)

> **Good Practice: Action on Hearing Loss**
>
> During 2013/14, Action on Hearing Loss worked with eight residential care homes across Swansea, Bridgend, and Neath Port Talbot. Their aim was to improve dignity in care for older people through delivering training and information to front-line care staff and managers to increase their awareness of hearing loss.
>
> 158 care home staff were trained in total covering the following areas:
>
> - How to identify hearing loss, the impact of hearing loss, and what interventions or actions to take to address this.
> - How to support people with hearing aids, cleaning and maintenance. Tips and advice on how to communicate effectively with people with hearing loss.
> - Adjustments and assistive products that are available.
> - Local services, groups and organisations.
>
> The training resulted in a greater awareness and understanding of the equipment available to help with hearing loss and tinnitus and how this equipment can help with effective communication on a daily basis.
>
> Care staff were also trained on how to use specialised assistive equipment, such as the Sonido, which is a personal listening device that can significantly improve communication between staff and residents and can help individuals with the isolation that so many of them feel when they are unable to communicate.
>
> Danny, a blind gentleman and very hard of hearing, experienced the difference that the Sonido can make. Using the device he could instantly hear the trainer and his carer and could have a conversation in Welsh, something that he hadn't done for years.

Diet

In the majority of survey responses, residents disagreed or strongly disagreed with the statement 'the food and drink available is of a good quality'.

"After the cook leaves at 1.30, the only thing available is sandwiches and biscuits, not a lot of choice for tea and supper. No fruit, no salad. Food is very repetitive. Sandwiches are often freezing cold." Resident (Questionnaire Response)

Rapporteurs generally reported that the food they observed being eaten during mealtimes was 'acceptable', but significant variations were observed in the quality of the food provided in the care homes visited. While a number of Rapporteurs

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described fresh produce and lots of fruit and vegetables being provided as part of meals, others described a 'ready meal' appearance to the food provided. On occasion, serious concerns were raised about the unacceptable quality of the food available and the fact that it would not meet older people's dietary needs.

Oral evidence was taken from the Unified Menu Planning Project, a project designed to improve the nutritional standard of meals provided in care homes and to educate care home managers, care staff and cooks/chefs about how to reduce malnutrition. Members of the project's steering group, from Public Health Wales, Torfaen County Borough Council and Aneurin Bevan University Health Board, stated that there is a lack of understanding within care homes about the dietary needs of older people, particularly the importance of meeting an individual's specific dietary needs.

"My friend has a problem with swallowing some foods and it has taken some time for the home to adapt to the food that she can eat. This is improving but slowly. She tends to get a lot of mashed potato." Friend (Questionnaire Response)

They highlighted that a resident who is overweight and has diabetes would need a healthy eating approach, with a controlled intake of sugars, whereas a resident who is at risk of malnutrition would need a fortified diet. However, they stated that this individualised approach was not common and that care homes often adopted a 'one size fits all' approach. An example given was of a care home that was told to increase the fats and sugars in one resident's diet but decided to do this for all residents. Another example given was of a care home where all residents were found to be on a 'soft' diet, where foods are mashed, pureed or simmered in liquid, which would not have met the individual needs of all residents.

The roundtable discussion also highlighted the myth that because a person is in a care home they lose their appetite and require smaller portions of food. Portion sizes should be based on an individual's choice and need, not based on a 'one size fits all' approach.

During the roundtable session a lack of support to assist older people to eat was identified, something often due to care staff being unaware that an individual would require assistance.

"Food is poor at times, dry which is hard for him to eat. There is limited help and I go in and feed him and others." Family Member (Questionnaire Response)

"Mealtimes can be a trying time when sitting too far away from the tray on an easy chair and trying to balance the chair and being left to fend for oneself. Due to her disabilities my mam is unable to gain access to food and water unless they are within her reach and I have found sandwiches left on the windowsill." Family Member (Questionnaire Response)

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This was also observed by Rapporteurs, who saw residents playing with their food and plates being taken away without food having been eaten. Rapporteurs also commented on the fact that some bed-bound residents were given trays that were placed too high for them to eat from comfortably resulting in them struggling to feed themselves.

Dementia Care Matters also identified that it is vitally important to assist older people living with dementia to eat, but more than that to also encourage them to eat, both directly through care staff and indirectly by providing readily available snacks and food that is easy to eat.

Alzheimer's Society state that finger foods are a good solution for people with dementia who may have difficulties with co-ordination or struggle to use cutlery as they are prepared in a way that makes them easy to pick up and eat with the hands.

Evidence from RNIB Cymru and Action on Hearing Loss identified that eating can also be difficult for people with sensory loss, particularly those with dual sensory loss. If a person's hearing and sight loss is severe, it is essential that they know that the food is there and are supported to eat it.

Evidence from the nutrition roundtable stated that food supplements are often thought of as a 'safety blanket' in care homes, which can contribute to a culture where the importance of diet and encouraging and assisting people to eat is not recognised.

Evidence from Prescribing Support Dieticians also stated that in some cases food supplements are being wrongly used instead of meals, as a more convenient and cheaper option for care homes.

It is estimated that 16-29% of older people living in care homes in Wales are malnourished[82], something that has a significant impact on their health and wellbeing.

Whilst a number of existing health issues can cause malnutrition amongst older people, in many cases it could be easily prevented by ensuring that older people are supported and encouraged to eat a diet that they enjoy.

Action to ensure that the dietary needs of individuals are met and that malnutrition is prevented wherever possible is essential to maintain the health, wellbeing and quality of life of older people living in care homes. Effective intervention on malnutrition is identified by NICE[83] as essential to reduce preventable healthcare costs and the number one clinical intervention to prevent admissions to hospitals.

Whilst there is some good practice underway in Wales around food, nutrition and malnutrition, this is often limited and demand for support often outstrips supply.

> **Good Practice: Aneurin Bevan University Health Board**
>
> Aneurin Bevan University Health Board has a dedicated Community Nutrition Support Team that works with local care homes to educate and advise care staff on food and nutrition.
>
> Using the 'food first advice', they have provided useful and practical information about fortifying foods, having nourishing drinks and snacks between meals, increasing calorie and protein intake, preventing weight loss and promoting weight gain, and how to eat well with a small appetite.
>
> The Community Nutrition Support Team noted that in the care homes where this training had been delivered and staff were trained about nutrition, the fortifying of food was fully understood, food record charts were more widely used, and there were a greater number of activities to encourage residents to eat.

Oral Hygiene

Oral evidence from the Welsh Government's Senior Dental Officer stated that there is often a perception that the vast majority of older people will have dentures, something that was true for 90% of the population in 1987. However, advances in dental services, improved oral health products and public health promotion have resulted in this figure dropping significantly to an estimated 50%.

The Senior Dental Officer stated that as original or restored teeth may require a more complex level of care compared to dentures, many older people are dependent on others for their oral hygiene as their ability to use a toothbrush has diminished.

> **Good Practice**
>
> Hywel Dda Community Dental Service offers a certified oral health training package to all nursing and care homes within the health board area. The programme, 'Reason to Smile', offers practical advice and support on good oral hygiene, such as what toothbrushes and toothpaste to use, how to use them and how to identify specific issues such as mouth ulcers. A telephone advice line is also available to help care staff to access additional support.

Evidence from Cardiff University's Nursing and Residential Care Home Oral Health and Access to Dental Care Survey (2008)[84] confirmed this, stating that oral hygiene within a care home is often dependent on the ability of care staff to administer oral care. They highlighted that care staff in one in three care homes are assisting residents with oral hygiene, despite having received no training for this. Furthermore, the follow up Wales Care Home Dental Survey (2010 -11)[85] stated that "care home residents are more in need of regular dental checks to assist in supervision of any

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disease in their mouths. Given lower reported levels of regular dental checks, this presents a challenge to both care homes and dental services".

Evidence from residents and family members also identified concerns about oral hygiene, with the majority of survey responses stating that residents rarely or never have access to a dentist.

"There is absolutely no regular check service from dentists." Resident (Questionnaire Response)

"There is a problem with providing regular and good dental cover." Resident (Questionnaire Response)

A number of responses also highlighted that a lack of access to dentistry services had resulted in oral health deteriorating significantly.

"My mother's teeth were left to rot in her mouth." Family Member (Questionnaire Response)

"Since I've been here, all my teeth have fallen out. I am so ashamed to speak or smile." Resident (Questionnaire Response)

In addition to issues identified around oral hygiene, evidence also showed that access to dentistry services is also an area of concern.

To address this concern, the Welsh Government's National Oral Health Plan 2013-18[86], part of its Together for Health programme, gives a commitment to equitable access to dentistry for all, particularly ensuring services for the most vulnerable.

Despite this commitment, the plan acknowledges that access to NHS dental care is limited in some parts of Wales and that some care homes have reported difficulties in obtaining routine and emergency dental care.

Written evidence provided by the British Dental Association stated that the Community Dental Service would be well-placed to deliver dentistry services within care homes, but is under extreme pressure as high street dentists are no longer able to provide a domiciliary service.

However, the Senior Dental Officer stated that the Welsh Government plans to develop a strategic programme for delivering effective mouthcare for residents in care homes across Wales to address the concerns raised by family members and residents about the lack of access to dental care and support for daily oral health care, which will help to ensure more consistent and effective mouthcare for older people in care homes across Wales.

People and Leadership

Literature Review

Whilst social care staff face a range of pressures in carrying out their day-to-day roles, they are largely doing the best they can under extreme pressure[s]. As Kitwood has asserted, "poor care is not deliberate". However, it is noted that a greater culture of support is needed to improve matters. This is explicitly acknowledged in a recent PANICOA report[87], which suggests that although staff are "typically hardworking and committed to delivering respectful care" that promotes independence, this was often undermined by workload pressure.

The report also states that stress and burnout were "not uncommon", driven by recruitment and retention problems, and that staff managed these pressures by focusing on "meeting urgent physical needs at the cost of providing more relationship-centred care", and providing "reactive care," undertaken as a series of unrelated tasks.

The report concludes that the "good treatment of staff will be likely to result in the good treatment of those for whom they care", particularly fair reward systems, a culture of trust and openness and management of workload pressures[88].

To further improve matters, the PANICOA report calls on UK governments to ensure regulators set and monitor standards for minimum staffing levels that care homes would be required to meet. It also said councils must work with providers to agree practicable staff to resident ratios "sufficient to ensure the safe and respectful care of older people at all times", and to use this as the basis for a "fair and accurate fee structure"[89].

Minimum standards in Wales require that staffing numbers and the skill mix of qualified/unqualified staff are appropriate to the assessed needs of the service users, as well as the size, layout and purpose of the home, at all times[90] and with reference to qualifications, Minimum Standards call for at least 50% of care staff to hold NVQ level 2 in care or a similar qualification recognised by the Care Council for Wales, or a higher level qualification in care[91].

For some specific job roles and settings, workers are required by the Welsh Government to register with the Care Council for Wales. The current mandatory qualification for Care Home Managers in adult care homes is a Level 5 Diploma in Leadership for Health and Social Care Services (Adults' Residential Management) Wales and Northern Ireland[92].

Whilst Minimum Standards and mandatory qualifications are necessary, Dementia Care Matters (DCM), which works to change care home cultures and environments, asserts that "competencies and qualifications are no match for emotional intelligence"[93]. DCM also recognises the value of leadership, emphasising that

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"emotional support for staff trying their very best has to be at the core of services aiming to be person centred"[94].

Staff support may also address the problem of staff turnover and retention. There is a continuing concern over an on-going shortfall of social care staff "of about 8%, with a turnover of about 30% in the first 2 years of employment"[95]. This shortfall suggests an "unmet delivery of care to meet peoples' needs and the high turnover suggests that recruitment practices are not finding and keeping staff with the right values to sustain them in their jobs. Both of these factors have an influence on quality. Staff turnover also costs money in recruitment and agency staff costs to fill the gaps"[96].

In 2012, the Royal College of Nursing conducted a poll of 600 nurses working in care homes in which more than a third (38%) of respondents said they thought the homes were understaffed, with a lack of full-time registered nurses. Almost half (48%) of respondents said that care homes were accepting residents to fill empty beds, despite fears about levels of care[97].

The combination of low levels of morale and extreme pressure at work has a detrimental impact on the workforce. This is critical, because morale is directly linked to the quality of the output that a workforce delivers[98]. If the challenges that care homes face remain overlooked year on year, it is likely that the morale of its workforce will continue to deteriorate. This has worrying implications for the quality of care staff can deliver and could result in a further reduction of the workforce as more staff leave, further compounding existing problems[99] and, in turn, having a detrimental impact on the quality of life and care of residents whose life can be marked by constant change and disruption.

Review Findings

Care Staff

"A care home is as good as its staff." Resident (Questionnaire Response)

Care staff play an essential role in whether or not residents have a good quality of life. The pressures faced by care staff in fulfilling this role, however, should not be underestimated as working with emotionally vulnerable, cognitively impaired and frail older people, often for very low pay, is emotionally, mentally and physically challenging and demanding.

Comments from the questionnaire clearly showed that relatives and residents understood that care staff were working in a pressured environment and that, in many cases, they were doing 'their best' with limited resources.

Rapporteurs also reported that care staff were generally kind and committed, trying their best to deliver high standards of care, often in difficult circumstances. It was clear that the best care homes were those where care staff felt valued and supported.

To ensure that care homes are the best that they can be, the residential care workforce must be seen as a professional national asset and must be valued and supported so they have resources available to deliver truly person-centred care.

It is clear, however, that this is not the case: care work currently has a particularly low social status, reflected by low pay, long working hours, poor working conditions and a lack of opportunities for professional development and career progression. Similarly, a care home can be an isolating environment and a place with limited access to peer support.

This can lead to care staff having low morale and becoming demotivated, which can lead to poor staff retention and a culture of 'neutral care' delivered in a task-based way with a lack of compassion and focus on an individual's needs.

Evidence from the Care Council for Wales (CCW) stated that registration and regulation of care staff would be an effective way of driving up the status, identity and value placed on delivering residential care for older people. They clearly stated that "it is not a matter of whether regulation should be introduced, but how" and are currently undertaking work to determine how this system might work.

Staff Capacity

"Staffing is an issue. We are already stretched. If one or two people go off sick, it's very difficult to cope." Care Home Manager (Oral Evidence)

"When I visited, the staff were doing their best, but they were in short supply." Family Member (Questionnaire Response)

Rapporteurs reported that Care Home Managers and care staff regularly stated that they were understaffed, sometimes 'chronically'. This was particularly evident at weekends: it was rare to find a senior manager on the premises and staffing levels were reported to be below normal service levels.

When the Commissioner's team contacted the care homes on the morning of a visit, a number of homes requested that the Rapporteurs visit at another time because their staffing levels were low or the manager was unavailable.

"We could do with an extra pair of hands." Care Home Manager (Care Home Visit)

"I'd love to see people get out more, but we just don't have the staff." Care Home Manager (Care Home Visit)

Understaffing in care homes can significantly increase the pressure placed on care staff, which can result in them having less time to interact with residents as they become more task-orientated to ensure that their essential core duties are undertaken. This lack of person-centred care can have a significant impact on an

older person's quality of life as care is often delivered with limited time and with a lack of compassion.

Written and oral evidence from care home providers, Care and Social Services Inspectorate Wales (CSSIW), Local Authority Commissioners and the Royal College of Nursing (RCN) identified that low staffing levels are often the result of difficulties in the recruitment and retention of care staff. A number of reasons were stated for this, including poor levels of pay, low morale, long working hours that can include 12 hour shifts as part of a 60-70 hour week and the role of a care worker not being seen as a desirable and viable professional career option. This is a particular issue in rural areas and areas where the need for Welsh language speakers is high, as the number of potential care workers with the right skills can be especially limited.

The recruitment and retention of high quality care staff can play a vital role in older people's quality of life; Rapporteurs observed that the best care homes were those with high morale among care staff and low staff turnover, where many of the staff had worked for decades.

"If you haven't got a happy and good staff team, then you haven't got a home." Care Home Manager (Oral Evidence)

Care home providers also identified the importance of career progression to attract people to the care sector, particularly for younger people at the start of their careers:

"We are, in lots of ways, at a loss in not being able to recruit carers at sixteen. In England you can do that, in Wales they have to be eighteen. If you can bring them on an apprenticeship scheme and train them from the start, chances are they will stay. But also you're developing the workforce of the future. Within that they have to have some sort of development." Barchester Healthcare (Oral Evidence)

Evidence from CCW stated that due to a shortage of staff, many care staff are employed without a reference in place. This means that the National Minimum Standard 22 (Recruitment Outcome), which states that 'service users are supported and protected by the home's recruitment policy and practices', is not being met in many cases.

Similarly, in order to meet legal requirements around staffing numbers, many care homes regularly use agency staff to provide the support required. Agency staff may find it more difficult to build relationships with residents due to their irregular and inconsistent working patterns.

"In order to get the right levels of staffing, we tend to end up with agency staff and it's a huge impact, people who don't know the home, they don't know the residents... Their systems are different. So you have residents who

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see different faces constantly, if you are using agency every day they don't have relationship building, people don't understand their needs. But for safety's sake we have to do it, we have to have nurses on duty." HC-One (Oral Evidence)

The impact that staffing issues can have on older people's quality of life was clearly outlined in evidence from the RCN, which stated that:

"Poor staffing leads to poor care. Overwork and chronic understaffing are key contributing factors to the development of a culture of learned helplessness. So, when things go wrong in patient care, failings have become the norm, so they [staff] are far less-likely to recognise when a problem with care occurs." Royal College of Nursing (Oral Evidence)

Training

During their oral evidence session, CCW outlined the mandatory training that individuals must undertake before they can deliver care in a care home setting. This basic training consists only of manual handling, fire safety and health and safety training and does not sufficiently prepare individuals to understand the needs of older people and provide the appropriate support.

It is also particularly concerning that, according to evidence from CCW, only an estimated 60% of care staff have completed this mandatory training, which means that a significant number of care staff across Wales are delivering care without even the most basic of training. This also means that the National Minimum Standard 21 (Staff Qualifications Outcome), which states that 'service users are in safe hands at all times' is currently not being met in a significant number of cases, potentially putting older people at increased risk of injury or harm.

"They had no training. I asked and the only training they had received was health and safety, and manual handling, they had no idea of how to meet a resident's needs, particularly people with dementia." Family Member (Questionnaire Response)

"There are a lot of good carers but they lack better training." Family Member (Questionnaire Response)

Evidence from Age Cymru stated that the basic training currently provided is not sufficient and that 'mandatory dementia awareness, equality and human rights and basic values training should be provided to all residential care staff. This should include dignity and respect principles, attitudes and values, empathy, equality and human rights awareness and challenging negative stereotypes'.

Evidence from Alzheimer's Society reflected this, stating that staff need knowledge, both about the impact of dementia on the resident and also around practical components of care, to deliver high quality care to residents living with dementia. They stated that dementia training should be holistic and cover a range of aspects of care provision in both practical and personalised areas, such as providing care that promotes dignity and respect and communicating effectively with a person with dementia, essential to be able to understand their wishes and needs.

This values-based training would ensure that care staff not only fully understand the needs of older people living in residential care, but can also understand what it feels like to be an older person receiving such care. This empathy is essential to be able to provide person centred care and not simply follow a task-based approach.

Good Practice: Neath Port Talbot Social Care Academy – Care For Your Future

Neath Port Talbot Social Care Academy has been developed to support the sector in the recruitment of quality social care staff.

The Care for Your Future course sits within the 'Social Care Academy' and its programme starts with 'Delivering Dignity' which focuses on the question 'how can we be sure that every person is supported through an ethos of dignity and respect each and every day of their lives?'.

The Academy is open to people who are able to attend a six month programme of workshops on a two weekly basis and equally attend as a volunteer for four hours per week in a care setting, where they will be guided by a mentor who has previously completed this training and has a full understanding of delivering compassionate care.

One carer who had completed the training stated:

"Today I've realised that for the last twelve years I've just provided what you call token care. I've given people good food and I've put them to bed in a clean bed, but not with compassion and not ever realising how do they feel at this moment."

Good Practice: Care Forum Wales – Driving Dignity in Wales Toolkit

This toolkit has been developed with the help of Practitioners and Managers working in social care in Wales. It contains a selection of material they believe may be useful when carrying out induction, running refresher CPD seminars or just in general staff training.

The toolkit is built around four principles that should underpin service delivery:

Principle 1: Promote autonomy, personal identity and empowerment

Principle 2: Engender respect

(Cont...)

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Principle 3: Communicate effectively

Principle 4: Ensure privacy

The toolkit has eighteen parts and includes a wide range of information for care staff about what dignity means to older people, meeting people's personal preferences, the principles of person centred care and the impact of language.

The toolkit brings together best practice from across Wales to ensure that dignity in care is promoted.

In addition to values based training and up-skilling, further practical training for care staff can also deliver better outcomes for older people.

Evidence from Shropdoc, for example, stated that training staff to undertake simple health assessments, such as temperature, pulse, blood pressure and glucose levels, would enable more detailed health information to be provided during initial contact with GPs, resulting in more accurate diagnoses.

However, evidence from Care Home Managers and independent providers stated that limited staff time and workforce pressures often restricted access to training opportunities for care staff. Furthermore, wider support to access training opportunities is limited. This means that staff are often not able to learn and develop new skills that could enhance the quality of life of older people living in residential care.

Nursing Staff

Oral evidence from the RCN stated that there was disparity between the standards of nursing in the NHS and the standards found in nursing homes. They identified a number of reasons for this, including limited clinical supervision, a lack of peer support in nursing homes and a lack of opportunities for professional development, as well as nurses often having to make decisions on their own as they have no one to discuss issues with. These factors can be a particular issue in smaller nursing homes.

The RCN also stated that it is more difficult to recruit nurses to work in nursing homes due to a lower standard of pay and conditions, more isolated working environments and a general negative perception of nursing homes.

This can often result in newly qualified nurses being recruited to nursing homes who may have limited experience in working with older people and may require additional support and training. Retaining these nurses can also be difficult as many will move to a nursing role within the NHS.

Their evidence stated that Health Boards do not have a primary care strategy for nurses working in the residential care sector, which means that workforce planning

for Wales is based on the needs of the NHS and has failed to consider the needs of Welsh citizens living in residential care.

Whilst nurses working in nursing homes have a wide range of care skills, there will always be instances when older people will need timely access to specialist healthcare. The Commissioner received evidence from the RCN, Care Home Managers and independent providers that demonstrated there can be confusion about roles and responsibilities for medical treatment and care between the NHS and nursing care homes.

Evidence received from Care Home Managers stated that there are assumptions that nurses working in nursing homes can 'do everything', which means that the NHS often does not provide support in a proactive way.

"She [NHS professional] said 'what sort of nursing home are you that you can't do a male catheterisation?'. But with an EMI psychiatric nursing home you don't very often find a gentleman with advanced dementia with a catheter. The nurse felt 'that big'." Care Home Manager (Oral Evidence)

Evidence taken during the roundtable discussion on health also highlighted the historical attitude towards nurses working in care homes:

"When I joined the Health Board in 2008 or 2009, there was an appalling attitude to nursing homes. It was very negative, they were somehow below us and I was quite shocked at that because I'm from primary care, I'm a General Practitioner… I think we've come on leaps and bounds, I think there's an awful lot of respect for our colleagues in the independent sector. They're not NHS nurses but they're still nurses… I think there is a long way to go yet, I still think that our opinions of care homes lacks a lot so I think there is still some work to do." Abertawe Bro Morgannwg University Health Board (Oral Evidence)

It is clear that on-going support to nurses working in care homes, whether from their peers or from the wider health system, is vital, not only to ensure that they have the skills and experience necessary to carry out their role effectively, but also to ensure that older people are receiving the care they need.

This is something that was acknowledged by Health Boards across Wales during the roundtable discussion on health:

"There are some great examples of secondary care being provided in nursing homes that prevents people from coming into secondary care type services. We've got a range of those, so a question of Health Boards is, given that this is happening and it's producing great results, why aren't you doing that everywhere? (Cont...)

...So the reflection of our board is that there's great practice in parts of our board, but why aren't they consistently and reliantly doing this everywhere because it saves us money, it saves us time?" **Abertawe Bro Morgannwg University Health Board (Oral Evidence)**

Good practice: Betsi Cadwaladr University Health Board - Residential Care Liaison Nurse Project

The aim of this project is to take a proactive approach to maintaining the health of residents living in a residential care home, thus enabling them to stay in their home environment, preventing hospital admissions and being transferred to a nursing care home.

A trained nurse with the District Nursing team will coordinate and support the 29 registered residential care homes within the Health Board area. Initially a 12 month pilot project is planned where the liaison nurse will develop the role within one home over a four to six month period with a view of extending it to three homes within the year.

The team's initiative will be to support the care homes by assisting them in identifying training and development needs and assisting them in enhancing their practise.

Care Home Managers

"A manager who is caring and has a friendly manner with staff and relatives can make all the difference in a care home…" **Alzheimer's Society (Oral Evidence)**

"Some of the best care homes I saw had an ethos that came straight from the manager. An ethos that is shared with the staff and means that the focus was delivering care in people's own home and this should be done respectfully and unobtrusively wherever possible." **Social Care Rapporteur**

Written evidence from Age Cymru stated that effective leadership is a common factor amongst good care homes and that strengthening management and leadership skills in care homes delivers better outcomes.

This was supported by evidence from Dementia Care Matters who stated that the manager plays a key role in modelling person-centred care on a daily basis, essential to improve the quality of interactions between residents and care staff, and ensure that a task-based approach is not used in the delivery of care.

"In all dementia care homes that really provide a new culture in dementia care, this rests with a manager who knows how to lead, rather than just manage. Improving a dementia care home requires a significant amount of drive and

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commitment to enable culture change. Maintaining the momentum of culture change can be particularly challenging. Task orientation is deeply ingrained. Achieving real outcomes for older people means that care homes need inspiring leaders." Dementia Care Matters (Written Evidence)

It is clear that Care Home Managers who strive to deliver the best quality of life for residents have recognised the limits of a task-based approach to care delivery. For example, during their roundtable discussion, Care Home Managers spoke about cultivating a family spirit in their homes, as well as the need for emotional energy and passion 'in bucket-loads' to maintain a positive care environment and drive cultural change.

"I've invested a massive amount of emotion in my home and that's what rubs off, if you've got that depth of feeling about the people you're looking after and loving, then the staff to take that on board, it cements huge relationships between the people you're looking after. And the people I'm looking after are all of the people in my building, there's 51 residents, there's 53 care assistants and I guarantee one thing if they [care staff] don't like it, they won't stay." Care Home Manager (Oral Evidence)

Whilst the Care Home Managers who gave evidence were committed to delivering the best care and quality of life for older people, they were clear that the breadth of their role, competing priorities and demanding workloads resulted in a lack of time to drive the cultural change required within their care homes.

This was reflected in evidence from Age Cymru who stated that it is the manager who will demand high standards and drive a positive culture in a care home. However, the complexity of a manager's role, which often combines the role of lead clinician, operations manager, finance manager and marketing director, can affect their ability to do this.

"A manager should lead by example and free up time, away from their own tasks, to spend quality time with the staff and people who are at the care home…show everyone that they matter." Rhondda Cynon Taf County Borough Council (Written Evidence)

Support for Care Home Managers

"Many [Care Home Managers] are isolated – they don't have opportunities to discuss issues with people in similar roles. Access to learning is limited." Care Council for Wales (Oral Evidence)

Care Home Managers must hold certain qualifications in order to register with the Care Council for Wales, which ensures that they are professionally qualified to

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undertake their role. However, Care Home Managers clearly identified the need for and value of effective and on-going support, both in the form of additional training and specialist support.

"I think there's a paucity of higher level support, certainly of education. You're a manager or you're a nurse, that's it, you don't need any further [training]… Well you do, you need loads. Well I personally do." Care Home Manager (Oral Evidence)

"I think that we're very stand-alone aren't we and kind of forgotten maybe because not a lot of people know what to do to make a good home." Care Home Manager (Oral Evidence)

In their evidence, CCW highlighted a number of reasons why care home managers may feel that they need additional support.

The main reason they stated was that the role of a Care Home Manager has significantly changed over recent years as the needs of older people living in residential care have become more complex. The definition and status of a Care Home Manager has not kept up with the increasing demands and expectations that are now placed on this role. CCW recognise that this 'lag' needs to be addressed and initiatives are being explored that will ensure that Care Home Managers are equipped to become 'leaders of practice', such as continuing personal development delivered through post-qualification training. CCW stated that the development of a career pathway and Continuing Professional Education and Learning (CPEL) Framework[100] will provide an opportunity to contribute to the professionalisation of the care home workforce, drive up standards of care and provide care home managers with the knowledge and skills that they need.

Furthermore, CCW stated that the component parts of the Care Home Manager role are "too much for one individual to balance". There needs to be a more equitable balance between the care home manager, who should be a leader of practice and responsible for the delivery of high quality care, and the responsible individual (e.g. care home owner) who should carry corporate responsibility for the way the home is run.

Evidence from Embrace Group, an independent provider, described more successful care homes as those that delegated responsibility across staff with different skill sets. In these homes the manager will work closely with a deputy to continuously deliver high quality care and culture even in their absence.

In their evidence, CCW highlighted that training opportunities for Care Home Managers are limited, outlining a number of reasons why this is currently the case. They stated that financial and time pressures have resulted in difficulties around releasing and funding care managers to receive training. They also stated that there is a lack of parity in the investment into health care and social care, with between

£70k and £100k of public funding used to train a nurse and only £5k used to train a social care manager. Furthermore, they highlighted that the proposed changes to funding arrangements in Wales are likely to reduce access to funding for training opportunities for people aged 24 and over, which could have a negative impact upon the professional development of care home managers.

It is essential that learning provision is made available that is of high quality, regulated, flexible, sustainable and cost-effective in order to deliver the Social Services and Wellbeing Outcomes Framework in care homes.

Good Practice: Aneurin Bevan University Health Board (ABUHB) - Clinical Lead Forum

ABUHB has developed a clinical lead forum to bring together Care Home Managers with other key organisations, such as CSSIW and Care Forum Wales, on a regular basis.

The forum provides an opportunity to consider and discuss various topics including contract compliance and monitoring, Deprivation of Liberty Safeguards, Protection of Vulnerable Adults and the development and sharing of good practice.

These forums are greatly appreciated by both the Care Home Managers and ABUHB as they enable reliable on-going communications.

Workforce Planning

Evidence from CSSIW stated that workforce planning is challenging due to a lack of demographic projections about future need therefore it is not possible to quantify the 'right' number of care staff as this will vary depending on the support needs of individuals living in residential or nursing care homes.

"One of the things we battle with as an inspectorate is staffing sufficiency. There are no set number ratios and that is both a good thing and a bad thing. The bad thing is it is very hard for us to hold people to account for the number of staff that they've got on duty. On the other hand, you need to be flexible in terms of people's increased dependency." CSSIW (Oral Evidence)

Evidence from the Care Council for Wales stated that the unregulated nature of the care home workforce in Wales, which means that data is not held on the number of care home staff in Wales, can also lead to difficulties around effective workforce planning.

Evidence from the RCN identified that, in relation to nursing staff in particular, there is a lack of effective workforce planning. They stated that this planning is based on the needs of Health Boards and the hospitals they run and does not consider the needs of residential care.

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Evidence from Carmarthenshire County Council and Rhondda Cynon Taf County Borough Council also stated that they have significant issues around the recruitment of nurses, particularly in recruiting Registered Mental Health Nurses and nurses to work in EMI care homes.

Issues around recruiting EMI nurses were also highlighted in evidence from Caerphilly County Borough Council.

"The EMI capacity, particularly in nursing capacity, is a real problem for us. Not so much on a residential EMI capacity, we're doing okay on that. But it's proving very difficult to persuade providers to go and provide those EMI nursing facilities. It is not an attractive market for them to move into. So those capacity issues, I can only see continuing, to be honest." Caerphilly County Borough Council (Oral Evidence)

Local Authorities have also stated that the recruitment and retention of Registered Mental Health Nurses, alongside the higher cost of specialist nursing care in EMI settings, is a significant barrier to providers entering and sustaining this type of provision, especially in rural areas.

The Care Council for Wales also identified that a number of Care Home Managers are not registered and, although succession planning has improved, there are still gaps in the number of registered managers that are needed for the future.

"Whereas there is some evidence of succession planning in that there were more services with more than one person qualified and registered as a manager than in 2012, there still needs to be careful succession planning for the service." Care Council for Wales (Written Evidence)

Without the correct workforce – the right number of staff, with the right skills, in the right places – residential care provision will be unstable and unable to meet the needs of older people living in residential care both now and in the future.

Commissioning, Regulation and Inspection

Literature Review

Local Authorities in Wales currently face the twofold obstacle of rapidly rising costs in adult social care and significant budgetary constraints. Alongside this, the increased demand due to demographic changes, and the increasing complexity of needs and acuity levels of older people means that the task of providing care has become more intensive and complex.

Whilst current policy strongly promotes services that enable older people to remain in their own homes for longer, the importance of high-quality residential and nursing care cannot be underestimated, given the known increase of older people in Wales over the next decade, particularly those over the age of 80 and levels of disability, chronic ill-health and corresponding frailty.

It is clear that as the number of older people continues to grow in Wales there will be a corresponding increase in the demand for care to be delivered in a residential or nursing setting.

Guidance from both the Welsh Government[101] and the Institute of Public Care[102] have advised that in order to ensure there is sufficient, appropriate provision for current and future needs, commissioners must have a good understanding of the existing market upon which to conduct an analysis and then make a judgement.

However, CSSIW's National Review of Commissioning for Social Services in Wales 2014[103] found that 'services are not sustainable in the traditional commissioning model'. Although the Review found that Local Authorities recognised this, they did not find evidence of an in depth analysis of the needs and resources of communities, and the sustainability of future services.

Furthermore, research by LE Wales (Future of Paying for Social Care in Wales, First Report to the Welsh Government, April 2014) found that accurate information about people who funded their own residential care was not available, "There may well be a significant number of these self-funders that are not captured here. For example, it has been estimated that in England, 43% of individuals staying in care homes were fully self-funded in 2013"[104].

Without knowledge of the numbers of those older people who will require residential or nursing care, it is not possible for commissioning and future planning to be sustainable, and fully meet the future needs of older people in Wales.

Around 90% of care home provision for older people is supplied by the independent sector, i.e. voluntary and for-profit organisations[105]. According to recent market analysis, the last five years has seen a significant increase in demand for residential and nursing care in line with an ageing population. However, industry revenue has

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not grown substantially and is only expected to increase at a compound annual rate of 0.2% in the five years between 2013 and 2018[106].

Market analyses have also highlighted the following factors that have the potential to adversely impact commissioning costs and the sufficiency of the care home market:

- Staffing and pay levels
- Running costs
- Care home fees[107]

These factors are particularly significant in Wales where "profit as a percentage of income most clearly lags behind the UK average". This is in part as a result of high staff costs relative to fee income[108].

Pay levels in the sector will continue to be an issue, with operators perhaps seeking to limit pay increases in line with the national minimum wage. This, according to Colliers International Research, would be a false economy as staff, especially senior staff, have to be incentivised and rewarded for maintaining high care and amenity standards and effectively marketing the homes' services. If a business in the healthcare sector loses its senior motivated staff, it will typically result in deteriorating standards and profit[109].

However, research indicates that despite these challenges "expenditure could be reduced through more effective and collaborative commissioning, including procurement of services"[110].

In their review of Commissioning in Adult Social Care, the Care and Social Services Inspectorate for Wales (CSSIW) identified that "current commissioning arrangements for dementia services will not deliver sustainable services for adults who need care and support in Wales"[112]. The report goes on to highlight that the "current and projected service demands for adult social care services and the resulting financial pressures present a significant challenge to Local Authorities and Health Boards if they are to meet the current and future needs of vulnerable citizens"[113].

The field work for the CSSIW Review was specific to five regions and was conducted in Blaenau Gwent, Vale of Glamorgan, Swansea, Merthyr Tydfil and Flintshire. However, findings reflect the broader landscape across Wales and illustrate the current situation faced by all of Wales' 22 Local Authorities and 7 Health Boards. The Commissioner recognises the importance of this review and welcomes its recommendations, with particular emphasis on those that called for Local Authorities and Health Boards:

- to integrate health and social care provision, and develop joint plans for the commissioning of services;
- to develop outcomes based commissioning strategies, with contract monitoring and review;

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- to ensure that joint commissioning plans have appropriate governance arrangements[114].

Research by the Joseph Rowntree Foundation shone a light on Essex County Council's approach to commissioning social care. It shows that the Council has shifted its commissioning approach from "top-down monitoring, inspection and regulation to one that builds relationships, invests in the development of care home staff, and instils a shared vision for care and support for older people"[115].

The 'Essex approach' builds upon the work of My Home Life, which aims to improve quality of life in care homes through a relationship-centred approach that focuses on building positive relationships and connections between and among older residents, care home staff and managers, and with commissioners[116].

A core feature of the Essex approach is "the simultaneous focus on commissioning and provision; the council did not just expect care homes to change and improve, but required sustainable, systemic improvements across the health and social care community. Putting this approach into practice, Essex replaced the previous Quality Monitoring team in the council with a small Quality Improvement (QI) team, changing its relationship from a 'hands-off', punitive approach to monitoring, to working alongside care homes to achieve better outcomes for older residents. The My Home Life themes have become part of the council's contracting and procurement processes, meaning that funding and contractual decisions are based on quality outcomes, rather than traditional measures such as numbers of people or beds"[117].

In short, good commissioning should involve identifying the needs to be met and the desired outcomes, planning how best to meet those needs, procuring high quality and cost effective services and monitoring service delivery to ensure outcomes are being achieved[118].

Through improved commissioning, adult social care can achieve better outcomes for service users, carers and families; make sure services are designed to meet the needs of service users; make the best use of resources; and keep an on-going check on the quality and impact of services.

Commissioning is not simply a process of analysis, procurement and review. "Values and principles shape who gets what, how, when and where"[119]. It is these values and principles that will determine the quality of life that older people in Wales will be enabled to achieve through residential care.

In addition to quality monitoring activities that commissioners will undertake, the Care and Social Services Inspectorate for Wales is the body responsible for inspecting social care and social services to make sure that they are safe for the people who use them[120], and it regulates and inspects residential and nursing care homes based on compliance with the National Minimum Standards, and inspection tools that it has developed.

The Welsh Government White Paper, 'The Future of Regulation and Inspection of Care and Support'[121], has proposed to change the regulation and inspection of care and support. A forthcoming 'Regulation and Inspection Bill' will introduce an outcomes based inspection regime, the involvement of citizens in inspection, require providers to produce an annual report on their services and widen the workforce role of the Care Council for Wales into service improvement, and rename it the National Institute of Care and Support. The proposals to develop an outcomes based inspection regime could see a move away from compliance with National Minimum Standards, and support the changes that have been identified in research needed within commissioning.

Review Findings

Commissioning

Evidence from Health Boards and Local Authorities highlighted that Local Authorities are generally the lead partners in commissioning.

Local Authorities base their commissioning practices on 'Fulfilled Lives, Supportive Communities', the Welsh Government's 2010 commissioning framework, guidance and good practice[122]. This established a set of 13 commissioning standards, along with guidance on nine key commissioning challenges at a strategic level.

To fully understand the different approaches to commissioning in Wales, the Commissioner required information from Local Authorities and Health Boards that confirmed:

- What they are commissioning
- Whether they are commissioning for quality of life
- How they monitor and seek assurance that the quality of life and care will safeguard and promote the wellbeing of older people

The majority of responses from Local Authorities and Health Boards clearly highlighted that the statutory focus has been on contractual frameworks and service specifications rather than seeking assurances about the quality of life of older people living in care homes. This was confirmed by CSSIW's National Review of Commissioning for Social Services in Wales 2014[123], which found that there was an inadequate focus on the quality of care provided and people's quality of life.

Residential and nursing care homes form part of the whole health and social care 'system', and should be treated as such in an inclusive and consistent manner. Therefore, when a Local Authority or Health Board commissions a place for an individual within a residential or nursing care home, their responsibility should be to not only lay out service specifications and to ensure that the care package can be delivered within their fee structure, but to also actively seek on-going assurances that an older person is safe, well cared for and has a good quality of life.

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The evidence from Health Boards showed that this has often not been the case and that commissioning and monitoring in the past has focused solely on the clinical, nursing element of a placement and not even on wider primary healthcare needs let alone the full quality of life of an individual. However, as Hywel Dda University Health Board demonstrated in their oral evidence, they are now beginning to take steps to widen the scope of their review visits.

"The review officers that go in were previously concentrating on the reviews around the health care, for the nursing care etc. However we've enhanced that now so they're looking at the environment and considering other aspects of the home and what's being delivered, how that's being managed." Hywel Dda University Health Board (Oral Evidence)

According to the Welsh Government's NHS Wales Planning Framework[124], Health Boards have a responsibility to plan 'for the health of the entire population (not just planning for the services they provide)'. They therefore have a responsibility to ensure quality of life for all older people living in care homes, not just the individuals for whom they commission care home places.

Both Betsi Cadwaladr University Health Board and Hywel Dda University Health Board have taken action to ensure that the health of all older people in care homes is considered by introducing 'residential liaison nurses' whose role is to up-skill care staff in basic, but essential, healthcare issues such as continence care and to access and deploy specialist nursing support where necessary from the local primary care teams.

Evidence from Health Boards demonstrated a commitment to a change of focus during commissioning and monitoring, moving away from a clinical focus towards a more holistic approach for the benefit of an individual.

"There's a great deal of work that needs to go on in terms of how we commission the care from the residential homes and the nursing homes. So we are very clear from the outset what their [an individual's] expectations are. Like a contract of care really and what they're expecting to deliver and work with us in partnership." Betsi Cadwaladr University Health Board (Oral Evidence)

However, it is clear that these changes are at an early stage of moving towards a clearer, more 'person focused' approach to commissioning that can operate alongside a Health Board's wider healthcare obligations to their whole population.

Responses from Local Authorities showed that while some have used service specifications to ensure that older people are supported to enjoy their basic human rights, there is an overall lack of quality assurance that is centred around quality of life, in current commissioning practice.

However, the majority of Local Authorities did state their intention to implement some form of quality monitoring tool in the near future, or that their current processes were under review.

Some Local Authorities are taking innovative approaches to their commissioning and fee structures in order to drive up quality. Bridgend County Borough Council, for example, has set up a 'quality fee standards system' that bases the fees paid to providers on the achievement of care standards that are higher than the current National Minimum Standards.

"[The 'quality fee standards system'] Sets out principles and outcomes we want within care homes locally. They act as a positive vehicle for us to set out our high expectations around self-determination, lifestyle choice and preferences..." Bridgend County Borough Council (Oral Evidence)

While this could be used as a tool to drive up the quality of care that is provided in care homes within an area, there is the risk that, when under financial pressures, providers could become reliant on a higher 'quality fee' for the delivery of lower care standards and struggle to remain sustainable if the 'quality fee' is consequently removed.

Newport City Council described the joint work they are undertaking with Torfaen County Borough Council and local providers, to develop a fee methodology. Their fee modelling group is also considering how quality monitoring tools, that include a greater focus on quality of life, can be introduced.

"Torfaen and Newport at the moment have got a working group… to develop a fee methodology across both patches of Gwent. As part of that fee modelling group we've also got a quality group that's made up of some representatives from providers, and we're hoping to develop a common quality framework that providers can use that will help us and aid us with contract compliance, but will focus more on the quality of life and the experience of the older person within residential care." Newport City Council (Oral Evidence)

Evidence from independent providers highlighted the difficulties in operating across different parts of Wales because there can be significant differences between the process of service specification and the practice of contract monitoring in different areas. This was also supported by evidence from Local Authorities and Health Boards and has been recognised by the Welsh Government, which stated, in Sustainable Social Services for Wales: A Framework for Action (2013)[125], that '… doing everything 22 times is not an option… The way in which commissioning, procurement and service delivery are organised must also change'.

Good Practice: Flintshire County Council

To ensure that quality of life is a core element of the commissioning process, Flintshire County Council has introduced an outcomes based quality monitoring process, which is based on consultations with older people and families about their expectations of residential care. The framework looks at 9 specific outcomes that care homes are required to deliver for older people:

1. Independence
2. Control over daily life
3. Rights, relationships and positive interactions
4. Ambitions (to fulfil, maintain, learn and improve skills)
5. Health (to maintain and improve)
6. Safety and security(freedom from discrimination and harassment)
7. Dignity and respect
8. Protection from financial abuse
9. Receipt of high quality services

This approach has now been agreed as the basis for the North Wales Quality Monitoring Framework for Care Home Placements.

A common framework across North Wales is a positive step to reducing the burden on providers, improving clarity regarding what care homes must deliver for older people, and ensuring that out of county placements can be delivered to consistent standards.

One of the defining elements of the framework in Flintshire is that it is carried out through an on-going quality monitoring approach that facilitates feedback from all residential care professionals. This process, described as a "quality circle", enables information to be shared effectively, an essential part of any monitoring process.

"It's about people sharing intelligence, and some of that's about hard evidence that they've gathered during their professional visits or people bringing feedback that they've had because they've had contact with families or whatever. Also, hearing about changes that have happened in homes in staffing, [etc] and then we look at themes." Flintshire County Council (Oral Evidence)

The quality circle is open to all professionals, such as social workers, district nurses and inspectors, as well as those providing day-to-day services within residential care, such as hairdressers and chiropodists. Residents groups and family members are also able to participate and provide any relevant information, which is essential

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as, according to Margaret Flynn, who is leading the independent review into alleged abuse of older people in care homes in the south Wales valleys, they "notice the daily inattentions that pave the way for more serious transgressions and on-going cumulative neglect".

A proactive approach to assurance that ensures intelligence is gathered at an early stage to identify issues before they become 'full blown problems' and also triangulates evidence from a wide range of professional sources, older people, families and care staff is essential for commissioners to evaluate the quality of life provided by care homes. This approach will enable the identification of factors that have been highlighted as 'risks' by the Welsh Government, CSSIW, Care Council for Wales, Local Authorities and Health Boards, such as the departure of a Care Home Manager, high turnover of staff, withdrawal of placements by other Local Authorities, or financial instability.

"It's really trying to get in and work with the provider and trying to understand what problems that provider may be having so they don't cause a problem further down the line. Staffing issues are an obvious candidate…if this needs more forceful action on our part as commissioner then we use our provider performance process." Caerphilly County Borough Council (Oral Evidence)

The majority of written and oral responses from Local Authorities and Health Boards did not illustrate the ways in which shared intelligence and joint working were used in contract monitoring to ensure that older people were safe, well cared for and enjoyed a good quality of life. Instead their responses focused on the process, or strategy, of a formal annual review and complaints procedure and appeared to forget the individual, and their voice, which should sit at the heart of the quality process.

In some cases, the only information used regarding the quality of care appears to be from CSSIW inspection reports, with increased scrutiny being a reactive approach to issues raised by CSSIW, POVA (Protection of Vulnerable Adults), or through the Escalating Concerns process.

A report from the inspectorate alone cannot provide the depth of information needed to assure those commissioning services that older people are safe, well cared for and have a good quality of life.

Another issue identified in evidence from Local Authorities was that, those commissioning a wide range of services on behalf of older people are not experts in social care and do not fully understand the increasingly complex needs of older people, for example the increasing prevalence of older people living with dementia. It is therefore clear that there is an urgent need to up-skill those commissioning services in order to drive cultural change through outcomes based commissioning that has a clear vision of what good looks like.

The CSSIW National Review of Commissioning for Social Services in Wales 2014[126] identified that 'current commissioning arrangements for dementia services will not deliver sustainable services for adults who need care and support in Wales'. Some Local Authorities provided evidence that demonstrated that they have recognised the urgency of this issue and have brought in expert advisers to assist.

Bridgend County Borough Council, for example, highlighted the work of their dementia liaison team, provided by the Alzheimer's Society, and how important the third sector is in providing knowledge and external support to commissioners.

Similarly, Caerphilly County Borough Council is working with Dementia Care Matters, a consultancy that works to transform the culture of care in care homes for people living with dementia, to work with their commissioning team to improve the judgements they make about quality of life and care outcomes for older people. This has resulted in further training for a number of officers so that they can use this knowledge to raise the standards of residential care that they commission for older people.

Other evidence identified different approaches that aim to establish what good looks like from the perspective of an older person.

Monmouthshire County Council, for example, have taken steps to address the previous lack of individual voices within their contract monitoring procedures through initiating a 'what matters conversation'. This helps social workers to find out what matters to older people before they enter care homes to inform the contract monitoring process.

A similar approach has been adopted by Aneurin Bevan University Health Board, who have developed 'Care Home Ask and Talk' (CHAaT) to capture the views of residents in care homes. This will be further enhanced by the Big Lottery funded Community Voice programme to develop an engagement project in care homes across Newport, Monmouthshire, Caerphilly and Blaenau Gwent.

The pilot phase of the project will place volunteers in four care homes so that they can identify ways in which services could be more tailored to take into account the views and concerns of older people.

These kinds of approaches are essential to ensure that commissioners are able to determine whether the care they are commissioning will deliver the best quality of life for an older person.

National Minimum Standards

In addition to the requirements set out in the Care Homes (Wales) Regulations 2002, the National Minimum Standards are used to determine whether care homes are providing adequate care and are meeting the basic needs of the people who live there.

Evidence from a range of organisations, including CSSIW, HC One, Bupacare, Western Bay collaborative, Caerphilly County Borough Council, Association of Directors of Social Services (ADSS) and the Welsh Local Government Association (WLGA) stated that the standards are reinforcing a culture of compliance to the bare minimum, rather than creating a culture where older people are supported to have the best quality of life.

The quality of life of older people needs to be articulated much more clearly within the standards and not seen as separate to personal care and clinical treatment. This separation has contributed to the current culture of task-based care where the recording of bowel movements, whilst important, is prioritised against the wider issue of an individual's quality of life. Quality of life should be the umbrella under which all other standards sit.

Evidence was also received that the National Minimum Standards are insufficient to meet the needs of the emotionally vulnerable and frail older people now living in care homes. Alzheimer's Society, RNIB Cymru, Action on Hearing Loss and DeafBlind Cymru criticised the standards for being unable to promote and uphold the rights of some of the most vulnerable older people. The standards do not clearly outline how to provide enabling care and support to older people with sensory loss and /or cognitive impairment and dementia.

Evidence from CSSIW also highlighted the limitations of the National Minimum Standards and their impact on older people.

"People expect us to police the basic standards, that's all they want a regulator to do. Our view is that this isn't good enough and actually the basic standards don't promote equality." CSSIW (Oral Evidence)

They stated that to address these limitations, they have undertaken a 'modernisation programme' that uses new inspection tools and represents a fundamental change to CSSIW's approach to regulation and inspection.

Since 2012, they have used the Short Observational Framework for Inspection (SOFI)[127] to assess the quality of care in residential care where traditional interviews and conversations are difficult. This approach allows inspectors to evaluate the quality of interactions within care homes, interactions that fundamentally shape an individual's quality of life, and has been welcomed by a number of care home managers who gave evidence to the Review.

"I found the way they're inspecting, using the SOFI observation, has really helped in how we've perhaps not noticed how people interact with each other. When they're doing maybe washing, or helping them with their hair, or bringing them a cup of tea. I think it really highlighted to me that that was an area that needed improving." Care Home Manager (Oral Evidence)

However, Care Home Managers have reported a variance in individual inspectors' ability to utilise the new tool effectively and, as at any time of transition, there have been inevitable misunderstandings about CSSIW's changing approach.

Availability of Care Homes

Standard 10 of the Welsh Government's 'Commissioning Framework and Good Practice Guidance[128] focuses on the need to promote service sustainability. Commissioning therefore has a central role to play in both the quality of life of an older person, as well as the wider current and future sufficiency and sustainability of residential and nursing care.

As part of the Welsh Government's prevention and integration agenda, an increasing number of older people are being supported to remain living in their own homes for as long as possible. This is to be welcomed when it is what the individual wants in order to maintain their independence and to deliver the best individual outcomes and quality of life.

The number of emotionally vulnerable, cognitively impaired and frail older people is likely to rise, meaning that the needs of those older people will be more complex and at a higher acuity than previously. The numbers of older people who may need the support provided in care homes must therefore be fully understood in order for providers and commissioners to plan effectively for the future.

However, CSSIW highlighted issues around insufficient planning, a lack of demographic assessment and projection into the future needs of older people living in care homes at both a national and Local Authority level.

"Demographic needs 2014 - Where is it? Where is the strategic plan that would then look at the cost as well as the provision? Within that provision, how much is required to be within sheltered housing accommodation, on then to residential care and nursing care homes. Where is that data? It's got to focus on people's needs and it's got to help to develop a market that will meet those needs." CSSIW (Oral Evidence)

CSSIW also stated that without this planning there is "an immediate pressure which creates behaviours that are very much about day-by-day solutions rather than actually identifying what percentage of that population are going to be most vulnerable and what you therefore can do both within the community setting to prevent… [and ensure] meaningful residential as well as early intervention...Then you're working out how much residential care are you ever going to need and have you go it?"

Despite progress by Local Authorities on market position statements, there is no overview at a strategic level to ensure sufficient and appropriate care home places for older people in Wales, both now and in the future. Furthermore, there is also

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a lack of data about the current and future needs of the 'oldest old' in terms of health, disability, incidence of cognitive impairments, sexuality, belief, and ethnicity. A finding reflected in the Joseph Rowntree Foundation's Better Life Programme, which recommends continued investment in data sources to further understanding of health, disability, economic and social well-being in old people. The planning of residential and nursing care homes for older people requires accurate projections of the future numbers and needs of older people to ensure that residents can live in a care home appropriate for them and have the best quality of life.

Despite the on-going and changing need for residential and nursing care across Wales, and recent efforts to support managing supply, evidence received demonstrated the volatile and fragile nature of the market sufficiency of residential and nursing care in Wales.

Evidence from CSSIW also demonstrated that although it is difficult to clearly identify a particular barrier to achieving market stability and sufficiency, the result is that Wales is not an attractive place for providers to enter.

"Wales is not actually a sharp place to come in to as a provider. There are loads of barriers … The biggest issue for Wales is the fact that there are 22 different Local Authorities commissioning." CSSIW (Oral Evidence)

The Care Council for Wales and independent provider HC-One highlighted that the lack of registered care home managers in Wales is both a risk factor to the quality of care being provided and the ability for a provider to continue provision.

A shortage of appropriately skilled nursing staff was identified by the Royal College of Nursing in their evidence as a barrier to market sufficiency. They stated that workforce planning is premised on the needs of the NHS Health Boards and the hospitals that they run, as opposed to the needs of the whole population. This shortage in nursing staff has a particularly detrimental impact on older people living with dementia who may need access to specialist mental health nursing care.

Evidence from Local Authorities also highlighted that, as well as difficulties in accessing or recruiting specialist nursing staff, the higher cost of providing this specialist mental health nursing care was a significant barrier to providers entering and sustaining provision, especially in rural areas.

This market volatility can have a significant impact on the lives of older people. The collapse of the Southern Cross Healthcare Group in 2011, for example, which ran over 750 care homes with 31,000 residents across the UK, resulted in a great deal of uncertainty and upheaval for many vulnerable older people and their families.

Evidence from many Local Authorities stated that they have begun, on a local or regional basis, through their commissioning processes and the development of market position statements, to discuss whether current provision matches the needs of the older population in their area.   Page 293

Evidence from Carmarthenshire County Council demonstrated that they took action in the form of a 'payment premium' to encourage the provision of specialist care for people living with dementia after their own market analysis showed a shortage in this area.

"We put a dementia premium on, to try and diversify providers, because we recognised that there was an increased need for dementia care …we added a dementia premium and we felt that would encourage some of the residential care providers to diversify into dementia care, and that did work. I think it was partly linked to their own market analysis because they saw that was the way the trend was going in terms of people coming in. So you can influence and shape in terms of … obviously that was linked to a financial incentive, really, but I think that has worked in our county." Carmarthenshire County Council (Oral Evidence)

However, the majority of Local Authorities recognised that the choices available to older people are often restricted by a lack of capacity in some areas, despite their best efforts to support choice. This can result in older people having to move away from their family and communities or live in a care setting that is not entirely appropriate for their needs.

"We've always strived to ensure that people have their choice of home and in the past when it hasn't been available then they may have stayed in hospital. That presents its own problems. Over the years the choice of homes has reduced as the supply has dwindled although more is coming on now. It does present a problem - clearly people want the home nearest to them, but that can still entail a significant degree of travelling and we try and fit in with the wishes of the older person and their carers…. it's not always possible, particularly with the pressure on beds in hospitals." Powys County Council (Oral Evidence)

"It is a very fragile situation because if we take certain decisions we could destabilise the market completely. An example of that would be that we would be very strong on wanting to get rid of shared rooms. It is a disgrace that we are still doing it in Wales. They knocked this out in England five/ten years ago yet we're still doing it in Wales. As soon as we moved on that we would have loads of beds that would go out of the market. It's because they haven't got the capacity." CSSIW (Oral Evidence)

Evidence from Care Forum Wales identified that current fee structures are acting as a barrier to entry and that providers feel under pressure from Local Authorities to deliver increasingly complex care at lower costs during times of budgetary pressures.

Local Authorities also stated that there are real issues in terms of the stability of the market at the moment and that smaller locally owned homes are particularly vulnerable as they do not have the capacity to overcome the barriers outlined above.

"Potentially we could lose the small ones, the smaller, locally owned homes are the ones that are potentially vulnerable under that. Because they don't have the capacity to deal with those issues….. So there are real issues in terms of the stability of the market at the moment." Caerphilly County Borough Council (Oral Evidence)

The closure of smaller homes, particularly those in rural areas, is a particular concern as larger providers are less likely to be attracted to these areas due to the sparse population and lower workforce availability, leaving significant gaps in market sufficiency in an area for future years.

In order for older people in Wales to access high quality residential and nursing care that meets their needs, there must be a sufficient number of appropriate care settings, of the type that older people want, in the places that they need them. The evidence has shown that this is not the case and that there are a number of barriers working together to prevent older people being able to choose where they want to live and what type of care services they receive.

Self-funders

It is not known exactly how many older people arrange and pay for their care independently of a Local Authority, or Health Board in Wales, although many of the respondents to the Commissioner's questionnaire were self- funders, or rely on their families to support 'top-up' payments so they can remain in their care home.

Evidence from the Association of Directors of Social Services (ADSS) stated that self-funders are not empowered individuals. Often they may be completely unknown to social services and, as a result, do not have the awareness of, or access to, support that all individuals may need while living in a care home.

This current lack of knowledge about the number of self-funders in Wales who are living in care homes has an impact on the quality of life of older people because it is not clear what support and advice individuals are receiving and the extent to which the quality of care that self-funders receive is monitored. This also means that Local Authorities and Health Boards have difficulties in planning for future need and provision.

Support Available for Self-Funders

Evidence from the ADSS highlighted that self-funders must be thought of from the outset, including whether they have access to support, information and advocacy, for the commissioning process to be considered consistent and competent.

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Evidence from the British Association of Social Workers stated that self-funders will often receive less support from a social worker during the decision making process to move into a care home and while they live there. They stated this is often due to a lack of time, pressure on social worker case loads and the greater responsibility that social workers have towards those individuals whose care is funded through a Local Authority.

Many questionnaire responses from residents who are self-funders and their families stated that they are fearful about raising concerns and complaints with a provider because of the perceived risk that they may be asked to leave the care home and would not know how to manage such a situation without support. A lack of support means that older people who pay for their own care may be less well placed to raise concerns about the quality of their care and, as a consequence, may experience unacceptable quality of care.

Quality of Care Delivered to Self Funders

When Local Authorities and Health Boards are monitoring the quality of care that is provided in care homes to older people, this is against the National Minimum Standards and additional standards that they may have set when they commissioned a package of care for an individual. Any quality monitoring therefore only applies to those individuals whose care is commissioned by the Local Authority or Health Board and not to individuals who have arranged and paid for their care independently.

Evidence from Health Boards demonstrated that professionals that monitor the quality of care, such as Nurse Assessors, may not be aware of the circumstances and healthcare needs of individuals who pay for their own care, because their focus is on monitoring quality for funded residents.

"When our Nurse Assessors go in, [they are] going in to review the placement. They are reviewing not just the standard of nursing care but that person in that environment and the holistic care that that person is given...And it's about, I suppose, do our mechanisms take account of everything. I think if you were going back a few years it probably didn't but I think we're definitely seeing a shift now." Hywel Dda University Health Board (Oral Evidence)

Local Authorities also gave evidence that stated that they did not have any access or rights to look into the quality of care or experiences of self-funders.

"We get basic data. We ask the providers to tell us, but that's as far as it goes, as far as Carmarthenshire's concerned. We don't have any access or rights to visit or ask self-funders about their experience." Carmarthenshire County Council (Oral Evidence)

Questionnaire responses from the families and friends of self-funders stated that the health of their relatives had deteriorated quickly and was not recognised and acted upon by any visiting Local Authority and Health Board staff because they only monitored the individuals who were funded by their bodies.

It is perhaps reasonable to assume that when a commissioning body enters a residence, they will take appropriate action if they become aware of unacceptable care that is being provided to an individual, regardless of their funding. However, as self-funders are not included in regular quality monitoring, an issue must be serious enough to come to the attention of the commissioning body before any action can be taken.

Future Planning

Local Authorities and Health Boards are unable to fully plan for the future needs of the older population and required provision of residential and nursing care if they are unaware of the total number of self-funders living in care homes, or how many self-funders are likely to live in care homes in the future.

If a Local Authority conducts a market position statement to identify current and future needs, but it is not aware of the number of self-funders, its predicted needs and planning could be inadequate to support the provision of care that is the right type, quality and price.

Evidence from Local Authorities during the commissioning roundtable discussion stated that self-funders often paid more for their care compared to those whose places are funded by a Local Authority.

"What I don't find fair is providers who can provide a service for somebody on the Local Authority rate if they're a service user of a Local Authority, but then charge a couple of hundred pounds more if somebody's self-funding, and I think that's really appalling." Local Authority Commissioner (Oral Evidence)

Regulation and Inspection

The Care and Social Services Inspectorate for Wales (CSSIW) is the body responsible for the regulation and inspection of care homes across Wales. They inspect against the Care Homes (Wales) Regulations 2002 and the National Minimum Standards, which, as highlighted above, do not give sufficient focus to quality of life.

This has been recognised by CSSIW who stated in their evidence that the National Minimum Standards are no longer sufficient to deliver and monitor quality of life. They stated that their desire to move away from the 'tick box' approach to inspection has contributed to their modernisation programme, which includes the development of the SOFI tool described above and the proposed development of a Quality Judgement Framework, which will have a much greater focus on quality of life.

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This modernisation programme is an important step forward to ensure that the quality of life of older people in care homes becomes a key element of the regulation and inspection system. However, CSSIW do not have responsibility for inspecting healthcare delivery in care homes, which is a key part of an individual's quality of life.

While Healthcare Inspectorate Wales is the body responsible for inspecting healthcare in Wales, they stated in their evidence that they do not inspect the standard of health care delivery within care homes as this falls outside of their remit.

"We don't do work in the homes ourselves. We don't have an on-going day to day responsibility in the inspection of how that's done within homes, or the way in which LHBs commission." Healthcare Inspectorate Wales (Oral Evidence)

This means that there is currently not appropriate or effective scrutiny of the delivery of healthcare in nursing care homes.

Evidence from the Board of Community Health Councils in Wales (CHCs), who have the power to monitor the delivery of NHS funded care and identify areas in which improvements must be made, stated that they could potentially address this gap as they have access to 400 community volunteers with a knowledge of the health service and a willingness to enter residential settings and monitor the delivery of healthcare. However, they have received conflicting legal advice from the Welsh Government and independent lawyers about the extent to which the powers under their legislation allow them to enter care homes to monitor the delivery of healthcare. This means that the potential for CHCs to monitor healthcare within care homes has not yet been explored.

"We've already got training packages in place and it's just that there's no point in delivering it unless we can get in there and do it, but we're ready to go. We've been ready to go for eight years now and it's been eight years - I have been pushing this issue." Board of Community Health Councils in Wales (Oral Evidence)

Utilising CHC members to undertake monitoring work in care homes would also introduce a broader lay-perspective into the inspection system, something that has been successful in other parts of the UK and would support the Welsh Government's aim to 'actively engage citizens within our regulation and inspection regime', something that is currently being explored as part of work around the forthcoming Regulation and Inspection Bill.

Evidence from providers, Local Authorities, Health Boards and the inspectorate has demonstrated that a range of different commissioning, monitoring and inspection methods are used to quality assure care.

As commissioners, Local Authorities and Health Boards demonstrated that while they will commission and quality assure against the National Minimum Standards, they may also set other higher standards for providers to reach that as a result will vary across Wales. In addition to the future development of new inspection frameworks by CSSIW, there is significant variation in the understanding of 'quality of life' and how this is monitored.

When this is combined with the evidence that suggests the provision of healthcare in residential settings is not currently being sufficiently regulated and inspected, the current commissioning, regulation and inspection system is not working in an integrated and consistent way to ensure older people can achieve the best quality of life regardless of the particular care home or area in which they live.

The Regulation and Inspection Bill provides an opportunity to set out a single outcomes framework for quality of life and care of older people in care homes rather than the current system of National Minimum Standards. The framework would ensure alignment between all of the agencies involved in the planning and delivery of care, from providers to commissioners to inspectors, essential to ensure that quality of life truly sits at the heart of residential and nursing care.

An enabling and integrated approach to regulation and inspection is essential to drive improvements and support the delivery of care that has quality of life at its heart. Whilst a range of work has begun to move towards this approach, the regulation and inspection system still currently has an insufficient focus on quality of life.

Requirements for Action

My required actions range from system changes to changes around very specific aspects of care. In formulating these actions, I have sought advice from a wide range of experts and I have focussed on action that will have the most impact, clearly linking my actions to intended outcomes. I have linked my required actions back to the current and developing policy agenda in Wales, in particular to the National Outcomes Framework, as well as the opportunities afforded to us by forthcoming legislation and the good practice that already exists in Wales.

Any change, particularly systemic change that reboots the system and redefines an approach to care, needs strong leadership and drive to ensure that it delivers in a way that is meaningful to the older people that the change is intended to benefit. Without taking away from the leaders in their own fields that there are across Wales, there is a clear role for the Welsh Government to lead from the front, both in respect of expected change and providing support to our wider services and the organisations under my Review to ensure not just that the change outlined in my report is delivered, but that the intended outcomes are delivered as well.

Following formal agreement, in line with the requirements of the Commissioner for Older People (Wales) Act, of the action that will be taken by the bodies subject to my Review, I will also agree how compliance against these actions will be reported and how assurance will be provided that the intended outcomes have been delivered.

Whilst there will be some resource implications to implement the required actions, I have been conscious of constraints on public finances and realistic in laying out my expected outcomes and action.

If the change required that has been identified in my Review is not delivered, the price that is paid by older people will be too high. Increasingly, in the years to come, a failure to act will expose public bodies and independent providers to litigation, reputational damage, time spent undertaking remedial action or formal investigations into failures in care and will further increase pressures upon the NHS and social services.

Required Action	Outcome	Impact of not doing	By whom /By when
1.1 A national approach to care planning in care homes should be developed and implemented across Wales. This must support: • The full involvement of the older person to ensure they have an effective voice, including advocacy support where necessary. This may include independent advocacy or advocacy under the Mental Capacity Act. • Ensuring the older person's personal history, social and cultural interests, occupation, achievements, likes, dislikes and aspirations are understood and reflected in their future life. This must include meeting the diverse needs of older people who are lesbian, gay, bisexual or trans,	Older people receive information, advice and practical and emotional support in order for them to settle into their new home beginning as soon as a decision to move into a care home is made (Action 1.1, 1.2). Older people's physical, emotional and communication needs are fully understood, as are the issues that matter most to them, and these are reflected in the services, support and care that they receive. Older people have real control over and choice in their day-to-day lives and are able to do the things that	Older people are unable to settle into their new home, which has a detrimental impact upon their health and wellbeing. The individual needs, wishes and aspirations of older people are not recognised or understood and as a result their ability to do the things that matter to them is significantly undermined, as is their quality of life and mental wellbeing. Older people are unable to communicate effectively, which leads to an increased risk of isolation, withdrawal and emotional neglect. Older people are denied their rights to self-determination,	Welsh Government November 2015

those who are Black, Asian or minority ethnic and those with or without religion or belief. • Transitional support once a decision has been made to move to a care home to ensure that the care planning process begins prior to moving into the care home. • Meeting the emotional needs of older people to ensure they feel safe, valued, respected, cared for and cared about. • Meeting the communication needs of people living with dementia and/or sensory loss. • The needs of Welsh language speakers and those for whom English is not their first language. • Entitlements to healthcare and assessment for and referral to healthcare services. • Individual rights versus risk management. • Multidisciplinary assessment (across Health Boards, Local Authorities and including specialist third sector	matter to them, including staying in touch with friends and family and their local community.	autonomy and control over their lives.	

organisations) and specialist clinical assessment. This guidance should clearly align to the new National Outcomes Framework, which underpins the Social Services and Wellbeing (Wales) Act 2014. National reporting of the quality of care plans and care planning against the national guidance and against the intended outcomes of the national Outcomes Framework should be undertaken annually (see action 6.10).			
1.2 All older people, or their advocates, receive a standard 'Welcome Pack' upon arrival in a care home that states how the care home manager and owner will ensure that their needs are met, their rights are upheld and they have the best possible quality of life. The Welcome Pack will make explicit reference to: • How the care home manager will support the resident as they move into their new home. • Standard information about their human rights in line with the Welsh Declaration of the Rights of Older People.*	Older people are aware of their rights and entitlements, and what to expect from the home. Older people are clear about how they can raise concerns and receive support to do so.	Older people are unaware of the support that should be available to them while making the transition into their new home, which can lead to low expectations and a lack of accountability for providers. Older people are at risk of neglect and abuse as they are unaware of who to speak to should they need help in making a complaint or need support to stand up for their rights. Older people are at risk of not receiving that to which they	Welsh Government & Care Home Providers March 2016

- A Statement of Entitlement to health care support.*

- Support to sustain and promote independence, continence, mobility and physical and emotional wellbeing.

- Ensuring their communication needs are met, including people with sensory loss.

- Maintaining friendship and social contact.

- Support to help them maintain their independence and to continue to be able to do the things that matter to them.

- The development and maintenance of their care and support plan and what will be included in it.*

- Ensuring a culture of dignity and respect and choice and control over day-to-day life.

- The skills and training of staff.

- Their right to independent advocacy and how to raise concerns. *

(The areas marked with * should be standard in format to ensure

are entitled to, leading to an undermining of their health, wellbeing and quality of life.

1.3 Specialist care home continence support should be available to all care homes to support best practice in continence care, underpinned by clear national guidelines for the use of continence aids and dignity.	Older people are supported to maintain their continence and independent use of the toilet and have their privacy, dignity and respect accorded to them at all times (Action 1.1, 1.3, 1.5).		Welsh Government Guidance

April 2015

Health Boards Implementation

December 2015 |
| 1.4 National good practice guidance should be developed and implemented in relation to mealtimes and the dining experience, including for those living with dementia. | Mealtimes are a social and dignified experience with older people offered real choice and variety, both in respect of what they eat and when they eat (Action 1.1, 1.4). | Older people do not enjoy mealtimes, are at increased risk of malnutrition and ill health through a lack of support at mealtimes and miss out on meaningful and important social interaction.

The dignity of older people is significantly undermined. | Welsh Government

April 2015 |
| 1.5 An explicit list of 'never events' should be developed and published that clearly outlines practice that must stop immediately. The list should include use of language, personal care and hygiene, and breaches of human rights. | Older people are treated with dignity and respect and language that dehumanises them is not used and is recognised as a form of abuse (Action 1.1, 1.3, 1.4, 1.5, 4.6). | Unacceptable practice continues and goes unchallenged. | CSSIW

March 2015 |
| 1.6 Older people are offered independent advocacy in the following circumstances: | Older people living in care homes that are closing, as well as older people that are | Older people are unable to secure their rights or have their concerns addressed, which | Local Authorities & |

• when an older person is at risk of, or experiencing, physical, emotional, financial or sexual abuse. • when a care home is closing or an older person is moving because their care needs have changed. • when an older person needs support to help them leave hospital. For those with fluctuating capacity or communication difficulties, this should be non-instructed advocacy. When a care home is in escalating concerns, residents must have access to non-instructed advocacy.	at risk of or are experiencing physical, emotional, sexual or financial abuse, have access to independent or non-instructed advocacy.	places them at increased risk of harm. An increased risk of adult practice reviews and civil litigation.	Care Home Providers & Health Boards April 2015

Key Conclusion 2: Too often, care homes are seen as places of irreversible decline and too many older people are unable to access specialist services and support that would help them to have the best quality of life.

Link to Welsh Government policy and legislative areas: Social Services and Wellbeing (Wales) Act and National Outcomes Framework, Sustainable Social Services: A Framework for Action, Together for Health – Stroke Delivery Plan 2012-16

Required Action	Outcome	Impact of not doing	By whom / By when
2.1 A National Plan for physical health and mental wellbeing promotion and improvement in care homes is developed and implemented. This draws together wider health promotion priorities, as well as particular risk factors linked to care homes, such as loneliness and isolation, falls, depression, a loss of physical dexterity and mobility.	Older people benefit from a national and systematic approach to health promotion that enables them to sustain and improve their physical health and mental wellbeing.	Older people are at increased risk of falls and ill health. Older people's physical and mental health will decline more quickly than it needs to and they have an earlier need for more specialist care. An increase in workload and pressure for the care home workforce. An increase in referrals to NHS services, as well as earlier and longer hospital admissions for older people.	Lead Welsh Government March 2016
2.2 Older people in care homes have access to specialist services and, where appropriate, multidisciplinary care that is designed to support rehabilitation after a period of ill health.	Older people receive full support, following a period of significant ill health, for example following a fall, or stroke, to enable them to maximise their independence and quality of life.	Older people have reduced mobility, increased frailty and loss of independence, with an increased risk, due to immobility of significant health problems, such as pressure ulcers, pneumonia and deteriorating	Health Boards and Local Authorities in partnership July 2015

		mental health.	
2.3 A National Falls Prevention Programme for care homes is developed and implemented. This should include: • Enabling people to stay active in a safe way • Up-skilling all care home staff in understanding and minimising the risk factors associated with falls • The balance of risk management against the concept of quality of life and the human rights of older people, to ensure that risk-averse action taken by care staff does not lead to restrictive care. National reporting on falls in care homes is undertaken on an annual basis (see action 6.8).	Older people's risk of falling is minimised, without their rights to choice and control over their own lives and their ability to do the things that matter to them being undermined.	Older people are at an increased risk of falls leading to reduced mobility, increased frailty and loss of independence, with an increased risk, due to immobility of significant health problems, such as pressure ulcers, pneumonia and deteriorating mental health. Significant financial impact on the NHS due to increased admissions.	Welsh Government November 2015
2.4 The development and publication of national best practice guidance about the care home environment and aids to daily living, such as hearing loops and noise management, with which all new homes and refurbishments should comply. This guidance should also include mandatory small changes that can be made to care homes and	The environment of all care homes, internally and externally, is accessible and dementia and sensory loss supportive.	Older people are unable to move around the care home safely and independently or do the things that they enjoy. Older people struggle to communicate with each other and staff, leading to isolation and withdrawal.	Welsh Government July 2015

outdoor spaces to enable older people with sensory loss and/or dementia to maximise their independence and quality of life.			

Key Conclusion 3: The emotional frailty and emotional needs of older people living in care homes are not fully understood or recognised by the system and emotional neglect is not recognised as a form of abuse.

Link to Welsh Government policy and legislative areas: Together for Mental Health - A Strategy for Mental Health and Wellbeing in Wales, National Outcomes Framework 2014, Mental Health (Wales) Measure 2010, National Dementia Vision for Wales 2011 and the Intelligent Targets for Dementia. NICE Dementia Quality Standard 2010. NICE Dementia Quality Standard (2010) and NICE Clinical Guideline 42. November 2006 (amended March 2011)

Required Action	Outcome	Impact of not doing	By whom / By when
3.1. A national, standardised values and evidence based dementia training programme is developed that covers basic, intermediate and advanced levels of training, which draws on the physical and emotional realities of people living with dementia to enable care staff to better understand the needs of people with dementia.	All staff working in care homes understand the physical and emotional needs of older people living with dementia and assumptions about capacity are no longer made (Action 3.1, 3.2).	Older people are at risk of emotional neglect, as well as continuing to be misunderstood and labelled as 'challenging' or 'difficult', because the care home workforce is unaware of how to communicate and respond to their needs.	Welsh Government November 2015
3.2 All care home employees undertake basic dementia training as part of their induction and all care staff and Care Home Managers undertake further dementia training on an on-going basis as part of their skills and competency development, with this a specific element of supervision and performance assessment.		Older people feel anxious and fearful, confused and disorientated and their ability to have control over their lives is undermined. An increase in hospital admissions and a greater need for health care as a result of older people's needs not being understood or met. A greater risk of incidences of unacceptable care. A significant increase in the	Local Authorities & Care Home Providers Begin January 2016

		pressures faced by the care home workforce. A wider perception across society that residential and nursing care lacks compassion.	
3.3 Active steps should be taken to encourage the use of befriending schemes within care homes, including intergenerational projects, and support residents to retain existing friendships. This must include ensuring continued access to faith based support and to specific cultural communities.	Older people are supported to retain their existing friendships and have meaningful social contact, both within and outside the care home. Care homes are more open to interactions with the wider community. Older people are able to continue to practice their faith and maintain important cultural links and practices.	Older people living in care homes are lonely and socially isolated, lack opportunities for meaningful social contact and their ability to practice their faith and important cultural practices is lost. Care homes are isolated within and from their communities, undermining the care and wellbeing of older people and access to wider community resources and support.	Care Home Providers & Local Authorities November 2015
3.4 In-reach, multidisciplinary specialist mental health and wellbeing support for older people in care homes is developed and made available, including: • An assessment of the mental health and wellbeing of older people as part of their initial care and support plan development and their on-going care planning. • Advice and support to care staff	The mental health and wellbeing needs of older people are understood, identified and reflected in the care provided within care homes. Older people benefit from specialist support that enables them to maximise their quality of life. Older people are not prescribed antipsychotic drugs inappropriately or	Older people living with dementia are at risk of accelerated cognitive decline and the inappropriate use of antipsychotic drugs. On-going mental health issues significantly undermine their quality of life. An increase in workload and pressure upon care staff. An earlier need for specialist residential care and an increase in Continuing Healthcare Costs.	Health Boards November 2015

about how to care effectively for older people with mental wellbeing and mental health needs, including dementia, and when to make referrals. • Explicit referral pathways and criteria for referral. • All residents on anti-psychotics are monitored and assessed for potential withdrawal and reviews are conducted in line with NICE guidelines.	as an alternative to non-pharmaceutical methods of support and NICE best practice guidance is complied with (Action 3.4, 3.5).		
3.5 Information is published annually about the use of anti-psychotics in care homes, benchmarked against NICE guidelines and Welsh Government Intelligent Targets For Dementia.			Health Boards September 2015
3.6 The development of new safeguarding arrangements for older people in need of care and support in Wales should explicitly recognise emotional neglect as a form of abuse, with this reflected in guidance, practice and reporting under the new statutory arrangements.	Emotional neglect of older people is recognised as a form of abuse and appropriate action is taken to address this should it occur.		Welsh Government November 2015

Key Conclusion 4: Some of the most basic health care needs of older people living in care homes are not properly recognised or responded to.

Link to Welsh Government policy and legislative areas: Fundamentals of care, National Service Framework for Older People, Together for Health: a Five Year Vision for NHS Wales, Setting The Direction, Together for Health: Eye Health Care Delivery Plan for Wales 2013-2018, NHS Wales Delivery Framework 2013-14 and Future Plans, Rural Health Plan – Improving Integrated Service Delivery across Wales, Together for Health: A National Oral Health Plan for Wales 2013-18, National Outcomes Framework for the Social Services and Wellbeing (Wales) Act 2014.

Required Action	Outcome	Impact of not doing	By whom / By when
4.1 A clear National Statement of Entitlement to primary and specialist healthcare for older people in care homes is developed and made available to older people, including: • Access to regular eye health, sight and hearing checks • Dietetic advice and support • Access to podiatry and dentistry services • Access to specialist nursing services • GP access and medicines support • Specialist mental health support • Health promotion and reablement support This must cover both residential and	There is a consistent approach across Wales to the provision of accessible primary and specialist health care services to older people living in care homes and older people's healthcare needs are met (Action 4.1, 4.2, 4.5). Older people in nursing care homes have access to specialist nursing services, such as diabetic care, tissue viability, pain management and palliative care (Action 4.1, 4.2). Older people are supported to maintain their sight and hearing, through regular eye health, sight and hearing	Older people are unable to see or hear properly, undermining their ability to communicate and their independence, placing them at greater risk of isolation and falls, emotional withdrawal and poor mental health (Action 4.1, 4.2, 4.3). Older people in nursing homes have preventable physical health conditions, unnecessary pain and their overall wellbeing is undermined through on-going poor management of chronic health conditions. Older people lose their teeth unnecessarily and are unable	Lead Welsh Government March 2015

nursing care. Care home providers ensure older people receive information about their healthcare entitlements as part of their 'Welcome Pack' (see action 1.2).	checks (Action 4.1, 4.2, 4.3). Older people are able to, or supported to, maintain their oral health and retain their teeth (Action 4.1, 4.2, 4.3). Older people have full access to dietetic support to prevent or eliminate malnourishment and to support the management of health conditions (Action 4.1, 4.2, 4.3).	to eat the foods they prefer; individuals' specific dietary needs are not met, which can lead to malnutrition and undermines their overall health. An increase in workload and pressure for the care home workforce. An increase in hospital admissions due to falls and a lack of primary care support to maintain independence. A failure to deliver on the Social Services National Outcomes Framework and the Fundamentals of Care for older people in residential and nursing care homes.	
4.2 A formal agreement is developed and implemented between the care home and local primary care and specialist services based on the Statement of Entitlement. This should include: • Referral pathways, including open access • Waiting times • Referral and discharge			Health Boards & Care Home Providers April 2015

information

- Advice and information to support the on-going care of the older person in the home
- Access to specialist services for older people in nursing homes, in line with the Fundamentals of Care Guidance.

4.3 Care staff are provided with information, advice and, where appropriate, training to ensure they understand and identify the health needs of older people as well as when and how to make a referral.	Care staff understand the health needs of older people, and when and how to access primary care and specialist services (Action 4.3, 5.4).		Health Boards November 2015
4.4 Upon arrival at a care home, older people receive medication reviews by a clinically qualified professional, with regular medicine reviews undertaken in line with published best practice.	Older people receive appropriate medication and the risks associated with polypharmacy are understood and managed.	Older people are at risk of potentially dangerous interactions between multiple medications.	Health Boards Begin April 2015
4.5 Community Health Councils implement a rolling programme of spot checks in residential and nursing care homes to report on compliance with the National Statement of Entitlement and Fundamentals of Care.	Older people are able to challenge, or have challenged on their behalf, failures in meeting their entitlements.	Older people living in care homes are denied access to an independent health watchdog and there is no independent challenge to failures to meet healthcare entitlements.	Welsh Government November 2015

Key Conclusion 5: The vital importance of the role and contribution of the care home workforce is not sufficiently recognised. There is insufficient investment in the sector and a lack of support for the care home workforce.

Link to Welsh Government policy and legislative areas: Social Care Workforce Development Programme, Sustainable Social Services for Wales: A Framework for Action, Social Services and Wellbeing Act, National Outcomes Framework, Integrated Assessment, Planning and Review Arrangements for Older People

Required Action	Outcome	Impact of not doing	By whom / By when
5.1. A national recruitment and leadership programme is developed and implemented to recruit and train future Care Home Managers with the right skills and competencies. The programme should include accredited continuous professional development for current and future care home managers and should support them to be leaders of practice and champions of a positive care home culture. Annual national reporting on the availability of skilled and competent Care Home Managers in care homes across Wales, including the impact of vacancy levels upon older people's quality of life and care.	Care homes have permanent managers who are able to create an enabling and respectful care culture and support paid carers to enable older people to experience the best possible quality of life.	Care homes are without or share managers and care homes are without leadership or overview. Managers do not have the skills, competencies or support required to ensure the delivery of safe and high quality care. An increased risk of unacceptable quality of life and care for older people. There is a lack of information available to support workforce planning. There is a lack of opportunity for the professional development of Care Home Managers.	Care Council for Wales April 2016
5.2 The development and implementation of a national standard acuity tool to include guidelines on staffing levels and skills required to	Older people are cared for by care staff and managers who are trained to understand and meet their physical and	A lack of time and skills places pressure on care staff that impacts upon the quality of life of older people and leads to a	Welsh Government & Care Home

meet both the physical and emotional needs of older people.	emotional needs, including the needs of people with dementia and sensory loss, and who have the competencies needed to provide dignified and compassionate care.	focus on task-based care, which increases the risk of potential emotional neglect.	Providers April 2016
5.3 A standard set of mandatory skills and value based competencies are developed and implemented, on a national basis, for the recruitment of care staff in care homes.	Older people receive compassionate and dignified care that responds to them as an individual (Action 5.3, 5.4, 5.5).	Older people are cared for by people who do not understand and are not able to meet their needs (Action 5.3, 5.4, 5.5).	Care Council for Wales & Care Home Providers From September 2015
5.4 A national mandatory induction and on-going training programme for care staff is developed and implemented. This should be developed within a values framework and should include: • The physical and emotional needs of older people, including older people living with dementia. • Adult safeguarding, emotional neglect and 'never events'. • How to raise concerns. • Good communication and alternative methods of communication for those living		Older people receive care and support from care staff who do not have the skills, values or competencies to work in care homes, which can place older people at risk of harm and/or emotional neglect. Poor practice goes unchallenged due to a lack of appropriate training and a lack of support for those who want to raise concerns. An increase in workload and pressure on care staff.	Care Council for Wales December 2015

with dementia and/or sensory loss. • Supporting without disabling. • The rights and entitlements of older people. • Care, compassion, kindness, dignity and respect.			
5.5 All care homes must have at least one member of staff who is a dementia champion.			Care Home Providers September 2015
5.6 A National Improvement Service is established to improve care homes where Local Authorities, Health Boards and CSSIW have identified significant and/or on-going risk factors concerning the quality of life or care provided to residents and/or potential breaches of their human rights. The national improvement team should utilise the skills of experienced Care Home Managers, as well as other practitioners, to provide intensive and transformational support to drive up the standards of quality of life and care for residents as well as to prevent and mitigate future safeguarding risks. This service should also develop a	Care homes that want and need to improve the quality of life and care of older people have access to specialist advice, resources and support that leads to improved care and reduced risk.	Older people live in care homes where poor practice continues, their quality of life is poor and they are at risk of emotional abuse and neglect. The resources of commissioning teams are diverted to supporting failing care homes. An increase in workload and pressure for care staff.	Welsh Government Lead in partnership with Local Authorities, Health Boards, Care Home Providers September 2016

range of resources and training materials to assist care homes that wish to improve in self-development and on-going improvement.			
5.7 The Regulation and Inspection Bill should strengthen the regulatory framework for care staff to ensure that a robust regulation of the care home workforce is implemented for the protection of older people.	Older people are safeguarded from those who should not work within the sector.	Older people receive care and support from care staff who do not have the skills, values or competencies to work in care homes, placing older people at risk of harm and emotional neglect.

Vetting and barring procedures to prevent employment of unsuitable staff provide only partial protection for older people living in care homes. | Welsh Government

April 2018 |
| 5.8 A cost-benefit analysis is undertaken into the terms and conditions of care staff. This analysis should include the impact of the introduction of a living wage and/or standard employment benefits, such as holiday pay, contracted hours and enhancements. | The true value of delivering care is recognised and understood. | There is a restricted recruitment pool due to continued difficulties in recruiting people with the right skills, values and competencies. | Welsh Government

January 2016 |

Key Conclusion 6: Commissioning, inspection and regulation systems are inconsistent, lack integration, openness and transparency, and do not formally recognise the importance of quality of life

Link to Welsh Government policy and legislative areas: Sustainable Social Services for Wales: A Framework for Action, Social Services and Wellbeing Act, National Outcomes Framework

Required Action	Outcome	Impact of not doing	By whom / By when
6.1 A single outcomes framework of quality of life and care, and standard specification, is developed for use by all bodies involved in the regulation, provision and commissioning, and inspection of care homes and should flow through to become a defining standard within the future Regulation and Inspection Act. It must include references to the following*: 1. Independence and autonomy 2. Control over daily life 3. Rights, relationships and positive interactions 4. Ambitions (to fulfil, maintain, learn and improve skills) 5. Physical health and emotional wellbeing (to maintain and improve) 6. Safety and security (freedom from discrimination and harassment)	Quality of life sits consistently at the heart of the delivery, regulation, commissioning and inspection of residential and nursing care homes.	There are unacceptable variations in the standards set for the care of older people, an inconsistent focus on quality of life and inconsistent and conflicting requirements upon providers.	Welsh Government April 2015

7. Dignity and respect

8. Protection from financial abuse

9. Receipt of high quality services

*Source: Flintshire Outcomes Framework

6.2 Care home providers, commissioners and CSSIW should develop informal and systematic ways in which to ensure they better understand the quality of life of older people, through listening to them directly (outside of formal complaints) and ensuring issues they raise are acted upon. Annual reporting should be undertaken of how on-going feedback from older people has been used to drive continuous improvement (see action 6.10).	Commissioners, providers and inspectors have a thorough understanding of the day-to-day quality of life of older people living in care homes (Action 6.2, 6.3). Older people's views about their care and quality of life are captured and shared on a regular basis and used to drive continuous improvement (Action 6.2, 6.3).	Issues are not addressed before they become significant, impactful and costly to remedy (Action 6.2, 6.3). Opportunities to make small changes that can make a significant difference to quality of life and care are missed. Safeguarding issues are not identified at an early stage. Older people feel ignored, powerless and unable to influence issues that affect their lives.	Care Home Providers & Local Authorities & Health Boards & CSSIW April 2015
6.3 Lay assessors are used, on an on-going basis, as a formal and significant part of the inspection process.			CSSIW April 2015
6.4 An integrated system of health and social care inspection must be developed and implemented to provide effective scrutiny in respect of the quality of life and healthcare of older people in nursing homes.	The quality of life and healthcare of older people living in nursing homes is assessed in an effective way with clear and joined up annual reporting (Action 6.4, 6.5, 6.6).	Poor practice is not identified and older people are placed at increased risk of harm or do not receive that to which they are entitled (Action 6.4, 6.5, 6.6).	Welsh Governnment lead (Action 6.4, 6.5, 6.6) December 2015

6.5 Annual integrated reports should be published between inspectorates that provide an assessment of quality of life and care of older people in individual nursing homes.			
6.6 An annual report on the quality of clinical care of older people in nursing homes in Wales should be published, in line with Fundamentals of Care.			
6.7 Annual Quality Statements are published by the Director of Social Services in respect of the quality of life and care of older people living in commissioned and Local Authority run care homes. This should include: • the availability of independent advocacy in care homes • quality of life and care of older people, including specific reference to older people living with dementia and/or sensory loss • how the human rights of older people are upheld in care homes across the Local Authority • the views of older people, advocates and lay assessors about the quality of life and care provided in care homes	Older people have access to relevant and meaningful information about the quality of life and care provided by or within individual care homes and there is greater openness and transparency in respect of the quality of care homes across Wales and the care they provide (Action 6.7, 6.8, 6.9, 6.10).	A lack of transparency undermines older people's ability to make appropriate decisions, undermines wider public confidence and acts as a barrier to systemic change.	Local Authorities - Outline AQS September 2015

• geographic location of care homes Further details of reporting requirements should be included as part of the Regulation and Inspection Bill.			
6.8 Health Boards include the following information relating to the quality of life and care of older people in residential and nursing care homes in their existing Annual Quality Statements: • the inappropriate use of anti-psychotics • access to mental health and wellbeing support • number of falls • access to falls prevention • access to reablement services • support to maintain sight and hearing Further areas for inclusion to be developed as part of the AQS guidance published annually.			Health Boards September 2015
6.9 The Chief Inspector of Social Services publishes, as part of her Annual Report, information about the			CSSIW Annual Report

quality of life and care of older people in care homes, which includes the following: • the quality of life of older people in care homes who are bed-bound • the quality of life of older people in care homes living with dementia • the quality of life of older people in care homes living with sensory loss • the implementation of care plans in older people's care homes • the accuracy of external statements from independent providers • how the human rights of older people are upheld in care homes across Wales			
6.10 Care home providers report annually on the delivery of quality of life and care for older people. This will include: • Quality of life of older people against the Standard Quality Framework and Supporting Specification.			Care Home Providers December 2015

• Levels and skills of staff including staff turnover, use of agency staff and investment in training • Number of POVA referrals, complaints and improvement notices, including full details on improvement action when a home is in escalating concerns.			
6.11 A national, competency based, training programme for commissioners is developed, to ensure that they understand and reflect in their commissioning the needs of older people living in care homes, including the needs of people living with dementia.	Older people are placed in care homes that can meet their needs by commissioners who understand the complexities of delivering care and are able to challenge providers about unacceptable care of older people.	Older people are placed in care homes that are unable to meet their needs. Commissioners are unable to challenge poor practice.	Care Council for Wales December 2015

Key Conclusion 7: A current lack of forward planning means that the needs of older people in care homes will not be met in the future.

Link to Welsh Government Policy and legislative areas: Sustainable Social Services for Wales: A Framework for Action, Social Services and Wellbeing Act, National Outcomes Framework.

Required Action	Outcome	Impact of not doing	By whom / By when
7.1 A national plan to ensure the future supply of high quality care homes is developed, which includes: • a national demographic projection of need, including anticipated trends in and changes to the type of provision required as a result of increasing acuity and dependency. • a clear statement on the preferred type of provider base/ market in Wales. • a national analysis of barriers to market entry. • a clear statement on investment to grow social enterprise and co-operative social care sectors, particularly in areas with a low provider base. • a clear action plan to deliver the preferred provider base/market.	Forward planning ensures there is a sufficient number of care homes, of the right type and in the right places, for older people.	Older people are not cared for in their own communities or in a location of their choice and live in care homes that are unable to meet their acuity and dependency levels	Welsh Government January 2016

7.2 NHS Workforce planning projections identify the current and future level of nursing required within the residential and nursing care sector; including care for older people living with mental health problems, cognitive decline and dementia.	Forward planning and incentivised recruitment and career support ensures that there are a sufficient number of specialist nurses, including mental health nurses, to deliver high quality nursing care and quality of life outcomes for older people in nursing homes across Wales (Action 7.2, 7.3).	Nursing care homes close due to difficulties in recruiting qualified and competent nurses or older people are placed in care homes that are unable to meet their needs (Action 7.2, 7.3).	Welsh Government March 2015
7.3 The NHS works with the care home sector to develop it as a key part of the nursing career pathway, including providing full peer and professional development support to nurses working in care homes.			Health Boards March 2016

Next Steps

Requirements for Action

The Commissioner's Requirements for Action clearly outline the change that is needed to drive up the quality of life and care of older people living in care homes across Wales.

The Commissioner expects, as do older people and the large number of individuals and organisations that responded to her Review, that the public bodies subject to her Review will take concerted action to deliver the change required and through this to embed quality of life at the heart of residential and nursing care within Wales and ensure that older people receive that to which they are entitled.

Implementation of the Commissioner's Requirements for Action

The Commissioner has requested, in line with the Commissioner for Older People (Wales) Act 2006, that the bodies subject to the Requirements for Action in this report provide, in writing, by 2 February 2015, an account of:

- How they have complied, or propose to comply with the Commissioner's Requirements for Action; or

- Why they have not complied with the Requirements for Action; or

- Why they do not intend to comply with the Requirements for Action.

Formal written notices will be issued to any bodies that fail to respond or provide inadequate information. If the response received is not deemed satisfactory after this process, the Commissioner reserves the right to draw it to the attention of the general public.

Requirements for Action / Recommendations Register

The Commissioner is obliged to keep a register of the recommendations made in the report and the actions taken in response. The register must be available for the general public to view. It will be published on the Commissioner's website and made available to individuals on request.

Thanks and Acknowledgments

As Commissioner, I would like to express my sincere thanks to all of those who have been involved and provided support throughout the Review process. I would particularly like to thank:

- The thousands of older people and their families who provided evidence to the Review through questionnaire responses and other correspondence.

- Care home residents across Wales for allowing my team of Rapporteurs to visit their homes, observe their lives and hear first-hand about their experiences.

- My team of social care rapporteurs, who gave their time and dedication so generously and without whom the visits to 100 care homes across Wales would not have been possible.

- My Expert Advisory board, my Equalities and Welsh Language Advisory Board and my Older People and Carers Advisory Board, who provided invaluable knowledge, expertise and support throughout the Review.

- Care Home Managers and care home staff across Wales who facilitated visits by Rapporteurs and provided essential information and evidence to the Review.

- All of the individuals, groups and organisations who supported my call for evidence and distributed Review information and questionnaires across Wales on my behalf.

- All of the individuals, groups and organisations that provided written and/or oral evidence to the Review.

- The bodies subject to the Review for supporting my call for evidence and providing extensive written and oral evidence.

- My team of dedicated staff, who all played an essential role throughout the Review process.

My Review would not have been possible without the collective dedication and support of everyone above. A big thank you to you all.

Appendix 1: Members of the Commissioner's Advisory Boards

Commissioner's Advisory Board

- Laraine Bruce MBE.   Care Checker
- John Moore   Programme Manager, My Home Life Cymru
- Prof. John Williams   Head of Department of Law and Criminology, Aberystwyth University
- John Vincent   Chair, Welsh Senate of Older People
- Sue Phelps   Director, Alzheimer's Society Wales
- Steve Milsom   Former Deputy Director of Social Services, Welsh Government
- Susan Kent MBE. SRN. RSCN.   Former Vice Chair, Aneurin Bevan University Health Board
- Nick Andrews   Research and Practice Development Officer, All Wales Social Care Research Collaboration Project
- Steven Williams   Volunteer Director, Crossroads Care South East Wales

Welsh Language and Equalities, Independent Advisory Board

- Heledd Thomas   Office of the Welsh Language Commissioner
- Aliya Mohammed   Chief Executive Officer, Race Equality First
- Alicja Zalensinska   Director, Tai Pawb
- Shameem Nawaz   Community Development Officer, Marie Curie Hospice
- Prof. Robert Moore   North Wales Race Equality Network
- Dr. Roiyah Saltus   Principal Research Fellow, Faculty of Life Sciences and Education, University of South Wales
- Dr. Paul Willis   Senior Lecturer Public Health and Policy Studies, Swansea University
- Paula Walters   Director, NHS Centre for Equality and Human Rights
- Jim Stewart   Interfaith Council for Wales
- Paul Warren   Director of Policy and Planning, Diverse Cymru
- Rachel Lewis   Age Cymru Diversity Networks
- Eileen Smith   Liaison Officer, Cardiff Gypsy and Traveller Project

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Older People and Carers, Independent Advisory Board

- John Vincent   Welsh Senate of Older People
- Hannah Davies   Dementia Champion
- Jill Thomas   Carers Wales
- Ralph Stevens   Chair, Caerphilly County Borough Council 50+ Forum
- Steven Williams   Volunteer Director, Crossroads Care South East Wales
- Angela Roberts   Former Director, Carers Trust

Appendix 2: Social Care Rapporteurs

The Commissioner recruited a team of 43 Social Care Rapporteurs to undertake visits to care homes across Wales as part of her Review. The Rapporteurs were experts by personal and professional experience in the fields of sensory loss, dementia care, caring, nursing and social work. Many of them came from leading organisations in the public and third sectors, such as Action on Hearing Loss Cymru, Age Cymru, Alzheimer's Society, Care and Repair Cymru, Cwm Taf University Health Board and RNIB Cymru.

To ensure that all Rapporteurs were able to carry out the tasks required to the highest standards, those who applied went through a rigorous recruitment process, which included a detailed competency based interview, references and an enhanced DBS check, to ensure that exemplar safeguarding protocols were followed.

All Rapporteurs received training in social research methods, based on the Adult Social Care Outcomes Toolkit (ASCOT), as well as learning about the realities of the care home environment and establishing a safe, respectful and non-impactful presence, to ensure that they were equipped to observe and report back on the quality of life of older people living in care homes across Wales.

Rapporteurs also received training on adult safeguarding and Protection of Vulnerable Adults (POVA), before signing a Code of Conduct and Adult Safeguarding Protocol.

The Code of Conduct described the standards of professional conduct and practice required of them as they carried out their duties under the delegated powers of the Commissioner for Older People (Wales) Act 2006.

Key Tasks

Social Care Rapporteurs were responsible for undertaking the following key tasks:

- Visiting care homes in pairs and using the ASCOT framework to undertake a period of observation and listen to the views of care home residents, family members, care home staff, including the Care Home Manager (if available), and independent advocates.

- Writing up and reporting on observations and interactions with older people and care home staff.

- Participating in a de-briefing session(s) to discuss observations and findings, and to ensure that research methods and reporting guidelines were consistently followed.

Visits to Care Homes

- A strategic sampling framework was developed by the Wales Institute of Health and Social Care to facilitate the random selection of care homes across Wales.

- Correspondence was sent to all care homes about the progress of the Commissioner's Review, providing a detailed summary about the role of the Commissioner's Rapporteurs and what to expect should they be selected for a random visit.

- All care homes selected received a phone call on the day of the visit, with Rapporteurs normally arriving within 1-2 hours of this phone call.

- On arrival at the care home, all Rapporteurs were required to introduce themselves to the Care Home Manager or the most senior member of staff on duty.

- Visits to care homes by Rapporteurs lasted an average of 3-4 hours. During this time, they undertook a tour of the care home environment, carried out detailed observations of care home residents and spoke with residents' family members and friends, as well as care home staff.

Appendix 3: Organisations Subject to the Review

Health Boards

- Aneurin Bevan University Health Board
- Abertawe Bro Morgannwg University Health Board
- Cardiff & Vale University Health Board
- Hywel Dda University Health Board
- Cwm Taf University Health Board
- Betsi Cadwaladr University Health Board
- Powys Teaching Health Board

Statutory Bodies

- Care and Social Services Inspectorate Wales (CSSIW)
- Care Council for Wales (CCW)
- Welsh Government

Local Authorities

- Blaenau Gwent County Borough Council
- Bridgend County Borough Council
- Caerphilly County Borough Council
- The City of Cardiff Council
- Carmarthenshire County Council
- Ceredigion County Council
- Conwy County Borough Council
- Denbighsire County Council
- Flintshire County Council
- Gwynedd Council
- Isle of Anglesey County Council
- Merthyr Tydfil County Borough Council
- Monmouthshire County Council
- Neath Port Talbot County Borough Council
- Newport City Council
- Pembrokeshire County Council

- Powys County Council
- Rhondda Cynon Taf County Borough Council
- City and County Council of Swansea
- Torfaen County Borough Council
- Vale of Glamorgan Council
- Wrexham County Borough Council

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Appendix 4: Organisations that Submitted Written Evidence

Statutory Bodies

- Care and Social Services Inspectorate Wales (CSSIW)
- Care Council for Wales (CCW)
- Welsh Government

Local Authorities

- Blaenau Gwent County Borough Council
- Bridgend County Borough Council
- Caerphilly County Borough Council
- The City of Cardiff Council
- Carmarthenshire County Council
- Ceredigion County Council
- Conwy County Borough Council
- Denbighshire County Council
- Flintshire County Council
- Gwynedd Council
- Isle of Anglesey County Council
- Merthyr Tydfil County Borough Council
- Monmouthshire County Council
- Neath Port Talbot County Borough Council
- Newport City Council
- Pembrokeshire County Council
- Powys County Council
- Rhondda Cynon Taf County Borough Council
- City and County Council of Swansea
- Torfaen County Borough Council
- Vale of Glamorgan Council
- Wrexham County Borough Council

Organisations

- 1000 Lives Improvement Service
- Action on Hearing Loss Cymru
- Age Alliance Wales
- Age Cymru
- Alzheimer's Society
- Board of Community Health Councils
- British Association of Social Workers in Wales (BASW Cymru)
- British Dental Association
- British Geriatrics Society (BGS)
- British Medical Association Cymru (BMA)
- Care Forum Wales
- Chartered Society of Physiotherapy in Wales (CSP)
- College of Occupational Therapists (COT)
- Deafblind Cymru
- Dementia Care Matters
- Pennaf Housing
- Royal College of General Practitioners Wales
- Royal College of Physicians in Wales (RCP)
- Royal College of Nursing (RCN)
- RNIB Cymru
- Shropdoc Doctors Cooperative Ltd (Shropdoc)

Health Boards

- Abertawe Bro Morgannwg University Health Board
- Aneurin Bevan University Health Board
- Betsi Cadwaladr University Health Board
- Cardiff and Vale University Health Board
- Cwm Taf University Health Board
- Hywel Dda University Health Board
- Powys Teaching Health Board

Appendix 5: Organisations that Submitted Oral Evidence

Statutory Bodies

- Board of Community Health Councils
- Care and Social Services Inspectorate Wales (CSSIW)
- Care Council for Wales (CCW)
- Healthcare Inspectorate Wales (HIW)
- Welsh Government

Local Authorities

- Caerphilly County Borough Council
- Flintshire County Council
- Gwynedd Council
- Powys County Council
- Western Bay Collaboration (Bridgend, Neath Port Talbot and Swansea Councils)
- Welsh Local Government Association (WLGA)

Local Authority Head of Commissioning Roundtable:

- Blaenau Gwent County Borough Council
- Bridgend County Borough Council
- Caerphilly County Borough Council
- Carmarthenshire County Council
- Ceredigion County Council
- Denbighshire County Council
- Flintshire County Council
- Gwynedd Council
- Isle of Anglesey County Council
- Merthyr Tydfil County Borough Council
- Monmouthshire County Council
- Neath Port Talbot County Borough Council
- Newport City Council
- Pembrokeshire County Council

- Rhondda Cynon Taf County Borough Council
- City and County Council of Swansea
- Torfaen County Borough Council
- Vale of Glamorgan Council

Organisations

- Association of Directors of Social Services (ADSS)
- Age Cymru
- Alzheimer's Society
- British Association of Social Workers in Wales (BASW Cymru)
- British Dental Association
- Care Forum Wales
- Chartered Society of Physiotherapists (CSP)
- College of Occupational Therapists (COT)
- Dementia Care Matters
- Neath Port Talbot Social Care Academy
- Royal College of Physicians in Wales (RCP)
- Royal Pharmaceutical Society
- Royal College of General Practitioners
- Royal College of Nursing (RCN)

Thematic Roundtables:

Advocacy

- Age Cymru Swansea Bay
- Age Connects Cardiff and The Vale
- Age Concern North Wales Central
- Age Connects Wales
- Alzheimer's Society
- HERC Associates

Housing

- Community Housing Cymru
- Cymorth Cymru
- Gwalia
- Hafod Care

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- Linc Care
- Pennaf Housing Group

Learning Disabilities

- All Wales Forum (Parents and Carers)
- Cartrefi Cymru
- Ceredigion Forum of Parents and Carers
- First Choice Housing Association
- Mirus

Nutrition

- Aneurin Bevan University Health Board
- Cardiff and Vale University Health Board
- Public Health Wales
- Unified Menu Planning Project (Aneurin Bevan University Health Board & Torfaen County Borough Council)

Sensory Loss

- Action on Hearing Loss Cymru
- Deafblind Cymru
- RNIB Cymru

Health Boards:

- Abertawe Bro Morgannwg University Health Board
- Care Home In Reach Team Bridgend (Abertawe Bro Morgannwg University Health Board)
- Powys Teaching Health Board

Health Board Roundtable:

- Aneurin Bevan University Health Board
- Betsi Cadwaladr University Health Board
- Cardiff and Vale University Health Board
- Hywel Dda University Health Board

Health Board Commissioning and Healthcare Roundtable:

- Abertawe Bro Morgannwg University Health Board
- Aneurin Bevan University Health Board

- Betsi Cadwaladr University Health Board
- Hywel Dda University Health Board
- Powys Teaching Health Board

Independent Providers:

- Barchester Healthcare
- Bupacare
- Embrace
- HC-One

Care Home Manager Roundtable:

- Atlantic View, Cardiff
- Hafan Croeso, Glanamman
- Hafan Dementia Care, Ammanford
- Pontcanna House, Cardiff
- Quarry Hall, Cardiff
- Summerhill Group, South East Wales
- Sŵn-y-Môr, Aberavon
- Three Cliffs Care Home, Penmaen
- Talbot Court Care Home, Port Talbot

Equality Focus Group Sessions:

- Action on Hearing Loss
- African Caribbean Elder Society
- Dyfed Diners
- Hindu Council of Wales
- Muslim Council of Wales
- RNIB Cymru
- Somali Integration Society
- Swan Gardens Chinese Sheltered Accommodation
- Unique Transgender Network

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Appendix 6: Adult Social Care Outcomes Toolkit (ASCOT)

Following an extensive literature review, the Commissioner decided to use the Adult Social Care Outcomes Toolkit (ASCOT), developed by the Personal Social Services Research Unit at the University of Kent and the London School of Economics, as the observation framework for care home visits.

The Toolkit describes eight domains that shape an individual's experience of social care and impact upon quality of life. The toolkit closely reflects the Commissioner's own Quality of Life Model.

ASCOT Domains	Commissioner's Quality of Life Model
Control over daily life	I have voice, choice and control
Personal hygiene, cleanliness and comfort	I can get the help that I need
Food and drink	I can get the help that I need
Personal safety	I feel safe and listened to, valued and respected
Social participation and involvement	I can do the things that matter to me
Occupation	I can do the things that matter to me
Accommodation, cleanliness and comfort	I live in a place that suits me and my life
Dignity	I feel safe and listened to, valued and respected

ASCOT also provides a way of capturing the experiences of older people who may not be able to describe their experiences directly, essential for older people who may have lost their ability to communicate or find traditional survey techniques difficult to understand.

ASCOT uses a mixed method approach, combining observation, semi-structured and structured interviews, as well as questionnaires. Evidence is gathered from the resident, both by observation and interview if appropriate, forming the foundation from which analyses are made about an individual's social care related quality of life. Additional evidence may also be gathered from residents' family members and friends, as well as care home staff, before a qualitative thematic analysis is utilised to analyse all data received.

For further information about ASCOT visit the Personal Social Services Research Unit website at: http://www.pssru.ac.uk/index-kent-lse.php

Appendix 7: Terms of Reference

A Review into the quality of life and care of older people living in care homes in Wales.

Proceeding under section 3 of the Commissioner for Older People (Wales) Act 2006, the Commissioner will Review the extent to which Local Authorities, Health Boards, Care Home Providers, Care and Social Services Inspectorate Wales (CSSIW), Care Council for Wales and the Welsh Government safeguard and promote the interests of older people living in residential and nursing care settings in Wales.

Specifically, the Commissioner will:

1. Seek the views of older people, their relatives, carers and others to understand the experiences of older people living within care homes in Wales.

2. Identify what Local Authorities, Health Boards, Care Home Providers, Care Council for Wales, CSSIW and the Welsh Government understand about the quality of life and care experienced by older people living in care homes.

3. Gather evidence about the procedures and actions that Local Authorities, Health Boards, Care Home Providers, Care Council for Wales, CSSIW and the Welsh Government have implemented in the past three years and have planned to safeguard the quality of life and care of older people and the evidence of their impact.

4. Consider whether current and planned changes are sufficient to drive up the quality of care and whether they will ensure that the interests of older people are safeguarded and promoted in care homes.

5. Make practical recommendations to Local Authorities, Health Boards, Care Home Providers and CSSIW as to what must be improved, changed or put in place to promote and safeguard the quality of life and care of older people living in care homes across Wales.

The terms of this Review do not include palliative or end of life care arrangements, extra care homes, sheltered housing or patients in specialist hospital long stay facilities. However, the Commissioner will share information and findings that may arise in these areas within the life of the Review with relevant bodies.

Review findings and required action

The Commissioner will publish recommendations that the public bodies subject to her Review will be expected to comply with. These recommendations will be focused on the overall aim of the Commissioner's Review, which is to ensure that quality of life sits at the heart of the provision of residential and nursing care in Wales.

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Powers of the Older People's Commissioner for Wales

The Commissioner has the power to review arrangements for safeguarding and promoting the interests of older people in Wales, or the failure to make arrangements or discharge functions, through powers derived from Section 3 of the Commissioner for Older People (Wales) Act 2006.

The Review must be to assess whether and to what extent the arrangements are effective in safeguarding and promoting the interests of older people.

In determining the interests of older people, the Commissioner will have due regard to the United Nations Principles for Older Persons and the Human Rights Act 1998.

Power of entry and interviewing

Under Section 13 of the Commissioner for Older People (Wales) Act 2006, the Commissioner, or a person authorised by her, may, for the purposes of a Review, enter any premises, other than a private dwelling, for the purpose of interviewing an older person accommodated or cared for there, and may interview the older person with their consent.

Appendix 8: Glossary of Terms

Advocacy: Advocacy supports and enables people who have difficulty representing their interests to express their views, explore and make informed choices and obtain the support they need to secure and uphold their rights. Advocacy is a fundamental element of equality, social justice and human rights.

Antipsychotic: Antipsychotics are a class of psychiatric medication that are used to manage psychosis, primarily in bipolar disorder and schizophrenia. They are also used to manage aggression or psychosis in people living with dementia, but this is combined with a significant increase in serious adverse events[129]. NICE guidance therefore states that antipsychotics should not be a routine treatment for people with dementia[130].

Bed-bound: Someone who is confined to bed, unable to be assisted to get up and someone who will frequently need assistance to be repositioned to avoid pressure ulcers.

Care home: A home for people with additional care and support needs, often described as a 'residential' or 'nursing' care home to specify the level of care provided.

A residential care home will provide a room, shared living environment, meals and personal care and assistance (such as help with washing and eating).

A nursing care home will provide similar support but will also employ registered nurses who can provide nursing care for people with more complex health needs.

The term 'care home' is used throughout this report to refer to residential and nursing care homes across Wales.

Care staff: Social care workers that are employed to assist and enable older people living in care homes through the delivery of personal care and support in their daily lives.

Cognitive function: The mental action or abilities of thinking, understanding and remembering. Where cognitive function is impaired, people will often have difficulties with day-to-day memory, planning, language, attention and visuospatial skills (the ability to interpret objects and shapes)[131].

Commissioning: The process of ensuring that care services are provided effectively and that they meet the needs of the population. Responsibilities range from assessing local population needs, prioritising outcomes, procuring products and services to achieve those outcomes and supporting service providers to enable them to deliver outcomes for individual service users[132].

Continuing Healthcare: NHS Continuing Healthcare is a package of on-going healthcare arranged and funded solely by the NHS. It can be delivered in any setting and can include the full cost of a place in a nursing care home.

Controlling Care: A term developed by David Sheard, Director of Dementia Care Matters, controlling care is based on the belief that the Care Home Manager and care staff know what is best for their residents. It is defined by regulation, domination or command of another. Residents receiving controlling care have limited to no control and a lack of voice or choice over the care provided. It is care that actually stops, prevents, restricts and controls what people can or cannot do in their own living area, dining areas and places they spend time[133].

EMI (Elderly Mentally Infirm): EMI care homes are designed for older people who have mental health difficulties or a disease of the brain, such as dementia.

High Acuity Needs: Acuity can be defined as the measurement of the intensity of care and support required by a resident. An acuity-based staffing system regulates the number of care staff, nurses and managers on a shift according to residents' needs and is not based solely on numbers.

Market Position Statement: A practical document to enhance market functioning, which draws together current and future population analysis, commissioning strategies and market and customer surveys to lay out the changes necessary to meet the needs of the population and how the Local Authority will support and intervene to achieve this[134].

Market Sufficiency: Residential care provision for older people is dependent on the availability of high quality care and care home places. When both are present there is market sufficiency.

National Minimum Standards (Wales): In addition to the requirements set out in the Adult Placement Schemes (Wales) Regulations 2004, the National Minimum Standards are used to determine whether care homes are providing adequate care and are meeting the basic needs of the people who live there. These standards, monitored by the Care and Social Services Inspectorate Wales (CSSIW), cover all aspects of life in a care home, including moving in, caring for residents, safety and privacy and complaints about standards of care.

Neutral Care: A term developed by David Sheard, Director of Dementia Care Matters, which refers to care that is task-based and process-driven with little emotional input from care staff[135]. Examples include silent personal care, inattention to lethargy, interactions between care staff and residents that lack empathy and little understanding about the resident's life history, which results in an inability to facilitate social interaction and enjoyment.

Person-centred Care: Holistic (whole) care that focuses on the individual as a person with a unique identity, needs and wishes to enable them to live a fulfilled life, reinforce their sense of identity and achieve a sense of wellbeing. This includes

consideration of social, physical, intellectual, cultural, emotional, health and care needs.

Polypharmacy: The use of multiple medications at the same time. It is most common in older people, with care home residents reportedly taking an average of 7.2 different medications on a daily basis[136], many of which may be excessive or unnecessary prescriptions[137]. Concerns about polypharmacy include increased adverse drug reactions, drug-to-drug interactions, a decreased quality of life and decreased mobility and cognition.

Prevention: An inclusive term that describes preventative interventions that can sustain and maintain people's health, wellbeing and independence. It is defined by Age Alliance Wales[138] as:

1. Any interventions designed to reduce the risk of mental and physical deterioration, accident, disease or ill health and / or to promote long-term physical, social, emotional and psychological wellbeing.

2. Services that enable people to live independently or support people to live independently for longer.

3. Services that aim to promote quality of life, self-determination and community.

Profiling Bed: A bed (usually mechanical/electric) that is specifically designed to increase the comfort and wellbeing of users. Benefits include a significant reduction in the risk of pressure ulcers, assistance to fluid drainage and improved mobility. A profiling bed also prevents the risk of back injuries in nurses and care staff through enabling safer repositioning and turning of the user.

Reablement: Help or assistance to enable people to learn or re-learn the skills necessary for daily living, often delivered after a period of ill-health, such as a stroke. While a focus on regaining physical ability is central, addressing psychological support to build confidence as well as social needs and related activities is also vitally important and often neglected[139].

Restrictive Care: A term developed by David Sheard, Director of Dementia Care Matters, which refers to a culture of care that is controlling and restrictive. It is defined by a 'them and us' attitude with carers doing things 'to' rather than 'with' residents. This is contrary to the principles of 'being person-centred'[140] and respecting, supporting and understanding both the person's current experience and their experience prior to their arrival in the care home.

Social Care Rapporteur: An individual appointed by the Commissioner to observe and report back on the quality of life and care of older people living in care homes in Wales.

Soft foods: Foods that are easy to chew and swallow. These are useful for people who have trouble chewing food or have difficulty swallowing and may therefore be at risk of malnutrition. They are also helpful for people who are too weak to chew regular foods.

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Task-based Care: A term used to describe care that is carried out in a mechanical and institutionalised way without any connection to the individual concerned or awareness of them as a person. Also known as token care, task-based care is devoid of kindness, compassion and understanding, and is defined by a culture in which residents have things done 'to' and 'for' them rather than 'with' them.

Values-based Training: Training based upon the values that shape, determine and provide the foundations of how care should be provided such as kindness, compassion and understanding, and human rights.

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	North Wales Learning Disability Strategy
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Learning Disability Strategy sets out the vision for health and social services for people with learning disabilities in North Wales. It includes information about the needs of the population and what matters to them, what we want to see change and how we will put the strategy into action. Many people have been involved in writing the strategy including people with learning disabilities; parents/carers; local authority and health staff from children's and adults' services across the region; and, third and independent sector providers of learning disability services. The strategy is due to go to the Regional Partnership Board for approval in November.

RECOMMENDATIONS	
1	Cabinet endorse the North Wales Learning Disability Strategy.

REPORT DETAILS

1.00	**EXPLAINING THE NORTH WALES LEARNING DISABILITY STRATEGY**
1.01	The Social Services and Well-being (Wales) Act 2014 includes a statutory duty for Regional Partnership Boards to prioritise the development of services in relation to people with learning disabilities. This is a priority in the North Wales Regional Plan (Area Plan) produced by the Regional Partnership Board.
1.02	The North Wales Learning Disability Strategy will set out how we will work towards integrated learning disability services in North Wales. It is being developed jointly by Betsi Cadwaladr University Health Board (BCUHB) and the six North Wales councils.
1.03	Our vision for North Wales is that people with learning disabilities will have a better quality of life; living locally where they feel 'safe and well', where they are valued and included in their communities and have access to effective personal support that promotes independence, choice and control. The strategy is based around what people have told us matters to them: • having a good place to live • having something meaningful to do • friends, family and relationships • being safe • being healthy • having the right support Within each of these areas we include: the needs of people with profound and multiple learning disabilities; and, support through changes in life from early years to ageing well, including the needs of older carers and the transition from children's to adult's services. We are committed to strengthening Welsh language services and providing an active offer through the Mwy na geiriau/More than just words framework.
1.04	The strategy includes information about what we know about the population, current services and what we want to see change. Some of the key findings of the needs assessment are that there around 810 children with a severe or profound learning difficulty and 2,900 adults with learning disabilities receiving services in North Wales. The number of people with learning disabilities needing support is increasing and people with learning disabilities are living longer. These trends are likely to continue. There are also an increasing number of older carers (including parents and family) providing care and support for people with learning disabilities. People with learning disabilities tend to experience worse health, have greater need of health care and are more at risk of dying early compared to the general population. There are likely to be more young people with complex needs needing support.
1.05	To achieve our vision and provide services based on what matters to people (a good place to live, something meaningful to do and so on) we have planned five work packages that will set out *how* we will change things in

	order to achieve good lives for people with learning disabilities. The work packages will take an asset-based approach to build on the skills, networks and community resources that people with learning disabilities already have. They will be co-produced with people with learning disabilities and their parents/carers so we share power and responsibility for making the changes. We will also work closely with staff in the six local authorities and the health board to improve communication and understanding of the reasonable adjustments that people with learning disabilities may need to access health care and other public services. The key to achieving our vision will be to work with local communities to make sure people with learning disabilities are truly valued and included in their communities.
1.06	The five work packages proposed are: • Integrated structures: making sure health and social services work better together to support people with learning disabilities. • Workforce development: making sure staff know how to communicate well with people with learning disabilities in Welsh or English and can make changes to support them well. This will help people get the health care they need. • Commissioning and procurement: work with other organisations to make sure we have the types of housing and support people need. • Community and culture change: work with the local community to make sure people with learning disabilities can access lots of different activities and meet new people if they want to. Help more people with learning disabilities to get paid jobs. • Assistive technology: Find ways to use technology like alarms and mobile phones to help people be more independent.

2.00	**RESOURCE IMPLICATIONS**
2.01	Putting the strategy into action has staff and financial resource implications for the six local authorities and BCUHB. The aim of the strategy to improve the way we use our resources but there is likely to be a need for additional resources initially to manage the project and to deliver the work packages. These resource implications will be prepared in detail as part of the development of the five work packages. We have submitted a bid to the Welsh Government transformation fund to ask for support with these additional costs.
2.02	A comprehensive and compelling case for the Welsh Government parliamentary review transformation fund has been submitted, and we expect a positive response from Welsh Government.

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	The strategy was based initially on findings from the consultation carried out as part of the population assessment and regional plan. In addition we consulted using: • An online questionnaire and easy read questionnaire circulated widely

	to staff, partner organisations, the citizen's panel, service users and other members of the public between April and July 2018. We received 175 responses.
	• Discussion groups and interviews with children, young people and adults with learning disabilities, parents/carers and parents with learning disabilities. This element was led by the North Wales Citizen's Panel.
	• Consultation events for service providers and local authority and health staff. We had around 60 providers and over 100 staff attend the events.
	A full consultation report is available.
3.02	The strategy has been written based on the findings of the consultation and the draft strategy is now being shared widely for further comments. This includes:
	• A joint meeting of members of the North Wales Learning Disability Partnership, Managers of Services for Disabled Children Group, representatives from BCUHB from children's and adults services and representatives from Additional Learning Needs Education services.
	• Consultation with representatives from Public Health Wales, North Wales Regional Equality Network, Supporting People, Violence Against Women, Domestic Abuse and Sexual Violence, Welsh Government's Improving Lives Programme and a lead for primary care services in BCUHB.
	• Around 280 people on the mailing list for the project including service providers, staff and members of the public.
3.03	The draft strategy has also been or will be going to the following regional groups before approval by the six local authorities and the health board:
	• BCUHB Strategy, Partnerships & Population Health Committee
	• BCUHB Stakeholder Reference Group
	• North Wales Adult Services Heads (NWASH)
	• North Wales Heads of Children's Services (NWHoCS)
	• North Wales Leadership Group
	• Regional Partnership Board
	The final draft of the strategy is due to go to the Regional Partnership Board for approval in November 2018 after which it will go through the approval processes of the six local authorities and the health board.

4.00	RISK MANAGEMENT
4.01	The risk that the level of integration will not meet Welsh Government requirements under the Social Services and Well-being (Wales) Act 2014. To mitigate we will take a partnership approach to the project.
4.02	The risk that the process won't involve service users, parents and carers in a meaningful and co-productive way. To mitigate we will embed participation in the process and consider commissioning a specialist organisation to support. Documents will be produced in easy-read format where possible.

4.03	A well-being impact assessment has been written for the strategy which includes anti-poverty, environment and equalities issues.

5.00	**APPENDICES**
5.01	Appendix 1 - Draft North Wales Learning Disability Strategy
5.02	Appendix 2 - Draft North Wales Learning Disability Strategy Consultation Report

6.00	**LIST OF ACCESSIBLE BACKGROUND DOCUMENTS**
6.01	North Wales Population Assessment North Wales Regional Plan **Contact Officer:** Neil Ayling **Telephone:** 01352 704511 **E-mail:** neil.j.ayling@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Active offer:** providing a service in Welsh without someone having to ask for it. **Asset-based approach:** bringing people and communities together to achieve positive change using their own knowledge, skills and lived experience around the issues they encounter in their own lives. It is about recognising the strengths in individuals and a community and using those to solve problems instead of focussing on the deficits or problems in a community. **Co-production:** An asset-based approach that enables people providing and people receiving services to share power and responsibility, and work together in equal, reciprocal and caring relationships. **Integrated services:** for example, social services and health services working more closely together so that people receive a 'seamless service', where they don't experience delays or fall through the gaps between services because of the way the services are set up. **Learning Disability:** The term is used to describe an individual who has a significantly reduced ability to understand new or complex information, or to learn new skills (impaired intelligence); and / or a reduced ability to cope independently (impaired adaptive functioning); which started before adult-hood and has a lasting effect on development. **Regional Partnership Board:** Regional Partnership Boards were set up in

each region by the Social Services and Well-being (Wales) Act 2014 to drive the strategic regional delivery of social services in close collaboration with health. In North Wales the board currently meets monthly and membership includes the local authorities, the health board, third sector representatives, service user and carer representative as well as co-opted members from the North Wales Police, Welsh Ambulance Services Trust, and North Wales Fire Service. More information is available at: https://www.northwalescollaborative.wales/regional-partnership-board/

Statutory duty: this is something the council must do by law.

Work package: this is a list of tasks that need to be carried out as part of a larger project. The work package includes details of what needs to be done, who will do it and by when.

North Wales Social Care and Well-Being Services Improvement Collaborative

North Wales Learning Disability Strategy

Work in progress

2018 to 2023

Version control

Please note: This draft document is a work in progress. Please send any comments to sarah.bartlett@denbighshire.gov.uk by **26 September 2018.**

Version	Date	Changes	Author
0.10	05/09/18	Added findings from the consultation and restructured. Shared for further feedback.	SB

An Easy-Read version of the draft strategy is available.

Contact us

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Contents

People with learning disabilities will have a better quality of life; living locally where they feel 'safe and well', where they are valued and included in their communities and have access to effective personal support that promotes independence, choice and control.

(Mobius UK, 2008)

Our vision for North Wales

The strategy promotes the principles of the Social Services and Well-being (Wales) Act 2014.

- **Voice and control:** putting the individual and their needs at the centre of their care and giving them a voice in and control over reaching the outcomes that help them achieve well-being.
- **Prevention and early intervention**: increasing preventative services within the community to minimise the escalation of critical need.
- **Well-being:** supporting people to achieve their own well-being and measuring the success of care and support.
- **Co-production:** encouraging individuals to become more involved in the design and delivery of services.

In the strategy we focus on how health and social care services can work better together and look at the areas people have told us matters to them:

- having a good place to live
- having something meaningful to do
- friends, family and relationships
- being safe
- being healthy
- having the right support

Within each of these areas we include:

- the needs of people with profound and multiple learning disabilities; and,
- support through changes in life from early years to ageing well, including the needs of older carers and the transition from children's to adult's services.

We are committed to strengthening Welsh language services and providing an active offer through the Mwy na geiriau/More than just words framework.

As a long term aim to provide the best quality services to everyone in North Wales we aim to integrate services across the region over the next 10 years.

Introduction

Support for people with learning disabilities is a priority in the North Wales Regional Plan (Area Plan) based on what people told us was important to them as part of the population assessment produced by the Regional Partnership Board.

The Social Services and Well-being (Wales) Act 2014 includes a legal duty for Regional Partnership Boards to prioritise the integration of services in relation to people with learning disabilities (Welsh Government, 2015).

This strategy sets out how we will work towards integrated learning disability services in North Wales. It has been developed jointly by the six North Wales councils and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales.

About the strategy

The strategy focusses on the needs of children, young people and adults with learning disabilities in North Wales. It also includes the needs of autistic people who also have a learning disability. The strategy sits alongside other North Wales strategies and programmes including:

- The North Wales Together for Mental Health Strategy
- The North Wales Integrated Autism Service
- The North Wales Carers Strategy [add link]
- The work of the Children's Transformation Group as part of the Regional Partnership Board's children and young people's work-stream. This includes a priority for children and young people with complex needs.
- Additional Learning Needs strategies and plans
- Local Housing Strategies

What do we mean by the term *learning disability*?

a) The term *learning disability* is used to describe an individual who has:

- a significantly reduced ability to understand new or complex information, or to learn new skills (impaired intelligence); and / or

- a reduced ability to cope independently (impaired adaptive functioning);

  which started before adult-hood and has a lasting effect on development (Department of Health, 2001).

b) The term *learning difficulty* is used in education as a broader term which includes people with specific learning difficulties such as dyslexia (Emerson and Heslop, 2010).

What do we mean by the term *profound and multiple learning disabilities* (PMLD)?

The term *profound and multiple learning disabilities* (PMLD) is used to describe a people with more than one impairment including a profound intellectual impairment (Doukas et al., 2017). It is a description rather than a clinical diagnosis of individuals who have great difficulty communicating and who often need those who know them well to interpret their responses and intent. The term refers to a diverse group of people who often have other conditions including physical and sensory impairments or complex health needs.

What do we mean by the term *autism*?

The term *autism* is used to describe a lifelong developmental condition that affects how a person communicates with, and relates to, other people. Autism also affects how a person makes sense of the world around them. It is a spectrum condition which means that, while all people with autism share certain difficulties, their condition will affect them in different ways. About 50% of autistic people also have a learning disability.

What do we mean by the terms *parents and carers?*

We use the term *parents* to mean those who bring up children including mothers and fathers, foster carers and adoptive parents, step-parents and grandparents.

We use the term *carers* to mean unpaid carers of all ages who look after family members, friends, neighbours or others because of a learning disability.

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

The social model of disability

The strategy is based on the social model of disability, which recognises that disabled people are people with impairments who are disabled by their environment. We use the term *learning disability* in this strategy as it was the preferred term of the people with learning disabilities that we spoke to and it is widely recognised and used. We acknowledge that this language may not reflect fully the principles of the social model and that people have different opinions about the language they prefer to describe themselves that can change over time. The debate will be welcome and hopefully helps us towards a common understanding about the use of language.

Whole system, lifespan pathway for producing good lives

The strategy takes a life span approach to Learning Disability Services based on the model below (National Commissioning Board, 2017). The model highlights the importance of pathways that move people from universal services to interventions and back again as well as the need to achieve well-being outcomes and provide information, advice and assistance throughout the pathway. Issues around diagnosis, transition and end of life care can occur at any point in the pathway.
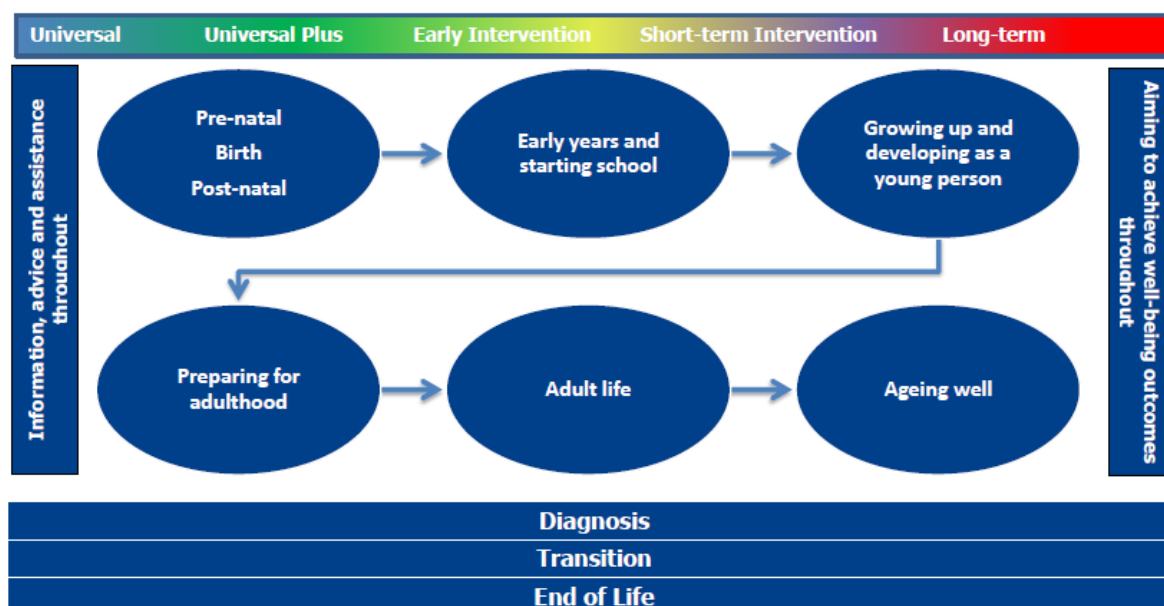
How we wrote the strategy

The strategy is based on the findings of the population assessment and regional plan produced by the Regional Partnership Board which both involved consultation with a wide range of people. The Learning Disability Partnership used this information to develop a set of themes for the strategy which we agreed with the Learning Disability Regional Participation Group before going out to a wider consultation about the themes, what works well at the moment and what needs to be improved. The consultation involved children, young people and adults with learning disabilities and their parents/carers, local council and health staff in children's and adults' services, third and independent sector providers, members of the North Wales Citizen's Panel and others.

Alongside the consultation we collated baseline data and research to inform the strategy and worked with a wide range of services to make sure the main messages in the strategy reflect the needs of the region and complement related strategies and plans. Throughout the process we worked closely with the Learning Disability Regional Participation Group.

The consultation generated a lot of useful information which has been included in the strategy. All the reports produced have been made publically available so that they can be used to inform other work. The main consultation report brings together information about the consultation process, methods, promotion, response and findings. The reports are available here:

- North Wales Learning Disability Strategy Consultation Report [Add link]
- North Wales Strategy: Local authority and health staff event 18 July 2018
- North Wales Provider Forum Event 9 April 2018

The strategy is based on the principle of co-production, which is:

> "An asset-based approach that enables people providing and people receiving services to **share power and responsibility**, and work together in equal, reciprocal and caring relationships" (Co-production Network for Wales).

We want to see co-production embedded at all stages of this strategy from the planning and commissioning to design, delivery and evaluation. While co-production is the aim that we are working towards it is likely to be an ongoing process of learning and experimentation. For example, while we involved a wide range people in writing this strategy, the size and scale of the project meant we used more traditional methods of consultation such as questionnaires and workshops. There are likely to be better opportunities to truly co-produce service design, delivery and evaluation as we put the strategy into action at a local level. This will mean focussing on co-production where it will make the greatest difference to people's lives.

Background

There is a long history of successful and innovative partnership working between learning disability services in North Wales arising from the All Wales Learning Disability Strategy in the 1980s. This provided dedicated funding for community care as the staged process of closing hospitals began. It was based on the rights of people with a learning disability to an ordinary pattern of life within the community; be treated as an individual; and, have additional help and support in developing their maximum potential.

In 2008 Mobius UK were commissioned by the North Wales Social Care and Well-being Services Improvement Collaborative to suggest how services should develop so that people with learning disabilities can enjoy life as citizens in their community rather than as less than fully engaged recipients of services (Mobius UK, 2008). This work developed a vision for learning disability services in North Wales with service users and carers and made recommendations under two strands. The first was about making the most of opportunities in council strategies for communities and citizens to ensure inclusion of people with learning disabilities. The second strand relates to the joint development of services between the six local authorities and health

in ways which support greater independence and choice, including joint commissioning. It included a review of good practice in the six local authorities.

One of the outcomes of the Mobius report was the creation of the North Wales Commissioning Hub in 2012 as a partnership between the six local authorities and BCUHB. The hub built on the work of a Regional Learning Disability Manager, a jointly funded post which resulted in improved procurement and service delivery for North Wales Adult Services. The original scope for the hub was to commission care home placements (including with nursing) and residential school services for all children, young people and adults with complex needs. Regional commissioning arrangements were reviewed in 2015 and it was agreed to transfer some commissioning activities back to local authorities and focus the regional commissioning function on strategic commissioning activities.

Currently, the North Wales Commissioning Board oversee the regional commissioning work supported by a Regional Business Manager and a Commissioning/Procurement Officer based within the North Wales Social Care and Well-being Improvement Collaborative.

North Wales Learning Disability Partnership

The North Wales Learning Disability Partnership was set up to drive forward improved services based on mutual understanding across the six councils and health.

The group includes representation from:

- North Wales Head of Adult Services
- Head of Strategy Learning Disability & Mental Health Division (BCUHB)
- Six Local Authority Service Managers
- Senior Learning Disability Community Nurse (BCUHB)
- Senior Learning Disability In Patient Services Nurse (BCUHB)
- Regional Project Manager
- Psychology Clinical Lead (BCUHB)
- Psychiatry Clinical Lead (BCUHB)
- Therapy services (SALT, OT and/or Physio BCUHB)

Participation

The Learning Disability Partnership recognise the vital contribution that the learning disability community across the region can make to shape and influence the services that they receive. This means working together; informing, listening, feeding back, acting, reviewing, and making ourselves accountable to the people we are working for and with.

The Regional Participation Strategy sets out a framework for ensuring that the work of the partnership is effective and citizen-focussed and that it meets the needs of the people with learning disabilities and their families (North Wales Learning Disability Partnership, 2015b). The strategy sets out a framework for how people with learning disabilities are involved in the work of the partnership.

Learning disability participation is coordinated across the six councils and each county has its own local participation network/forum supported by advocacy. The Learning Disability Regional Participation Group (LDRPG) was been supported by a Regional Participation Officer for two years, jointly funded by the six local authorities and health. The LDRPG reviewed the model of support during 2017 and agreed to employ a person with learning disabilities with support to co-ordinate the group. The co-ordinator will be based in a third/voluntary sector organisation.

Legislation, policy and guidance

Social Services and Well-being (Wales) Act 2014

The act aims to improve the well-being of people who need care and support, and carers who need support. The act changed the way people's needs are assessed and the way services are delivered - people will have more of a say in the care and support they receive. The law also promotes a range of help available within the community to reduce the need for formal, planned support.

This strategy is based on the principles of the act and it forms part of the Regional Partnership Boards approach to meeting its legal duty to prioritise the integration of services in relation to people with learning disabilities

A Healthier Wales: our Plan for Health and Social Care

Welsh Government (2018a) have produce A Healthier Wales in response to the Parliamentary Review report (Welsh Government, 2018d). The plan set out a long term vision of a 'whole system approach to health and social care', which is focussed on health and well-being. It is based around a Quadruple aim:

- Improved population health and well-being
- Better quality and more accessible health and social care services
- Higher value health and social care
- A motivated and sustainable health and social care workforce.

There are ten national design principles to drive this change and transformation which are: prevention and early intervention, safety, independence, voice, personalised, seamless, higher value, evidence driven, scalable and transformative services.

The quadruple aim and design principles have informed the development of this strategy and the action plans.

Learning Disability Improving Lives Programme

The Welsh Government programme has developed recommendations in the areas of early years, housing, social care, health and well-being and education, employment and skills for people with learning disabilities. The review took a lifespan approach from pregnancy to end of life. The three key priorities are:

1. To reduce health inequalities – through reasonable adjustments to mainstream services and access to specialist services when needed.
2. To improve community integration, including increasing housing options closer to home; integrated social care, health and education; and, increased employment and skills opportunities.
3. To enable improved strategic and operational planning and access to services through streamlined funding, better data collection, partnership working and more training and awareness.

The programme reflects the priority areas in Prosperity for All (Welsh Government, 2017b). The Improving Lives priorities have been incorporated into this strategy.

Additional Learning Needs and Education Tribunal (Wales) Act 2018

The act will introduce the following changes.

- Introduce the term Additional Learning Needs (ALN) to replace the terms 'special educational needs' (SEN) and 'learning difficulties and/or disabilities' (LDD).
- Legislation that covers the age range 0 to 25. This will replace the two separate SEN systems covering children and young people of compulsory school age and young people in post-16 education.
- A single individual development plan (IDP) to replace the existing variety of plans for learners in schools and further education.
- Increased participation of children and young people in the planning process, so planning is something done with them rather than to them.
- High aspirations and improved outcomes. This will be the focus of the IDPs.
- A simpler and less adversarial system. The process of producing and revising an IDP should be much simpler than is currently the case with statements of SEN and should avoid the adversarial nature of the existing approach.
- Increased collaboration and information sharing between agencies. New roles are created to support this – Additional Learning Needs Coordinators in education settings; Designated Educational Clinical Lead Officers in health boards; and Early Years ALN Lead officers in local authorities.
- Avoiding disagreements and earlier disagreement resolution about the IDP or the provision it contains.

- Clear and consistent rights of appeal including a right of appeal to a tribunal where disagreements about the contents of an IDP cannot be resolved at the local level.
- A statutory ALN code to set out the duties of local authorities and other organisations responsible for the delivery of services to children and young people with ALN.
- A bilingual system where services must consider whether provision is needed in Welsh and take all reasonable steps to secure it.

Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 requires us to think about the long-term impact of our decisions, work better with people, communities and each other and to prevent persistent problems such as poverty, health inequalities and climate change.

There are four Public Services Boards (PSBs) in North Wales established by the Well-being of Future Generations (Wales) Act 2015. The purpose of the PSBs is to improve the economic, social, environmental and cultural well-being in their area by strengthening joint working across all public services in North Wales. Each PSB has a well-being assessment and a well-being plan which set out how the needs of the area and how they plan to work together to address them.

We have produced a Well-being Impact Assessment to help us consider the long-term impact of the strategy on the social, economic, environment and cultural well-being of the region, Wales and the world.

Equality and human rights

The Equality Act 2010 introduced a public sector equality duty which requires all pubic bodies including the council to tackle discrimination, advance equality of opportunity and promote good relations. An Equality Impact Assessment has been undertaken to identify any potential inequalities arising from the development and delivery of this strategy.

A key part of the Equality Impact Assessment is consulting with people who may be affected by the strategy and in particular people with protected characteristics. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race

- Religion and belief
- Sex
- Sexual orientation
- Welsh language

More information about the consultation and engagement that took place to develop the strategy is available in the consultation report [add link].

The strategy aims to tackle discrimination, advance equality of opportunity and promote good relations for people with learning disabilities. People with learning disabilities may have other protected characteristics and experience additional disadvantage because of these which we need to take account of. For example, older people with learning disabilities and people with profound and multiple disabilities and the use of the Welsh language.

The Human Rights Act 1998 sets out the basic rights we all have because we are human. They help protect people by giving public services, including health and social care services, a legal duty to treat people with fairness, equality, dignity, respect and autonomy. Services developed in response to this strategy also need to be based on the UN Convention on the Rights of the Child (UNCRC), the UN Principles for Older Persons (UNPOP) and the UN Convention on the Rights of Persons with Disabilities (CRPD).

Governance

The [North Wales Learning Disability Partnership](#) will put the strategy into action in partnership with people with learning disabilities, parents, carers and organisations who provide care and support. Governance will be provided through the groups below.

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        │   Regional              │
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│ North Wales Heads of │  │ North Wales Adult     │
│ Children's Services  │  │ Services Heads        │
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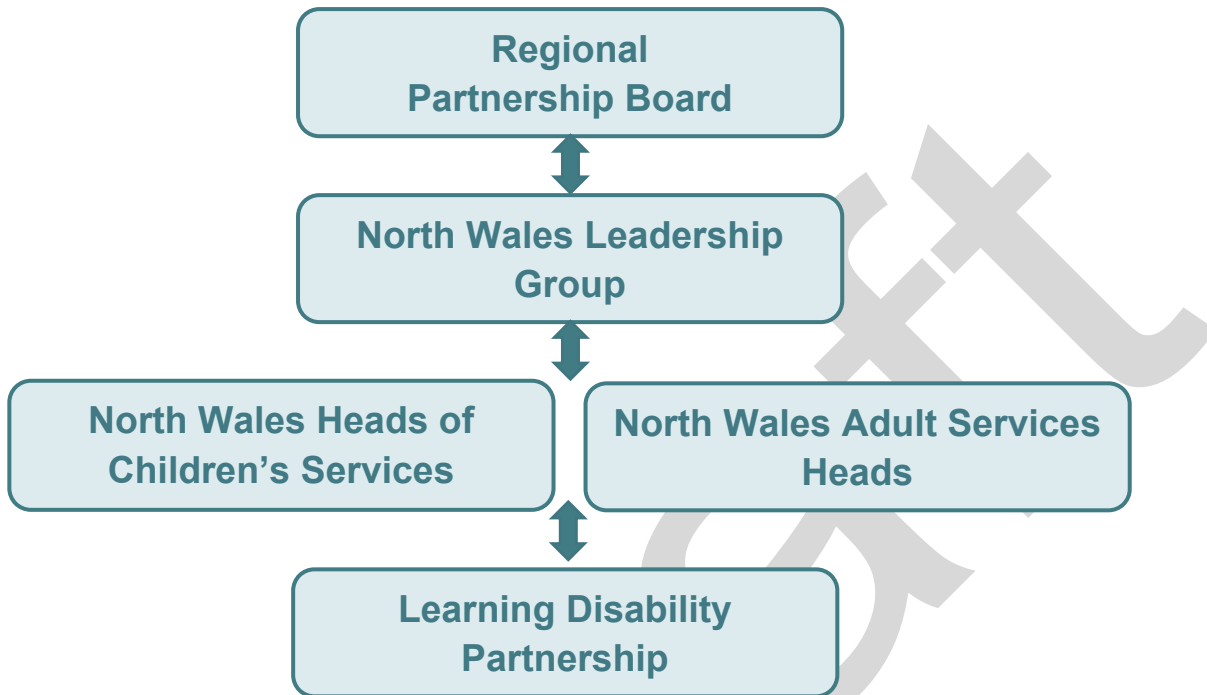
Regional Partnership Board

The Regional Partnership Board was established to meet Part 9 of the Social Services and Well-being (Wales) Act 2014. Membership includes:

- Lead members for Social Services from the six local authorities
- Directors of Social Services from the six local authorities
- Third sector representatives
- A service user and carers representative
- Health board representative
- Co-opted members from North Wales Police, North Wales Fire and Rescue Services, North Wales Ambulance Service, Local Authority Chief Finance Officer (section 151), and the Executive Director of Public Health (BCUHB)
- Head of Regional Collaboration – Business Management Support

More information about the board including a full membership list is available online here: www.northwalescollaborative.wales/regional-partnership-board

North Wales Leadership Group

The North Wales Leadership Group meets during Partnership Friday, a series of regional meetings that take place once a month. Membership includes the six Directors of Social Services and the three Area Directors from BCUHB.

North Wales Adult Services Heads (NWASH)

NWASH also meet during Partnership Friday. Membership includes the heads of Adult Services from each of the six local authorities in North Wales.

North Wales Heads of Children's Services (NWHoCS)

NWHoCs also meet during Partnership Friday. Membership includes the heads of Children's Services from each of the six local authorities in North Wales.

What we know about the population

Population assessment: what we found out

- There are around 810 children with a severe or profound learning difficulty and 2,900 adults with learning disabilities receiving services in North Wales. The actual number of people with learning disabilities may be higher.

- The number of people with learning disabilities needing support is increasing and people with learning disabilities are living longer. These trends are likely to continue. There are also an increasing number of older carers (including parents and family) providing care and support for people with learning disabilities.

- People with learning disabilities tend to experience worse health, have greater need of health care and are more at risk of dying early compared to the general population.

- There are likely to be more young people with complex needs needing support.

The full population assessment including an easy-read and audio-visual version is available online at: www.northwalescollaborative.wales/north-wales-population-assessment. The figures have been updated for this strategy and updated charts and tables are available on request.

Children and young people

There are around 102,000 pupils in North Wales, the total school-age population but there is a lack of reliable data available about the number of children and young people who have a learning disability (see appendix 1). Estimates suggest there are around 5,000 children in North Wales with a moderate learning difficulty, 650 with a severe learning difficulty and 160 with a profound learning difficulty. Council's in North Wales currently support around 700 disabled children and young people assessed as in need of care and support. Around 5,200 children aged under 16 are in receipt of Disability Living Allowance in North Wales.

Projections based on trends in the overall population show that the number of children with learning disabilities is likely to increase slightly over the next 5 to 10 years and then decrease slightly by 2035 (see appendix 1) as the overall number of children and young people decreases.

The improved survival rates of pre-term babies and increased life expectancy for children with complex disabilities are likely to lead to an increase in the number of children in need of care and support and in the number of adults with more complex needs (Doukas et al., 2017)

Adults

Table 1 below shows the number of adults with learning disabilities living in each local authority by age group in North Wales. These figures are based on the learning disability registers maintained by local councils, which only include those known to services and who wish to be registered. The actual number of people with a learning disability may be higher.

Table 1: Number of adults with learning disabilities by age, 2016-17

	Age 16-65	Age 65+	Total
Anglesey	270	40	310
Gwynedd	530	65	590
Conwy	440	55	500
Denbighshire	420	55	470
Flintshire	480	40	530
Wrexham	420	50	470
North Wales	2,600	300	2,900

Source: StatsWales, Disability Registers

Note: Data has been rounded and may not sum. The Disability Register also includes data for children under 16 but this hasn't been included here due to problems with data collection.

Since 2012-13 the number of adults aged 16 to 65 with learning disabilities has remained similar each year. The number of adults aged over 65 with learning disabilities has risen over the last five years by 23% across North Wales from around 230 in 2011-12 to 300 in 2016-17.

Projections suggest that the number of adults 18 and over with moderate learning disability is likely to increase in North Wales by around 6% by 2035 and the number of people with a moderate or severe learning disability is expected to increase by around 3% by 2035 (see appendix 1). The number of adults aged 18 to 64 is expected to decline slightly so this increase is due to an increase the number of people aged 65 and over. Due to increased life expectancy it is predicted that the number of people with learning disabilities aged 65 and over will increase by between 20% and 30% by 2035 (see appendix 1).

Parents with a learning disability

There is no data currently available on how many parents have a learning disability although this is something Welsh Government are planning to research further (Welsh Government, 2018b). A survey in England found that 7% of people with learning disabilities interviewed had children (Emerson et al., 2005). Using this figure estimates there could be around 200 parents with learning disabilities in North Wales. Just over half the parents in the survey looked after their children and other estimates suggest that between 40 and 60% of parents with a learning disability have their children taken into care (Stewart and Mcintyre, 2017).

There are around 1,100 children looked after and the number is increasing year on year with a 13% increase in North Wales over the last five years compared with a 3% increase across Wales as a whole. Improving support for parents with learning disabilities may help to reduce the numbers becoming looked after.

What people have told us

Learning disability participation is coordinated across the six councils and each county has its own local participation network/forum supported by advocacy. The regional participation group have been working on the topics below (North Wales Learning Disability Partnership, 2015a).

1. **Leisure.** People with learning disabilities said they can struggle to attend social events in the evening or have to leave early because of staff handovers or transport issues. Staff attending from the region are working on ideas to enable people to 'stay up late'. This may include local councils re-writing contracts with providers. The participation group chose to promote a 'Friendship group' currently being run in Conwy by a person with learning disabilities to be replicated across the counties

2. **Places people live**. On the whole, people with learning disabilities in North Wales are happy with where they live. The problems they experience tend to be with the way support is provided, particularly when it is inflexible. For example one person said they had to give 24 hours' notice to access money which meant they missed out on buying the dress they wanted at the market. To help with this the group have written a book called 'How to help me' which people with learning disabilities can keep with them, to have their say and to help support staff understand how they would prefer to be supported.

3. **Health.** There are a number of initiatives in North Wales to help improve the health of people with learning disabilities. The group have been working on how well people are aware of these and how the take-up can be improved. These include:

    *   Annual health checks.

    *   Learning disability nurse based in hospitals who can help people with learning disabilities communication and to complete a traffic light assessment.

    *   Public health leaflets about health checks designed to be easier to read

    *   Opportunities for physical exercise and healthy eating.
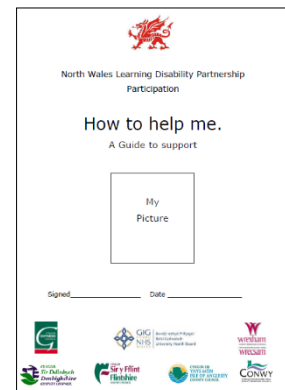
The group are also looking at the quality of mental health services for people with learning disabilities.

Other issues identified by the group include employment and pay for employment; keeping safe when out and about and when using the internet; and hate crime. A group aiming to reduce stigma have produced a poster and video encouraging people to report incidents of disability hate crime (Conwy Connect, 2014).

In March 2017 the group held a regional event on the theme of relationships. The purpose of the event was for people with learning disabilities to have their say about matters that are important to them. The group chose subjects that they would like to lead on which included: Lesbian, Gay, Bisexual and Transgender (LGBT); marriage; living with your partner; communication; confidence and relationships in a self-advocacy group; and, a speed dating event. The group also invited people to talk about keeping safe in general and keeping safe online. The event highlighted that attendees wanted help to meet new people, including making friends and dating, and to know more about relationships including sex, sexual health and keeping safe.

Discussion groups held to inform the population assessment highlighted the need for paid work to give people a feeling of self-worth and acknowledge their worthwhile contribution to society. People with learning disabilities also said they would like more opportunities to join in socially with groups from all areas of society, not just those arranged for those with disabilities only. Another theme was the need for good transport to access services (a particular problem in rural areas) and a number of people expressed the desire to learn to drive.

A review of person centred plans found people with learning disabilities said that the things that work well are their homes (the people they live with and the things they do at home) and leisure (getting out and about and being a part of their community). New things mentioned that work well are having access to technology, such as Wi-Fi and a laptop, and well managed medication. Whereas the things that were not working well were mobility and health (particularly aging, getting around or the increasing effects or chronic health problems) and coping with anxieties and managing behaviours. New things mentioned include problems with the housing environment (often these were little things but they were having a big impact), friendships, relationships and loneliness - people said they wanted more friendships (Denbighshire County Council, 2016).

Feedback from parents of disabled children

Feedback from engagement sessions with parents for the population assessment highlighted the following common themes:

- The time taken for assessments to take place and delays in accessing support was considered to be too lengthy. Need to "be quicker when a cry for help is given". Support while waiting for assessments or confirmation of diagnosis was also cited as important.

- Concern about the lack of available help to care for their children, particularly for those who are full time carers and single parents, if they are ill and in the school holidays.

- Felt they needed more support to maintain their own emotional wellbeing – including extra help, respite/short-breaks, learning more coping strategies, baby sitters and support for emotional wellbeing. This was a concern when juggling work and caring for a disabled child and professionals who listen was suggested as being important. The physical and emotional impact of managing behaviour problems on parents was also significant. Including; temper, difficulties communicating and safety concerns.

- The impact of social isolation and support to get out of the home for both children and parents. Including direct payments for family outings, suitable afterschool clubs or day care was needed.

- Parents reported that it would help them to cope if there was better understanding from the wider community regarding disabilities and more acceptance of disabilities that you can't see.

- Better facilities for families of disabled children.

- More support from voluntary and charity sector.

- Issues managing their children's anxiety when in public or not in their care.

In depth interviews carried out with parents of disabled children in North Wales identified the importance of good support and information during the process of diagnosis, including the need for emotional support (Conwy County Borough Council, 2013). The study also highlighted the need for consistent, accessible support and efficient systems, for example to provide specialist equipment. Most of the families mentioned the need for carer breaks including frustrations with getting the kind of flexible breaks they need and the benefits to the whole family when it works well. Families mentioned the impact of caring on their finances and employment opportunities and the impact on siblings. They also spoke about their fears and anxieties including fears for their children's future, supporting them to be independent and what would happen when they were no longer there to care for them. Many of the families also spoke about the stigma associated with disability including their own reactions and reluctance to ask for help as well as the need to improve awareness and support from the wider society.

Feedback from disabled children

- The children talked about the difficulties that they have meeting with friends outside school time. When you are younger there are special needs play scheme, they are not suitable if you are older. The children said they would like a club where they can meet their friends.

- Some children said they found noisy environments difficult such as going into large shops, swimming pools or sports centres.

- Some children would like to go out alone but parents are worried about other children bullying or taking advantage of them.

- The children said how difficult it was for them to make decisions.

- One child said because their mobility was not good they had difficulty getting around especially going downhill. This inhibits his social and leisure activities.

- The children said that they rely on their parents to help them with the things that they find difficult and one child had a social worker who took him out.

- The children would like a greater range of activities to do outside school such as art workshops, outdoor activities, trips to activity parks and somewhere to have fun, meet friends, to do cycling music and dance.

- The teachers said that they would like more information about what is available for children now that some of the play schemes have closed down.

Feedback from staff and partner organisations

Feedback from staff highlighted the complexity and interdependency of issues facing disabled children and young people and their families, including difficulties around transition from children's services to adult's services. They also highlighted an increase in the number of disabled children with very complex needs.

A questionnaire circulated for the population assessment highlighted that people want to be treated as equal to the rest of the population, they needed help to feel part of the community and to express themselves (Isle of Anglesey County Council et al., 2016). In particular, organisations feel that there is not enough support or opportunities for people with learning difficulties to work and not enough support or opportunities for them to develop new relationships.

They also identified a lack of long term low level support for people who have learning difficulties but do not reach the threshold for a learning disability diagnosis and who are unlikely to be ever fully able to maintain a housing tenancy independently.

National consultation (CSSIW, 2016)

When asked about their needs most people spoke about their relationship with their care manager and other staff. Concerns were largely about reliability (turning up on time); dependability (doing what is promised); and availability (having a care manager in the first place).

The findings about providing effective care and support were:

- We need to improve the quality of information about the help that might be available. Concerns about the format of information – for example, too many words, small size of fonts and not enough pictures.

- Concerns about feelings of vulnerability and risk in the community.

They also identified three cross-cutting issues:

1. The quality and reliability of the relationship with staff (including care managers) is crucial to the achievement of positive outcomes for many people with learning disabilities.

2. The 'helping' relationship should focus on promoting and supporting the rights of people with learning disabilities including their right to express and exercise choice.

3. The expression of choice should be underpinned by sound risk assessment and risk management so that people feel as safe as possible as they grasp new opportunities.

Learning Disability Strategy Consultation

In January 2017 a meeting 'Going Forward Together' was held with staff and partners, facilitated by BCUHB, to inform the development of this strategy. The discussions looked at current strengths and challenges and what needed to change. The guiding principles discussed were:

- Shared responsibility to implement the legislation.
- Person first, learning disability second.
- Right support at the right time to the right people in the right place.
- No-one to experience delays in support due to disagreements between services. Shared responsibility to 'fix it'.

In addition to the consultation findings above we asked a wide range of people for their views about what needed to be included in the strategy. Many of the findings have been incorporated within the strategy and a full report is available [add link].

Some of the main messages from the consultation were as follows.

- Need for real choice and control with a focus on rights and equality for people with learning disabilities. The importance of taking a person-centred approach.

- More inclusion and integration of people with learning disabilities into the wider community. Including the need for staff training about specific learning difficulties and an awareness that not all disabilities are visible. There was a lot of support for the idea that we should 'help each other' but there were also some concerns about the pressures this could put on people.

- The support people receive from family and providers often works well and there was praise for dedicated and committed staff. Specific services were mentioned as

working well including carer breaks, social services, health services, charities, third sector and independent organisations including advocacy services.

- Joint working between social care and health was highlighted as something that works well in some areas and something that needs to be improved in others including better information sharing systems and issues around funding.

- There were also mixed views about how well direct payments and support budgets worked for people. Some said they worked well for them and other commented that they need much more support to use them and shared difficulties of finding a direct payment worker.

The consultation also highlighted issues that can prevent people from experiencing good outcomes including:

- **Support for carers:** Carer breaks was mentioned by many people in the consultation. Some of the specific issues include a lack of short breaks for families, provision for people with more complex needs such as challenging behaviour and autism and regular and predictable provision that is open all year round. People mentioned the importance of considering the impact on families, including the needs of siblings of children with learning disabilities. Also the importance of listening to parents and supporting parents/carers to building resilience and develop coping mechanisms. People also mentioned the needs of older carers and planning for the future when they may be no longer able to provide care.

- **Funding:** There was concern about having enough funding available for services. A few people mentioned the need to work together and consider merging budgets to try and address these issues and the need to make better use of technology.

- **Transport:** People mentioned how important transport was to them for inclusion in activities including having someone who can drive them, bus passes and subsidised transport. People also mentioned the orange wallet system that helps people with using public transport.

- **Access to information:** A few people mentioned the need for more information about the services that are available, details of who is able to access support from them and availability of services in Welsh. The staff consultation highlighted the importance of promoting and developing Dewis Cymru as a source of information about the services and support available in local communities.

- **Workforce development**: People talked about the importance of training and support for staff, particularly support workers. Also the importance of training the wider workforce, such as training for GPs about the needs of people with learning disabilities and how to access community teams.

What we know about current services and what needs to change

People with learning disabilities often need support with many aspects of their lives. This support can come from their friends and families or their local community as well as from local councils, health services and/or the third sector and can include help with:

- having a good place to live
- having something meaningful to do
- friends, family and relationships
- being safe
- being healthy
- having the right support

Within each of these areas we include:

- the needs of people with profound and multiple learning disabilities; and,
- support through changes in life from early years to ageing well, including the needs of older carers and the transition from children's to adult's services.

The current spend by social services and health directly on learning disability services in North Wales is over £130 million. This does not include additional services which provide support such as housing, leisure, third and voluntary sector support and so on.

Table 2: Revenue expenditure, adults aged under 65 with learning disabilities

	£ thousands	£ thousands
Social services expenditure (2016-17)		
Supported living / community living	36,000	
Residential care placements	20,000	
Day care	13,000	
Direct payments	8,200	
Home care	6,400	
Assessment and care management	5,800	
Other services to adults aged under 65 with learning disabilities	5,200	
Nursing placements	1,000	
Total social services		96,000
BCUHB expenditure (2015-16)		
Mental health and learning disabilities division (including continuing health care)	37,000	
Primary care and other contracts	590	
Total BCUHB		38,000
Total spend learning disability services		130,000

Please note this information is taken from Welsh Government returns and does not include spending on children and older people with learning disabilities because of the way the data is collected.

Local authorities also spend around £220 million of capital each year in North Wales for personal social services. This includes spending on buildings and housing related to all kinds of personal social services, not just for people with learning disabilities.

Early years

Support for parents with a learning disability is included in the right support section.

We want every child with a learning disability to have the best start in life.

Diagnosis and assessments

In the consultation parents mentioned challenges around waiting for assessments, the time taken and issues around needing to wait for a certain age for an assessment. Parents also said they needed better support and understanding from professionals while waiting for an assessment. Support is also needed following a diagnosis, which may include counselling for parents.

Support for parents

Support should begin before birth with good information and support available from midwives and health visitors.

It's important that parents have access to parenting courses that are specifically geared towards parents of young children with learning disabilities. Courses need to be sensitive to the needs of parents awaiting diagnosis as a parent in the consultation said that being sent on parenting courses felt like being blamed for their child's additional needs.

Parents told us there was a need for good information and advice. This information should be joined-up so health, social care and education staff are giving the same messages. It should also be available to people early on. At one of the strategy workshops the following guide was recommended: 'A Parent's Guide: Improving the well-being of young children with learning disabilities' produced in collaboration between the University of Warwick, Cerebra, Mencap, the Challenging Behaviour Foundation and parents of children with learning disabilities. There is also information available and through Family Information Services and on Dewis Cymru.

Childcare and short breaks

Each local council in North Wales produced a Childcare Sufficiency Assessment in 2017, which includes an assessment of the provision for disabled children. These

highlight that in all areas there is a need for childcare for children with additional needs and the action plans set out how this will be addressed. Initiatives to support childcare for disabled children include pre-school referral or pre-school support schemes to support children with additional needs in pre-school settings; a Childcare Brokerage officer post which supports parents / carers of children with a disability to access suitable childcare and play provision; using the Welsh Government Out of School Childcare Grant to fund assisted places or 'helping hands' scheme; and, providing training for childcare staff.

Short breaks are activities for children and young people, usually occurring away from the home, that allow them to have a good time with others – peers and adults, while also giving a break to parents/carers from their caring role.

The short breaks can range from an hour or more planned activity to overnight stays with alternative carers. Some short breaks can involve the whole family having quality time together, by having assistance for trips out or leisure activities.

A report by the Children's Commissioner for Wales (2014) highlighted the importance of appropriate, accessible and good quality short breaks. The report found that the provision of short breaks is a complex matter due to different eligibility criteria and range of provision in each council and because each family has a different set of circumstances and needs. Some of the issues identified include issues around transition and support for children and young people aged 18-25 such as young people wanting to continue using the residential facility they were used to after they turn 18 and suggest continuing until they finish education. Other barriers included the accessibility of universal services, transport and awareness of the support available. The report also highlights the importance of the language used around short breaks, the perception and understanding of it among children and young people and the importance of independent advocacy. They found that some children and young people believe the main purpose of a short break is for parents/carers to have a break from them, whereas it should be for mutual benefit.

Childcare and short breaks also a priority in the Welsh Government (2018c) Improving Lives Programme:

> 'To ensure there is adequate childcare and short break solutions for children with a learning disability to enable families to live an ordinary life including going to work where possible.'

Early intervention

Family-focussed support is available in some areas from Flying Start and across North Wales from Families First and Team Around the Family (TAF), known as Together Achieving Change (TAC) in Wrexham.

Early intervention is also a priority in the Welsh Government (2018c) Improving Lives Programme:

- To improve life chances by building on the team around the family approach to reduce the number and impact of Adverse Childhood Experiences (ACEs) experienced by children with a learning disability.

- To reduce inappropriate use of medication and restraint through increasing the use of a range of evidence based interventions for example Positive Behavioural Support and active support to ensure early intervention of challenging behaviour and prevention where possible

Speech, language and communication needs

Speech, language and communication needs (SLCN) are common in children and young people who have other diagnoses such as an autism spectrum disorder and learning difficulties (The Communication Trust, 2010). It is estimated that around 3% of children have SLCN as part of another condition such as autism, hearing impairment, general learning difficulties; and, 1% of children have the most severe and complex SLCN which prevents them from expressing their basic needs.

A study to map the current provision of speech, language and communication support in Wales (Holtom and Bowen, 2016) looked at the continuum model for meeting SLCN below which where needs are met through actions around prevention, identification, assessment, intervention and review.

Level	Examples
Universal (Tier 1)	Education settings and health visitors
Targeted (Tier 2)	Targeted intervention within education settings
Specialist (Tiers 3 and 4)	Speech and language therapists (SLTs), specialist advisory teachers working directly with children and supporting universal and targeted services (for example, training)

The review identified that for this model to be effective the services needed:

- Capacity and consistency at each level including skills and knowledge; a sufficient workforce (size and funding); and clear roles and responsibilities.

- Those involved need to use the right tools such as which are effective, accessible, appropriate and implemented well.

- Those involved need to work together as no single service or person can meet a child's SLCN.

Children with complex needs

Children with complex needs are a priority for the Children's Transformation Group as part of the Regional Partnership Board's children and young people's work-stream so we have not duplicated this work in this strategy.

Early years: the change we want to see

- Fewer people will fall between the gaps in services.

- Carers will have access to a range of flexible carer breaks.

- People with learning disabilities and their parents/carers will have access to good consistent information and advice.

Having a good place to live

Most children and young people with learning disabilities live with their parents/family. There is no data available showing how many children with learning disabilities live in foster placements but in total there are around 120 disabled children looked after in North Wales (see appendix 1).

Figure 1 shows that the most frequent living arrangement for adults with learning disabilities is in community placements with their parents/family.

Figure 1: Community, residential and other accommodation placements, 2016
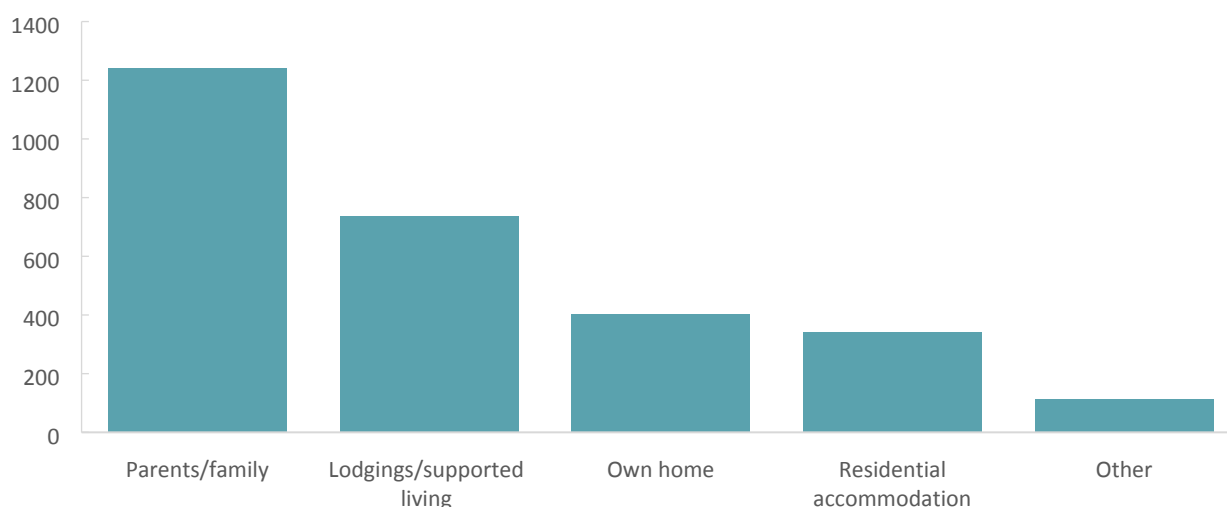
Source: Adults receiving services at the 31st March 2016 and range of services during the year, Welsh Government

(a) The 'Other' category includes health placements and foster placements

Welsh Government is currently developing guidance in the commissioning of supported living services and regional procurement exercise is taking place for supported living providers in North Wales.

Housing for people with profound and multiple learning disabilities (PMLD)

The Raising our Sights guide to housing (Mencap and PMLD Network, 2013) says that people with PMLD have very complex housing needs including:

- **The physical environment** including adaptations, equipment and the space needed to meet the person's needs

- **The location** of the housing to allow people to remain close to family, friends and their communities

- Wherever they are living, the person will need **individualised and skilled support** for their health, social and well-being needs from appropriately trained staff.

There should be a range of options and a person-centred approach to planning to find the model of housing and care that is right for the individual. This may include supported housing, extra care housing, shared lives, residential care, home ownership and different types of tenancies.

Community based, residential services and nursing care

In North Wales there are around 1,900 adults with learning disabilities who receive community-based services, around 280 who receive residential services and around 26 who receive nursing care within a care home (see appendix 1).

The North Wales Adult Services Heads (NWASH) have agreed to explore the use of the national Integrated Health and Social Care Collaborative Commissioning Programme framework agreement for younger adults (18-64 years) with mental health and learning disabilities in residential and nursing care homes.

Deprivation of Liberty Safeguards

Under the Human Rights Act everyone has a right to liberty unless a legal process has been followed. The aim of the Deprivation of Liberty Safeguards (DoLS) is to provide legal protection for vulnerable people who are deprived of their liberty, to prevent arbitrary decisions and to give rights to appeal. The safeguards apply to people who lack capacity to consent to care or treatment and are living in residential or nursing homes or hospital in-patients. There were 160 DoLS referrals made by each local authority for people with learning disabilities during 2016-17 (see appendix 1).

Out of area placements

[The numbers will need updating once the final returns are received]

Data collected for the strategy found that there were around 15 children and young people aged under 18 who were placed out of county or region. Less than five of these were placed out of county by choice, for example, because they are closer to family or because have been placed with family (Connected Person) out of county for

safeguarding reasons. Ten of the children had a severe learning disability. The most common need was around challenging behaviour followed by autism, physical disability and hearing impairment. Most of the out of county placements were in foster placements or specialist residential schools. The most common placement length was for between 2 to 4 years with less than 5 placements for over 10 years.

For adults there were around 130 people placed out of county or region, with 10 of these placed out of county by choice, for example to be closer to family. The numbers are split fairly equally between people with a severe, moderate or mild learning disability. Around half of the people placed out of county had needs around challenging behaviour. The next most common need was autism followed by mental health (dual diagnosis), forensic and physical disability. Less than 5 people were placed out of county with needs relating to visual and hearing impairments and dementia in each category. The majority of placements were residential and around a quarter of the placements were in hospital. Around 10 of the placements were tenancy based with less than 5 placements in each of shared lives and specialist residential school. There were a range of placement lengths with no real differences in placement lengths between people in placements by choice and others. There were around 20 people who had been in a placement out of county for 10 years or more.

Supporting People

The Supporting People programme is a Welsh Government programme providing housing-related support to help vulnerable people to live as independently as possible. The total budget for Supporting People in North Wales for 2018-19 is around £30 million of which £8.2 million has been allocated to supporting people with learning disabilities.

There is a North Wales Regional Collaborative Committee (RCC) to drive forward effective and efficient delivery of the programme at a regional and local level and is linked to the Regional Partnership Board. Learning disabilities is a priority area for the RCC in the 2017-20 strategic plan.

Planning for future accommodation needs

The Wales Audit Office (2018) estimate that local councils in Wales will need to 'increase investment by £365 million in accommodation in the next twenty years to address both a growth in the number of people with learning disabilities who will need housing, and the increase in the number with moderate or severe needs'. This figure includes increases in costs due to inflation.

For North Wales, this will mean we need to plan for between 80 and 190 additional placements by 2035. The increase is estimated to be greatest in Wrexham followed by Gwynedd and then Denbighshire. Anglesey are estimated to see a decline in the

number of placements needed. Conwy and Flintshire are estimated to either have a small increase or small decrease.

The cost of these additional placements at current prices is estimated to be between £2.4 million and £7.3 million by 2035 and would be around 10 times as much if estimated inflation is included.

Having a good place to live: the change we want to see

- There will be fewer out of area placements.

- More people with learning disabilities will have choice and control over where they live and how they are supported.

Having something meaningful to do

This section is about having something to do that's meaningful and is chosen by the individual. It includes play, leisure and sport; education and training; day opportunities, work opportunities and paid employment.

Play

Play is a fundamental part of a healthy childhood and it is every child's right to be able to play. Play is defined in the Welsh Government Play Policy as freely chosen and personally directed. The right to play is enshrined within article 31 of the United Nations Convention on the Rights of the Child (UNCRC) and further defined within General Comment 17. The comment on article 23 about the rights of disabled children states:

> "Play has been recognised as the best source of learning various skills, including social skills. The attainment of full inclusion of children with disabilities in the society is realised when children are given the opportunity, places and time to play with each other (children with disabilities and no disabilities)"

Children with learning disabilities can face additional barriers to accessing play opportunities, the Bevan Foundation found:

> "Disabled children and young people face barriers from lack of provision, lack of support, poor access to buildings and negative attitudes which, notwithstanding legislation and policies, prevent them from participating like non-disabled children and young people"

Each local council in North Wales has produced a play sufficiency assessment as part of their play sufficiency duty. A survey undertaken for one of the assessments found that 46% of disabled children said that they were satisfied with their play opportunities compared to 70% overall. Another found that parents of children with complex needs

were particularly concerned about the attitude and actions of others and people's understanding of 'hidden' impairments like autism and ADHD.

The assessments show that a lot of work has taken place to understand and provide for the needs of disabled children and to make sure play projects and providers have access to a range of resources to support inclusion. For example, delivering inclusive play training to providers, activity programmes for disabled children, providing one to one support workers in mainstream provision, providing small grants for equipment training or resources and buddy schemes.

The play sufficiency assessments also set out the actions which each area is planning to improve play opportunities for disabled children including better partnership working, providing disability inclusion training, sharing resources and mentoring mainstream clubs who want to become more inclusive. Challenges to providing inclusive play opportunities include lack of accessible transport, particularly in rural areas and funding for services.

A list of resources available to support inclusive play is available from Play Wales.

Sport and leisure

People with learning disabilities often face barriers to accessing socialising or leisure opportunities, for example they may not drive or may need support to use public transport. If local councils did not provide this support then some people would not be able to have a social life.

In the consultation people told us that they were involved in many different kinds of sport and leisure activities including:

> "volunteering, snooker, tennis, wheelchair basketball, ten pin bowling, playing pool, Men's Sheds, magazines, star wars figures, art and art classes, cinema, shopping, watching TV and films, swimming, colouring, computer games, newspapers, ironing, watching and playing football, music, theatre, dancing, going out every night, sports clubs, buzz club, curry night, going out for meals, walking and holidays."

People said that there needs to be more leisure activities and opportunities for people with learning disabilities, more integrated community-based activities and mixed groups.

Many of the solutions are low-cost and each county has a different way of funding these services. Some are funded as part of other provision, for example, a provider running disco nights. Others use small grants (either from the council or other funders) or informal arrangements. The provision varies depending on demand and geography. There are opportunities to make sure these services are more user led. For example,

the 'Friendship group' currently being run in Conwy by a person with learning disabilities.

Disability Sport Wales provides an online database of disability-specific or disability-inclusive sport opportunities.

Education and training

There are 9 special schools in North Wales with a total of 1,300 pupils, including Ysgol Plas Brondyffryn, the North Wales regional centre of excellence for teaching children on the autistic spectrum. Many children and young people with learning disabilities attend mainstream schools (appendix 1).

For more information about support for pupils with Additional Learning Needs in North Wales please see each council's strategies and plans.

Day opportunities and work opportunities

By *day opportunities* we mean formal support for people during the working week which is provided away from their home – this includes work opportunities which tend to have a vocational focus or are based in a business setting. Each county has a mix of direct payments, in-house, independent sector and social enterprises, with a range of services and work based activities in each local council.

A *social enterprise* is a business with profits re-invested back into its services or the community. A *cooperative* is a group acting together voluntarily to meet economic and social need. Local councils have a new duty to promote social enterprises and co-operatives which involve people who needs care and support. Day opportunities are an area we would like to encourage social enterprises and co-operatives to provide.

Paid employment

We would like to see more people with learning disabilities in paid jobs. We don't know how many people with learning disabilities in North Wales currently have paid jobs but estimates suggest they are far less likely to have a job than the general population. Estimates from England suggest around 6% of adults with learning disabilities known to their local authority have a paid job. In the consultation many of the people who had paid jobs said that they were important to them although some people said they were concerned that they would struggle to find work. There is some support available at the moment, for example from:

- Disability Advisers in the Jobcentre

- Careers Wales

- Supported employment agencies

Active support for people with profound and multiple learning disabilities

Active support is an approach for people with very profound needs who are not able to do typical activities independently and has three components:

1. Interacting to Promote Participation. People who support the individual learn how to give him or her the right level of assistance so that he or she can do all the typical daily activities that arise in life.

2. Activity Support Plans. These provide a way to organise household tasks, personal self-care, hobbies, social arrangements and other activities which individuals need or want to do each day, and to work out the availability of support so that activities can be accomplished successfully.

3. Keeping Track. A way of simply recording the opportunities people have each day that enables the quality of what is being arranged to be monitored and improvements to be made on the basis of evidence.

Each component has a system for keeping track of progress, which gives feedback to the staff team and informs regular reviews (Jones et al., 2014).

Having something meaningful to do: the change we want to see

- More people with learning disabilities will be involved in their local community.

- More people with learning disabilities will have paid jobs.

- Increased take-up of support budgets / direct payments.

Friends, family and relationships

The what people have told us section highlights the need for more opportunities for people to develop friendships and relationships. This includes opportunities to join in socially with groups from all parts of the community, not just events arranged for people with learning disabilities.

Friends, family and relationships: the change we want to see

- More people with learning disabilities will be involved in their local community.

Being safe

Children and young people

Often as a result of their disability, disabled children are more vulnerable to abuse and neglect in ways that other children and the early indicators of abuse or neglect can be more complicated than with non-disabled children (HM Government, 2006).

Young people with learning disabilities may be more vulnerable to county lines drug gangs and child sexual exploitation.

County lines drug gangs are those were an urban criminal gang travels to smaller locations to sell heroin/crack cocaine. The gangs tend to use a local property, generally belonging to a vulnerable person, as a base for their activities. This is often taken over by force or coercion (cuckooing). They pose a significant threat to vulnerable adults and children who they use to conduct and/or facilitate this criminality.

The Sexual Exploitation Risk Assessment Framework (SERAF) tool includes learning disability as a vulnerability factor for child sexual exploitation.

Adults

Each year there are on average around 210 safeguarding concerns raised in North Wales concerning adults with learning disabilities (appendix 1). In the last five years there have been around 50 crimes in North Wales where the victim had a learning disability, including people with Down's syndrome, ADHD and Autism (appendix 1).

Children and adults with learning disabilities may be at risk of financial abuse. This is any theft or misuse of a person's money, property or resources by a person in a position of, or expectation of, trust to a vulnerable person. Common forms of financial abuse are misuse by other of a vulnerable adult's state benefits or undue pressure to change wills.

Forced marriage statistics show that there was a year on year rise in the number of people with learning disabilities being report who may be at risk or subject to a forced marriage from 2010-16 (North Wales Safeguarding Board, 2017). Forced marriage is where one or both people do not consent or lack the capacity to consent to the marriage and pressure or abuse is used.

North Wales Safeguarding Boards

The North Wales Children's and Adults' Safeguarding Boards are in place to make sure the citizens of North Wales are adequately prevented and protected from experiencing abuse, neglect and other kinds of harm. They have produced 7 minute briefings for professionals about the issues described above including warning signs and advice about what to do in response.

Positive risk taking

Safeguarding children, young people and adults from the risks described above also needs to be balanced against the risk of overprotecting people which can affect their well-being (Community Care, 2015).

The importance of positive risk taking was highlighted in the consultation. People spoke about how other elements of this strategy can support safeguarding in a way that promotes independence. Such as the importance of people with learning disabilities being involved in their community so that there are people around who know them and can look out for them and the potential uses of technology.

The Safe Places scheme is now running in some parts of North Wales. A safe place helps vulnerable if they feel scared or at risk while they are out and about in the community and need support right away.

Criminal justice system

An estimated 20-30% of offenders have learning disabilities or difficulties that interfere with their ability to cope within the criminal justice system (Talbot, 2008). This group is at increased risk of reoffending where support services and programmes don't meet their needs and can be targeted by other prisoners when in custody (Talbot, 2008).

A multi-agency task and finish group in Wales have developed a guidebook called 'Access to Justice' (2013) to support the 'responsive and appropriate management of adults with a learning disability in the criminal justice system in Wales. This work aims to take forward the recommendations of the Prison Reform Trust No One Knows programme.

The North Wales Police and Crime Commissioner (2017) is working with the health board to improve the response to vulnerable people that present to criminal justice agencies and target services and support to help people in crisis.

Being safe summary: the change we want to see

- More people with learning disabilities will be involved in their local community.

- More people with learning disabilities will use technology safely to help them be more independent.

Being healthy

Mental health

Children with learning disabilities are more likely to have mental health needs than the general population and these can start early in life (Toms et al., 2015). An estimated 30% to 50% of children who have a learning disability will also have mental health needs (National Institute for Health and Care Excellence, 2016). Research suggests that there's a high level of unmet need for mental health services for children with learning disabilities (Toms et al., 2015). This was highlighted in the consultation where people commented that access to mental health needed to be quicker for children with learning disabilities and also more support for their parents.

Research suggests that the prevalence of mental health needs in adults with learning disabilities was 41% or 28% when behaviours that challenge were excluded (Cooper et al., 2007). There is a risk that mental health needs in people with learning disabilities may not be identified due to assumptions that behaviour and symptoms are because of their learning disability (National Institute for Health and Care Excellence, 2016).

The Children's Commissioner for Wales (2018) identified a persistent and serious gap in mental health provision for young people with a learning disabilities. They found that continuity of care issues are often address by child services continuing to work with young adults, although this creates issues around suitability of services and costs. They also found that joint clinics between children's and adult health care providers were perceived as positive by young people and their families.

The Together for Mental Health in North Wales strategy sets out how we plan to improve mental health services in North Wales (Betsi Cadwaladr University Health Board, 2017).

Screening programmes

The uptake of screening programmes in North Wales for everyone eligible was as follows.

- Cervical screening: 70% of women eligible (25 to 64 year olds) were tested within 3.5 years and 77% were tested within 5 years at 1 April 2017. This is similar to the all Wales take up (Public Health Wales, 2017c).

- Breast screening: 71% of women eligible (50 to 70 year olds) took up the invitation in 2015-16. The all Wales take up was 74% and the minimum standard for update is 70% (Public Health Wales, 2017b).

- Bowel screening: 51% of men and women eligible (60 to 74 year olds) were screened within 2.5 years at 1 October 2016. The all Wales take up was 52% (Public Health Wales, 2017a).

The uptake of screening tests for people with learning disabilities who are known to the Health Liaison Team was as follows.

- Cervical screening: 6% of women eligible were tested during the year (17 out of 305)

- Breast screening: 10% of women eligible were tested during the year (10 out of 102). This figure may be slightly undercounted as it is not always filled in on the annual health check.

- Bowel screening: 9% of men and women eligible were tested during the year (6 out of 65).

Although some of the differences in the level of update may be due to undercounting there is still a large difference between the take up of screening by people in the whole population and people with learning disabilities.

Healthy lifestyles

There is a record of Body Mass Index (BMI) for 454 adults with learning disabilities in North Wales (excluding Conwy) and 178 of those had a BMI in the obese range (30 or higher). No adults had a BMI in the underweight range. The data was not available from Conwy GPs.

These figures suggest around 39% of the population of people with learning disabilities in North Wales have a BMI in the obese range. In the population as a whole, around 20% of people in North Wales have a BMI in the obese range (Welsh Health Survey, 2015).

This suggests that we need to do more to make sure that people with learning disabilities have opportunities for physical exercise and healthy eating.

Chronic conditions

Adults with learning disabilities may also have a chronic condition such as coronary heart disease; diabetes; asthma; dysphagia (swallowing problems) or epilepsy. The data we have about the number or people who have a chronic condition and a learning disability in North Wales is incomplete. A study of GP records of adults with learning disability in England found that people with learning disabilities had higher prevalence of epilepsy, severe mental illness and dementia as well as moderately increased rates of underactive thyroid and heart failure (Carey et al., 2016). They found that the prevalence of chronic heart disease and cancer were approximately 30% lower than in the population as a whole. This is surprising as people with learning disabilities have a higher prevalence of risk factors for chronic heart disease, so researchers think it may be that these conditions aren't being identified as well. They also suggest that lower rates of smoking and alcohol use among people with learning disabilities may contribute although there isn't any evidence to confirm this at the moment.

Dementia

People with learning disabilities are more at risk of developing dementia as they get older (Ward, 2012). The prevalence of dementia among people with a learning disability is estimated at 13% of people over 50 years old and 22% of those over 65 compared with 6% in the general older adult population (Kerr, 2007). The Learning Disability Health Liaison Service in North Wales report that people with learning disabilities are four times more likely to have early onset dementia. People with Down's Syndrome are particularly at risk and can develop dementia 30-40 years earlier than the general population with rates of 40% at around age 50 (Holland and others, 1998).

Mortality

People with a learning disability are living longer. This is something to celebrate as a success of improvements in health and social care. For example, there has been a dramatic change in life expectancy for people with Down's Syndrome since the 1930s rising from age 10 to around age 50 over the course of 70 years (Holland, 2000).

However, people with learning disabilities are still at more risk of dying early compared to the general population and are more likely to die from causes that could have been prevented (Mencap, 2012, Hosking et al., 2016).

Annual health check

In North Wales 2,900 people with learning disabilities aged 18 and over are eligible for an annual health check and around 1,700 people (57%) had the health check in the last year.

There are 116 GP practices in North Wales, of which 71 are signed up to delivering the learning disability annual health check.

In-patient units at Bryn y Neuadd

The inpatient learning disabilities services within Mental Health and Learning Disabilities Division provides highly specialised person centred care for people with learning disabilities within a safe environment. They provide a range of specialist services, inclusive of assessment and treatment; rehabilitation; assessment and treatment for people with profound and multiple needs and therapeutic support services in a specialist learning disability hospital setting. There are currently three wards within the Learning Disability Inpatient Service at Bryn y Neuadd hospital. During 2016-17 there were around 50 admissions to these units due to mental health needs, challenging behaviour and/or physical health needs.

Continuing health care

There are 280 people with learning disabilities in receipt of continuing health care funding in North Wales. Of these, 224 are jointly funded between health and social services and 56 are fully funded by health.

Admissions to an Acute Hospital

There is a North Wales shared care agreement for carers supporting patients with a learning disability in hospital for use when the ward has identified that there is a need for additional support. Some people with learning disabilities will benefit from having their own familiar support while in hospital which can reduce anxiety, prevent diagnostic overshadowing and help support the hospital to make reasonable adjustments.

Communication standards

The Royal College of Speech and Language Therapists (2013) have produced five good communication standards, which are reasonable adjustments to communication that individuals with learning disability and/or autism should expect in specialist hospital and residential settings. The document includes links to useful resources. The standards are are:

- Standard 1: There is a detailed description of how best to communicate with individuals.

- Standard 2: Services demonstrate how they support individuals with communication needs to be involved with decisions about their care and their services.

- Standard 3: Staff value and use competently the best approaches to communication with each individual they support.

- Standard 4: Services create opportunities, relationships and environments that make individuals want to communicate.

- Standard 5: Individuals are supported to understand and express their needs in relation to their health and well-being.

Being healthy: the change we want to see

- More people with learning disabilities will take up cancer screening opportunities when offered.

- Reduced demand on specialist learning disability services.

- Fewer people will fall between the gaps in services.

Having the right support

We want to provide the right support at the right time to the right people in the right place. To provide support that helps people to do what they want, gives them choice and control over their own lives and promotes positive risk taking.

Having the right support with changes and transitions

The services people need will change throughout their lives. These changes, or times of transition, can include:

- moving from school to college;
- moving from school or college into work; or,
- moving from living with parents into their own place;

The services available to support people may also change at specific times, for example, moving from children's services to adult services at age 18. Some services in

North Wales co-produce transition plans to support young people age 14 to 17 with this change and others have a lifetime disability service so they don't use formal transition plans. In this case the outcomes (what matters to people) in relation to the transition are recorded in the statutory care and support plans.

The Children's Commissioner for Wales (2018) has spoken to young people, parents and carers and professionals throughout Wales about their experiences and views about transitions to adulthood for young people with learning disabilities. The key messages from young people and their families were:

- Young people's participation in planning and decision-making appears to be very low – this means that their different priorities and specific interests can get missed.

- Parents play a crucial role and are relied upon to do so, but often feel overwhelmed and anxious about the future – they need support and recognition.

- Some young people face a considerable change in how much support they receive after the age of 18 due to different thresholds rather than a sudden change in need – contrary to the Social Services and Well-being (Wales) Act 2014.

- Every service has different ways of transferring to over-18s services. Having a key worker or transition service is very valuable.

- Social isolation is a problem for many – even though friendships are rated as young people's top priority.

- There are very limited opportunities for work and apprenticeships, with no supported employment opportunities – despite evidence suggesting this is particularly effective.

- Young people, parents and professionals all agree that young people with learning disabilities are still expected to slot into services that already exist, with limited options if that doesn't fit their needs.

- Where young people and their families reported good experiences, they had been involved, they were clear about the process, they felt well supported by a keyworker, lead professional or dedicated transitions service and they often had access to a youth-centred provision that helped young people prepare for adulthood and expand their social and community networks.

Support for people with profound and multiple learning disabilities (PMLD)

People with profound and multiple learning disabilities (PMLD) need a high level of support to lead good lives as described in this strategy. A group of family members, education, health and social care professionals have developed a set of Service Standards to be used by commissioners and providers of services for people with PMLD (Doukas et al., 2017). The standards have been developed to be used as an internal auditing tool and they recommend that they are used as part of an annual

self-assessment process with action plans developed to address areas that need improving. They include standards for organisations around leadership, quality, staff development (skills and confidence), physical environment, communication, health and well-being, social, community and family life.

Additional resources on how to improve services for adults with PMLD are available in the Raising Our Sights guides available from www.bit.ly/raising-our-sights-guides.

End of life care

The lifespan pathway included at the start of the report highlights how end of life care may be needed at any point in the pathway.

A report by the Care Quality Commission (2016) identified inequalities in end of life care for people with learning disabilities. This included a lack of understanding of people's individual needs; not identifying people who are approaching the end of life at an early enough stage because of poor access to physical healthcare; poor communication, for example, health and social care staff making assumptions about people's ability to 'cope' with discussions about end of life. The Welsh Government (2017a) has published their Palliative and End of Life Care Delivery Plan which sets out how they plan to improve the delivery of all aspects of palliative and end of life care including support for people of all ages and the needs of those experiencing bereavement.

The service standard for people with PMLD is that 'The organisation ensures each person has an End of Life Plan in place, in consultation with the person, their family and other appropriate members of the circle of support' (Doukas et al., 2017).

Carer breaks

Each county has respite services which give families a break. The arrangements vary from county to county but include respite 'beds' in Care Homes, Adult Placements for respite, short breaks and use of Direct Payments.

There is a North Wales Carers' Strategy [add link] and carers journey mapping carried out to inform the strategy highlighted how important it was to have the right support in place for the person cared for in order to support the carers. We have reviewed the provision of respite/short-term break resources for individuals with a learning disability or complex needs and their carers in North Wales (Hay, 2017) and developed a set of recommendations which we will implement as part of the strategy.

Carer breaks have traditionally been referred to as 'respite' although the term has also been associated with respite from something that is a burden so we are starting to use the term 'carer breaks' in preference.

See the [early years section](#) for more information about short breaks for children with learning disabilities.

Advocacy

The Welsh Government describes advocacy as having two main themes:

> "speaking up for and with individuals who are not being heard, helping them to express their views and make their own informed decisions and contributions, and, safeguarding individuals who are at risk".

There are different forms of advocacy which include:

- **Self-advocacy** when individuals represent and speak up for themselves.

- **Informal advocacy** when family, friends or neighbours support an individual to have their wishes and feelings heard, which may include speaking on their behalf.

- **Independent volunteer advocacy** involves and independent and unpaid advocate who works on a short term, or issue led basis, with one or more individuals.

- **Formal advocacy**, which can refer to the advocacy role of staff in health, social care and other settings where professionals as part of their role consider the wishes and feelings of an individual and help make sure they are addressed properly.

- **Independent professional advocacy** involves an independent professional advocate who is trained and paid to undertake the role. They must make sure individuals' views are accurately conveyed irrespective of the view of the advocate or others as to what is in the best interests of the individuals.

There are self-advocacy groups for people with learning disabilities in each county in North Wales.

It is important to involve and 'listen to' people with profound and multiple learning disabilities (PMLD). Advocacy for people with PMLD may involve 'representational advocacy' where an independent advocate speaks on their behalf and families are also important advocates for people with PMLD. When commissioning advocacy services for people with PMLD we need to take into account the observational and listening skills of the advocate and ability to communicate in a variety of ways with the individual and family members, a good understanding of human rights as well as giving the right amount of time (Mencap and PMLD Network, 2013).

Support for parents with a learning disability

The research suggests that best practice for supporting parents with a learning disability should include the following (Stewart and Mcintyre, 2017).

- Early identification of parents with learning disabilities so that appropriate support can be put in place. This will need to address concerns parents may have about discrimination and assumptions about their ability to parent.

- Good partnership working to make sure parents with learning disabilities don't fall between services. For example, a person may not have been eligible for learning disability services before having parental responsibility. Also need to make sure staff are aware of the needs of people with learning disabilities, how to support them and make reasonable adjustments. This includes GPs, midwives and health visitors, social workers working in child protection and family support services and advocates and others working in family courts.

- Early assessment of parenting skills that identifies strengths as well as support needs and gives people time to develop their skills. For example, by using the Parents Assessment Manual (PAMS). Multi-disciplinary support should be available to help people address any issues identified.

- Make sure information is accessible including information about pregnancy and childcare and especially any information about child protection proceedings.

- Support should be family focussed, adapted to the family's needs and take a strengths-based approach. Some families will need on-going or long-term support.

- Promote the use of independent advocacy and self-advocacy. In child protection proceedings generic advocacy may not be sufficient as advocates will need knowledge of child protection law and the needs of people with learning disabilities. In our consultation parents with a learning disability said it was important that they get to have their say too.

One of the childcare sufficiency assessments mentioned the importance of access to childcare for parents with learning difficulties.

As part of the Improving Outcomes for Children Ministerial Advisory Group phase 2 work programme (Welsh Government, 2018b), *Workstream 2: Assessment of Risk and Edge of Care Services* includes actions to:

- Undertake research to identify the number of children who have parents with a learning disability who no longer live at home and the reasons behind their change of status.
- Develop guidance for reducing the number of looked after children taken from parents with a learning disability.

Looked after children are also a priority in the Welsh Government (2018c) Improving Lives Programme which aims to 'improve the outcomes of parents with a learning disability and their children to ensure a good quality of life'.

There is a network for parents with a learning disability in North Wales supported by Learning Disability Wales. It is open to parents whether their child lives with them or not and provides an opportunity to share experiences and stories with each other with each other and also with social services and Welsh Government.

The right support: the change we want to see

- Fewer people will fall between the gaps in services.

- No-one will experience delays in support due to disagreements between services.

- Increased take-up of support budgets / direct payments.

- People with learning disabilities and their parents/carers will have access to good consistent information and advice.

Putting the strategy into action

To achieve our vision and provide services based on what matters to people (a good place to live, something meaningful to do and so on) we have planned five work packages that will set out *how* we will change things in order to achieve good lives for people with learning disabilities. The work packages will include actions to improve support throughout people's lives and meet the needs of people with profound and multiple learning disabilities. They will take an asset-based approach to build on the skills, networks and community resources that people with learning disabilities already have. The diagram below shows how the different parts of the project will fit together.

Putting the strategy into action will include not just people who provide specific learning disability services. To achieve our vision we need to co-produce services with people with learning disabilities and their parents/carers and share power and responsibility for making these changes. We also need to work closely with staff in the six local authorities and the health board outside of specific learning disability services such as GPs to improve communication and understanding of the reasonable adjustments that people with learning disabilities may need to access health care and other public services. The key to achieving our vision will be to work with local communities to make sure people with learning disabilities are truly valued and included in their communities.

North Wales Together: Seamless services for people with learning disabilities

Co-produced work packages

Integrated structures

Workforce development

Commissioning and procurement

Community and culture change

Assistive technology

The citizen and what matters to them

Early years	A good place to live	Something meaningful to do	Friends, family and relationships	Being safe	Being healthy	The right support

Integrated structures

Making sure health and social services work together better to support people with learning disabilities.

We want an integrated service where no citizens fall between the gaps in services with seamless transitions through changes in life. We will build on current good practice across North Wales with integrated health and social care teams and lifespan approaches to disability services to develop models and structures that provide seamless care to the individual.

Actions

- Review current models of integration and share best practice across the region.

- Reduce any duplication of record systems so people only have to 'say it once'.

- Make sure there is sufficient support for the health issues of older people with learning disabilities, including people with dementia.

How we will know if we've made a difference

- New integrated structures will be in place.

- Fewer people will fall between the gaps in services (identified through consultation and engagement, feedback and complaints).

- No-one will experience delays in support due to disagreements between services.

Workforce development

Making sure staff know how to communicate well with people with learning disabilities in Welsh or English and can make changes to support them well. This will help people get the health care they need.

We want to see more awareness of disability issues among the wider public sector workforce including the reasonable adjustments that can be made to provide people with learning disabilities fair and equitable access to services and other community resources.

Actions

- Bring different parts of the workforce together to share best practice.

- Develop a consistent value-based skill set for staff across the region.

- Provide support for the wider workforce, including GPs and healthcare assistants about reasonable adjustments and preventative measures.

- Work with Public Health Wales to improve the take-up of cancer screening by people with learning disabilities.

How will we know if we've made a difference

- More people with learning disabilities will take up cancer screening opportunities when offered.

- Reduced demand on specialist learning disability services.

- People with learning disabilities and their parents/carers will have access to good consistent information and advice.

Commissioning and procurement

Work with other organisations to make sure we have the types of housing and support people need.

We want to move towards person-centred, outcome models of commissioning where the process is led by the person to deliver services that develop self-reliance, improve quality of care, reduce demand and re-invest in new forms of care.

Actions

- Explore and pilot pooled budgets between health and social care in a locality.

- Provide sustainable models of support jointly by health and social care to meet the needs of individuals with complex needs. This should include addressing the unmet need for high end jointly funded nursing placements for adults with severe learning disabilities who have health related needs.

- Increase recruitment to the shared lives / adult placements scheme.

- Continue to explore and develop housing options to meet the needs of people with learning disabilities in partnership with other organisations.

- Improve the use of and support available for support budgets / direct payments.

- Support older carers and make sure they have the support and carer break (respite) services they need. This should include 'planning ahead' services for families which includes work to identify hidden carers and assess their needs for support.

- Implement the recommendations of the *Development of Respite/ Short-term Break Resources across North Wales for Individuals with a Learning Disability or Complex Needs and their Carers* report (Hay, 2017)

How will we know if we've made a difference

- There will be fewer out of area placements.

- More people with learning disabilities will have choice and control over where they live and how they are supported.

- Increased take-up of support budgets / direct payments.

- Carers will have access to a range of flexible carer breaks.

Community and culture change

Work with the local community to make sure people with learning disabilities can access lots of different activities and meet new people if they want to. Help more people with learning disabilities to get paid jobs.

We want to raising awareness and build friendships and relationships within an inclusive community to make the most of the assets, resources and skills available.

Actions

- Work with local employers to develop employment opportunities for people with learning disabilities as well as other day opportunities.

- Build on the work of community navigators, local area coordinators and social prescribing models to develop a co-productive, scalable structure for community inclusion.

How will we know if we've made a difference

- More people with learning disabilities will be involved in their local community.

- More people with learning disabilities will have paid jobs.

Assistive technology

Find ways to use technology like alarms and mobile phones to help people be more independent.

Actions

- Developing skills, knowledge and training about the potential of existing technologies (such as mobile phones and voice controlled personal assistants like Alexa) to support people with learning disabilities.

- Develop the provision of assistive technology for people with learning disabilities.

- Provide more support for people with staying safe when using the internet.

How will we know if we've made a difference

- More people with learning disabilities will use technology safely to help them be more independent.

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Appendix 1: Baseline data

This appendix includes the baseline data gathered to inform the strategy.

Children and young people

There are reliability issues with much of the data collected about children with learning disabilities due to differences in the definitions used and the way data is collected.

There are around 102,000 pupils in North Wales, the total school-age population. Table 2 below shows the number of pupils who have a learning difficulty. The way education services define learning difficulties as moderate, severe or profound is different to the way social services assess whether someone needs support from learning disability services. These figures can't therefore be used to tell how many young people are likely to need support from learning disability services as adults.

Table 1: Number of pupils with a learning difficulty, 2016-17

	Moderate	Severe	Profound	ASD
Anglesey	335	135	20	125
Gwynedd	820	130	50	115
Conwy	360	45	30	325
Denbighshire	250	85	30	375
Flintshire	885	95	40	245
Wrexham	695	115	30	295
North Wales	3,345	605	200	1,480

Source: PLASC, Welsh Government, Stats Wales

Numbers have been rounded to the nearest 5.

Table 2: Estimated number of children aged 0-17 with a learning difficulty

	Moderate	Severe	Profound
Anglesey	777	100	25
Gwynedd	700	91	22
Conwy	1143	148	36
Denbighshire	818	106	26
Flintshire	494	64	16
Wrexham	1,095	142	35
North Wales	5,027	651	160

Source: Daffodil, estimates based on prevalence in the population

Table 3 shows the number of children receiving care and support who have a disability or Statement of Special Educational needs.

Table 3: Number of children receiving care and support with a disability or Statement of Special Educational Needs (SEN) (2017)

	Children with a disability	Children with a Statement of SEN
Anglesey	75	65
Gwynedd	245	175
Conwy	155	120
Denbighshire	90	35
Flintshire	65	40
Wrexham	65	75
North Wales	695	505

Source: Children Receiving Care and Support Census, Welsh Government, StatsWales

Numbers have been rounded to the nearest 5.

Table 4: Number of children aged 0-17 with a moderate learning difficulty, 2017 to 2035

	2017	2020	2025	2030	2035	Predicted change between 2017 and 2035
Anglesey	490	505	505	480	450	-46
Gwynedd	820	820	830	840	860	38
Conwy	780	790	780	750	700	-76
Denbighshire	700	720	730	710	690	-15
Flintshire	1,140	1,150	1,140	1,080	1,030	-120
Wrexham	1,100	1,130	1,150	1,130	1,120	29
North Wales	5,030	5,100	5,130	4,980	4,840	-190

Source: Daffodil, estimates based on prevalence in the population

Numbers have been rounded so may not sum.

Table 5: Number of children under 16 in receipt of Disability Living Allowance (DLA) February 2018

	Age under 5	Aged 5 to under 11	Aged 11 to under 16	Total
Anglesey	50	190	180	420
Gwynedd	70	300	290	660
Conwy	80	410	410	900
Denbighshire	100	380	480	960
Flintshire	120	490	490	1,100
Wrexham	100	510	620	1,230
North Wales	510	2,270	2,460	5,240

Source: ONS (from Nomis)

Numbers have been rounded so may not sum.

Adults

Table 6: Number of adults aged 18 and over predicted to have a learning disability, 2017 to 2035

	2017	2020	2025	2030	2035	Predicted change between 2017 and 2035
Anglesey	1,300	1,300	1,300	1,300	1,300	-20
Gwynedd	2,400	2,400	2,400	2,500	2,500	170
Conwy	2,200	2,200	2,200	2,200	2,200	20
Denbighshire	1,800	1,800	1,800	1,900	1,900	120
Flintshire	2,900	2,900	2,900	2,900	2,900	60
Wrexham	2,600	2,700	2,800	3,000	3,100	440
North Wales	13,100	13,300	13,400	13,700	13,900	780

Source: Daffodil

Table 7: Number of adults aged 18 and over predicted to have a moderate or severe learning disability, 2017 to 2035

	2017	2020	2025	2030	2035	Predicted change between 2017 and 2035
Anglesey	260	260	250	250	250	-20
Gwynedd	480	490	490	500	510	30
Conwy	430	430	420	420	420	-10
Denbighshire	360	360	360	370	370	10
Flintshire	590	590	580	580	580	-10
Wrexham	550	560	580	610	630	80
North Wales	2,680	2,680	2,690	2,730	2,750	80

Source: Daffodil, estimates based on prevalence in the population

Note: The number of adults aged 18-64 is predicted to decline by around 25 people, which is why the increase in the total adults aged 18 and over is lower than the increase in the total adults aged 65 and over.

Table 8: Number of adults aged 65 and over predicted to have a learning disability, 2017 to 2035

	2017	2020	2025	2030	2035	Predicted change between 2017 and 2035
Anglesey	370	390	420	440	460	90
Gwynedd	580	590	620	660	690	120
Conwy	660	680	730	790	840	190
Denbighshire	480	500	540	590	630	150
Flintshire	680	720	770	850	920	240
Wrexham	570	600	660	730	800	230
North Wales	3,330	3,490	3,730	4,060	4,350	1,010

Source: Daffodil, estimates based on prevalence in the population

Table 9: Number of adults aged 65 and over predicted to have a moderate or severe learning disability, 2017 to 2035

	2017	2020	2025	2030	2035	Predicted change between 2017 and 2035
Anglesey	50	50	50	60	60	10
Gwynedd	80	80	80	90	90	10
Conwy	90	90	90	100	110	20
Denbighshire	60	70	70	80	80	20
Flintshire	90	100	100	110	120	30
Wrexham	80	80	90	90	100	30
North Wales	450	470	490	520	550	110

Source: Daffodil, estimates based on prevalence in the population

Expenditure on services

Local authorities had spent around £85 million a year in North Wales on services for people with learning disabilities as shown in table 4 and 5 below. This increased to £96 million in 2016-17 due to transfers to meet the cost of providing support to former Independent Living Fund (ILF) recipients.

Table 10: Social services revenue expenditure, adults aged under 65 with learning disabilities

						£ thousands
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Anglesey	8,134	6,936	6,812	7,180	7,763	8,373
Gwynedd	12,733	12,223	13,105	13,386	14,931	15,911
Conwy	16,791	16,095	16,401	16,362	16,729	18,676
Denbighshire	11,685	12,001	12,045	12,781	9,993	14,230
Flintshire	18,676	17,650	17,697	17,959	20,194	21,814
Wrexham	16,368	16,096	15,811	15,163	14,440	17,122
North Wales	84,387	81,001	81,871	82,831	84,050	96,126

Source: Revenue outturn data collection, Welsh Government, StatsWales

Table 11: Social services capital expenditure on personal social services

						£ thousands
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Anglesey	21,619	25,428	24,105	21,288	43,976	36,640
Gwynedd	35,752	42,470	41,461	32,417	35,534	29,309
Conwy	28,009	28,704	38,630	27,966	19,426	30,478
Denbighshire	39,733	38,345	42,003	35,662	88,562	42,964
Flintshire	43,026	39,821	38,058	40,401	140,301	63,493
Wrexham	56,042	42,250	45,144	54,847	219,453	84,208
North Wales	224,182	217,018	229,401	212,581	547,252	287,092

Source: Capital outturn (COR) data collection, Welsh Government, StatsWales

Compliments and complaints

Overall during 2016-17 local council and health services received around 40 formal complaints about learning disability services. Most complaints are resolved informally. The numbers are too few to identify any trends or issues developing across North Wales.

The number of formal complaints received by local authority learning disability services is listed in the table below. The numbers can't be compared against each other or year to year as they are counted differently. For example, some services include children and adults while others include adults only and some figures are for a whole disability service rather than the learning disability service. The data shows how the number of complaints increases when services change or are reduced.

Table 12: Number of formal complaints received, Learning Disability, 2016-17

	2014-15	2015-16	2016-17
Anglesey	<5	<5	<5
Gwynedd	10	<5	<5
Conwy	5	5	10
Denbighshire	5	5	5
Flintshire	20	60	10
Wrexham	30	10	10
BCUHB	<5	10	<5
North Wales	80	90	40

Source: Local authority data collection

Numbers have been rounded to the nearest 5.

Local authorities and health services also receive compliments about the work they are doing well.

Children in need of care and support

There is no consistent data available about the number of children with a learning disability in foster placements. The number of children in North Wales on the learning disability register in foster placements is 23 in 2016-17 which seems like an undercount. The table below shows the total number of looked after disabled children.

Table 13: Number of disabled children looked after at 31 March 2017

	2014-15
Anglesey	15
Gwynedd	25
Conwy	15
Denbighshire	30
Flintshire	30
Wrexham	<5
North Wales	120

Source: Children receiving care and support census, StatsWales.

Numbers have been rounded to the nearest 5

Community based, residential services and nursing care

Please note, the data is not available for 2015-16 due to reduced data collection.

Table 14: Number of adults (over 18) with a learning disability who receive community-based services

	2010-11	2011-12	2012-13	2013-14	2014-15
Anglesey	170	126	154	172	174
Gwynedd	246	255	275	203	332
Conwy	324	358	393	398	381
Denbighshire	222	256	277	288	295
Flintshire	422	368	398	418	424
Wrexham	281	271	268	285	276
North Wales	1,665	1,634	1,765	1,764	1,882

Source: StatsWales

Table 15: Number of adults (over 18) with a learning disability who receive residential services

	2010-11	2011-12	2012-13	2013-14	2014-15
Anglesey	37	37	29	34	28
Gwynedd	15	23	34	41	49
Conwy	73	83	74	75	69
Denbighshire	55	50	49	49	52
Flintshire	44	42	46	42	52
Wrexham	43	39	40	36	34
North Wales	267	274	272	277	284

Source: StatsWales

Table 16: Number of adults (over 18) receiving nursing care (Independent sector care homes)

	2010-11	2011-12	2012-13	2013-14	2014-15
Anglesey	2	2	3	4	3
Gwynedd	0	0	0	2	2
Conwy	10	15	16	17	15
Denbighshire	0	0	0	0	1
Flintshire	1	3	4	7	4
Wrexham	16	4	2	1	1
North Wales	29	24	25	31	26

Source: Stats Wales

In-patient units at Bryn y Neuadd

- Mesan Fach Assessment and Treatment Unit
- Tan y Coed rehabilitation provision
- Foelas assessment and treatment unit for people with PMLD.

The number of admissions of people with learning disabilities who were admitted to in-patient units in Bryn y Neuadd in 2016-17 were as follows.

- 16 admissions to Mesen Fach due to challenging behaviour.
- 22 admissions to Mesen Fach due to mental health needs.
- Less than 5 admissions to Mesen Fach with additional physical health needs and 5 admissions to Foelas with physical health needs.
- 5 people were admitted once or more to both in-patent and mental health and learning disability care for management of challenging behaviour during the year.

Deprivation of Liberty Safeguards

The table below shows the number of DoLS referrals made by each local authority for people with learning disabilities during 2016-17.

Table 17: Number of Deprivation of Liberty Safeguards (DoLS) referrals, 2016-17

	2016-17
Anglesey	14
Gwynedd	25
Conwy	65
Denbighshire	27
Flintshire	21
Wrexham	8
North Wales	160

Source: Local authority data collection

Schools

Table 18: Number of special schools and pupils in North Wales, 2017-18

	Number of schools	Number of pupils
Anglesey	1	92
Gwynedd	2	215
Conwy	1	221
Denbighshire	2	277
Flintshire	2	209
Wrexham	1	295
North Wales	9	1,309

Source: Pupil Level Annual School Census (PLASC), Welsh Government, Stats Wales

Safeguarding

The table below shows the numbers of crimes in each county although the numbers are not large enough to show any trend over time or significant differences between counties.

Table 19: Number of crimes linked to victims with learning disabilities

	2012-2016
Anglesey	5
Gwynedd	5
Conwy	10
Denbighshire	10
Flintshire	10
Wrexham	10
North Wales	50

	North Wales
2012	5
2013	10
2014	15
2015	5
2016	20
Total	50

Source: North Wales Police

Numbers have been rounded so may not sum.

The table below shows the number of safeguarding concerns in each county in North Wales.

Table 20: Number of adult safeguarding concerns concerning adults with learning disabilities

	2012-13	2013-14	2014-15	2015-16
Anglesey	20	30	20	25
Gwynedd	20	35	15	30
Conwy	55	60	60	50
Denbighshire	20	30	15	40
Flintshire	30	55	50	35
Wrexham	30	30	30	50
North Wales	180	240	190	230

Source: StatsWales

Numbers have been rounded so may not sum.

North Wales Learning Disability Strategy

Consultation report

August 2018

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Contents

Introduction

An Equality Impact Assessment was undertaken to identify potential inequalities arising from the development and delivery of the North Wales Learning Disability Strategy. The information gained through this process has been used to develop the North Wales Learning Disability Strategy.

This report provides details of the consultation undertaken as part of the Equality Impact Assessment and provides evidence of how we are meeting the requirements of the public sector equality duty.

Background

Support for people with learning disabilities is a priority in the North Wales Regional Plan (Area Plan) based on what people told us was important to them as part of the population assessment produced by the Regional Partnership Board.

The Social Services and Well-being (Wales) Act 2014 includes a statutory duty for Regional Partnership Boards to prioritise the integration of services in relation to people with learning disabilities (Welsh Government, 2015).

The Learning Disability Strategy sets out how we will work towards integrated learning disability services in North Wales. It has been developed jointly by the six North Wales councils and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales.

Actions and plans developed to implement the strategy will need an Equality Impact Assessment to assess their potential impact.

Public sector equality duty

The Equality Act 2010 introduced a new public sector duty which requires all pubic bodies to tackle discrimination, advance equality of opportunity and promote good relations. The table below outlines the duties of public bodies.

Public bodies must have due regard to the need to:	Having due regard for advancing equality means:
Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act.	Removing or minimising discrimination, harassment or victimisation suffered by people due to their protected characteristic.
Advance equality of opportunity between people who share a protected characteristic and those who do not.	Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.

Foster good relations between people who share a protected characteristic and those who do not.	Taking steps to build communities where people feel confident that they belong and are comfortable mixing and interacting with others.

Councils in Wales also have specific legal duties set out in the Equality Act 2010 (Wales) regulations 2011 including assessing the impact of relevant policies and plans – the Equality Impact Assessment.

In order to establish a sound basis for the Learning Disability Strategy we have:

- reviewed the performance measurement and population indicator data recommended in the data catalogue provided by Welsh Government, along with other relevant local, regional and national data
- consulted as widely as possible across the North Wales region including with the general public, colleagues and people with protected characteristics;
- reviewed relevant research and consultation literature including legislation, strategies, commissioning plans, needs assessments and consultation reports.

Details of the local, regional and national data, the literature review and a summary of the consultation findings is provided in the population assessment report and the regional plan consultation report.

This report sets out the additional consultation carried out for the Learning Disability Strategy:

- who we have consulted with;
- how we have consulted; and
- the consultation feedback.

Consultation principles

A key part of the Equality Impact Assessment is consulting with people who may be affected by the Learning Disability Strategy and in particular people with protected characteristics. The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation
- Welsh language

Case law has provided a set of consultation principles which describe the legal expectation on public bodies in the development of strategies, plans and services. These are known as the Gunning Principles:

1. Consultation must take place when the proposal is still at a formative stage.
2. Sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response.
3. Adequate time must be given for consideration and response.
4. The product of the consultation must be conscientiously taken into account.

Local councils in North Wales have a regional citizen engagement policy (Isle of Anglesey County Council et al., 2016) This is based on the national principles for public engagement in Wales and principles of co-production which informed our consultation plan.

Consultation and engagement

A significant amount of consultation and engagement had taken place with children, young people and adults with learning disabilities and their parents/carers for the population assessment and regional plan. This included work undertaken by the North Wales Learning Disability Participation Group which includes representatives from self-advocacy groups across North Wales. This work has been used to inform the development of the strategy alongside the additional consultation and engagement work that took place specifically to inform the strategy.

Consultation process

We developed a draft set of themes for the strategy based on the engagement findings so far which we consulted on with the North Wales Learning Disability Participation Group and the regional provider network. These were then shared widely as part of the consultation along with a vision for learning disability services in North Wales (developed as part of regional work by Mobius in 2008). We asked people the following questions.

Consultation questions

1. Do you think these are the right areas to look at?

2. What do you think works well at the moment?

3. What do you think needs to be improved? Please include your ideas for improving services and ways to make the most of the resources already in our communities, including people with learning disabilities, friends and family, community groups, voluntary organisations and professionals.

We also produced an easy read version of the questionnaire in consultation with the Learning Disability Participation Group.

The timetable for the development of the Learning Disability Strategy was as follows.

Month	Actions
January 2017	Initial visioning event (Going Forward Together).
September 2017	Scoping of capacity to develop the strategy.
October 2017 to March 2018	Project plan agreed. Baseline data collected to inform the strategy.
April to July 2018	Engagement and co-production with people who use services, carers, providers, front-line staff and other stakeholders.
August to September 2018	Revise the strategy, agree priorities and draft action plans.
October to December 2018	Consult on revised strategy and produce the final draft.
January 2019	Final draft strategy to appropriate boards and committees for approval

Consultation methods

The consultation methods we used were:

- Online questionnaire and easy read questionnaire circulated widely to staff, partner organisations, the citizen's panel, service users and other members of the public.
- Discussion groups and interviews with children, young people and adults with learning disabilities, parents/carers and parents with learning disabilities. This element was led by the North Wales Citizen's Panel.
- Consultation events for service providers and local authority and health staff.

Promotion plan

Details of the consultation including an online questionnaire and easy read version of the questionnaire were made available on our website www.northwalescollaborative.wales/. We promoted the link through the Learning Disability Partnership members (representing the six local authorities and health) and to people on the learning disability strategy mailing list which included members of the regional provider forum. Initial emails were sent out on 23 April 2018 with a reminder on 11 June 2018. A press release was sent out through each of the six local authorities and health board.

North Wales Citizens Panel Citizen Panel shared the survey through Facebook, the website (www.llaisygogledd.wales), letters and phone calls and face to face meetings. The majority of responses came from fact to face meetings.

In addition the link to the online survey was sent to the county voluntary councils below, asking them to circulate it to their networks:

- Mantell Gwynedd (Gwynedd)
- Medrwn Mon (Anglesey)
- CVSC (Conwy)
- DVSC (Denbighshire)
- FLVC (Flintshire)
- AVOW (Wrexham)

To help reach people with protected characteristics the link was circulated by the North Wales Regional Equality Network to their members with a request to circulate widely.

Information was sent to members of the:

- Regional Partnership Board
- North Wales Leadership Group,
- North Wales Adult Social Services Heads (NWASH),
- North Wales Heads of Children's Services (NWHoCS)
- North Wales Citizen's Panel

Presentations on the strategy were given at the following meetings:

- North Wales Learning Disability Partnership
- North Wales Managers of Services for Disabled Children
- North Wales Regional Event for Self-Advocacy Groups
- BCUHB Strategy, Partnerships & Population Health Committee
- BCUHB Stakeholder Reference Group
- Conwy COG4 Partnership Group
- North Wales Adult Services Heads (NWASH)
- North Wales Heads of Children's Services (NWHoCS)
- North Wales Leadership Group
- Regional Partnership Board

We also attended a meeting of a regional network for parents with learning disabilities.

Social Care Wales circulated to the third sector representatives on the regional population assessment leads network and Learning Disability Wales have shared details on their Facebook pages.

Consultation and engagement review

There were 175 responses in total to the consultation and around 200 views of the regional plan page on the website.

Table 1 below shows the breakdown by members of the public and representatives of the organisations and table 2 shows the number of people with different protected characteristics who took part in the survey.

Table 1 and table 2 show that the majority of responses were from people with a learning disability including parents with a learning difficulty. We reached people in all age groups, people who have a disability or long standing illness/health condition and carers, Welsh and English speakers. We had responses from women and men although there were not as many responses from men. We also had a small number of responses from people with different marital statuses, ethnic identity, sexuality and gender identity. We did not get many responses from people with protected characteristics of national identity (other than from the UK and Ireland) or religion. We did make sure the survey and reminders were sent to groups and networks of people with these protected characteristics. We will also make the people responsible for implementing the strategy aware of these gaps in the consultation so they can take any additional action needed to eliminate potential discrimination.

Please note, the tables below only reflect the answers given to the equality questionnaire. For a full picture of the engagement with people with protected characteristics these figures should be considered alongside the list of organisations who responded to the consultation as well as organisations who responded to the regional plan consultation and the organisations and service user groups who responded to the more in-depth engagement carried out for the population assessment that informed the regional plan.

We used this data to monitor the responses while the consultation was open and encouraged groups representing under-represented groups to share the survey and take part.

Table 1: Number of responses by members of the public and organisations

Type of response	Number	% of responses
Person with a learning disability	70	
Representative of an organisation	65	
Parent or carer of a person with a learning disability	30	
North Wales Citizen Panel Member	60	
Parent with learning difficulties	<5	
Total	175	

Some people may have ticked more than one box. Numbers have been rounded to the nearest 5 to prevent disclosure of personal information and may not sum.

Table 2.1: Age

Age	Number
0-24	<5
25-34	5
35-44	20
45-54	40
55-64	20
65 and over	5
Prefer not to say	15
No information available	75
Total	175

Numbers have been rounded to the nearest 5 to prevent disclosure of personal information and may not sum.

Table 2.2: Sex

Sex	Number
Female	70
Male	30
Prefer not to say	<5
No information available	75
Total	175

Table 2.3: Ethnic identity

Ethnic identity	Number
White	100
Black or mixed heritage	<5
Prefer not to say	<5
No information available	75
Total	175

Table 2.4: Preferred language

Preferred language	Number	
Spoken English	80	
Spoken Welsh	10	
Spoken English and Welsh	15	
No information available	75	
Total		175
Written English	90	
Written Welsh	5	
Spoken English and Welsh	10	
No information available	75	
Total		175

Table 2.5: Disability

Disability	Number
Learning disability / difficulty	70
Long standing illness/health condition	15
Physical impairment	<5
Mental health condition	<5
Sensory impairment	<5
Total number of people	75

The total above does not sum as some people had more than one disability.

Table 2.6: Religion

Religion	Number
Christian	45
None	30
Other	<5
Prefer not to say	25
No information available	75
Total	175

Table 2.7: Sexuality

Sexuality	Number
Heterosexual / straight	85
Lesbian, Gay, Bisexual	<5
Prefer not to say	15
No information available	75
Total	175

Table 2.8: Carers

Carer		Number
Yes		35
	1-19 hours	15
	20-49 hours	10
	50 hours or more	10
No		60
Prefer not to say		10
No information available		75
Total		135

Table 2.9: Marital status

Marital status	Number
Married or in a same sex civil partnership	60
Single	10
Divorced or legally separated	5
Widowed	<5
Prefer not to say	20
No information available	75
Total	175

Organisations represented in the online survey

Below is a list of organisations whose staff took part in the online consultation. We also held engagement events for providers and local authority and health staff so more individuals and organisations took part in the consultation than are listed here. In addition the draft strategy was shared widely to provide a further opportunity for individuals and partner organisations to influence and shape the strategy.

Local authorities and health
- Betsi Cadwaladr University Health Board
- Isle of Anglesey County Council
- Gwynedd Council
- Conwy County Borough Council
- Denbighshire County Council
- Flintshire County Council
- Wrexham County Borough Council

Responses from health staff included the Community Learning Disability Team, Learning Disability Nurses, Occupational Therapy, children's learning disability services, in-patient services for people with learning disabilities.

Responses from local authority staff were mainly from within social services departments, from both children's and adults' services.

Service user groups and organisations
- AVOW (County Voluntary Council)
- Cartrefi Cymru Coop (Not for profit domiciliary care agency)
- Centre of Sign-Sight-Sound (Supporting people with a sensory loss)
- Clwyd Alyn Housing Association (Housing provider)
- Community Transport Association (Supporting inclusive and accessible community transport across Wales)
- Conwy Connect (An independent voluntary organisation working on Conwy county promoting the rights of adults with a learning disability to have equal choices and opportunities)
- Grange Residential Care Ltd (Residential care home for adults with learning disability and/or Autism Spectrum Disorder (ASD) in St Asaph.
- Flintshire Learning Disability Planning Partnership (a group including service user representatives, advocacy, service user providers and parents)
- Home Instead Senior Care (Health care provider)
- Job Centre Plus (Delivering a service with the aim of supporting people into work or coaching them to understand the services that are available for people who have disabilities and health conditions).

- Lifeways (Supported Living Provider for adults with learning disability/mental health.
- Mencap (Support individuals with a learning disability).
- MHC (Social Care) UK Limited (Provide residential services for people with learning disabilities, autism, and co morbid diagnosis and people with functional mental health)
- NWAAA Self Advocacy Groups
- Potens (Private limited company providing support to younger adults in Wales, England and Northern Ireland. We support adults with learning disabilities and mental health issues.
- PSS (Shared Lives Adult Placement)
- Stand North Wales CIC (Parents support)
- Voyage Care (Provide support to individuals)

Consultation findings

Consultation survey

Research methods

The survey was carried out between 23 April 2018 and 20 July 2018, see above for details of how it was promoted and who took part. The answers to the open ended questions were coded using the Catma software. In the analysis we have tried to give a sense of how often themes were mentioned by saying whether comments were by one person, a few people or by many people. This is not to say that just because one person raised an issue that it's not important and it may also reflect the views of many other people, which we can check and investigate further.

Potentially identifying information such as names of people and organisations has been removed from the quotes used.

Findings

Overall 93% of respondents agreed with the themes for the strategy. Comments in support of the themes include:

> "The areas are perfect, they cover many aspects of daily living and are concise"

> "They are all important to make me happy"

Suggestions for additional themes or expanding the themes included:

- The need for real voice, choice and control with a focus on rights and equality. One person said we need to go beyond questionnaires or consultation towards a truly co-produced strategy and co-produced services.

- More inclusion and integration of people with learning disabilities into the wider community. Including the need for staff training about specific learning difficulties and an awareness that not all disabilities are visible.

- Advocacy support for individuals.

- Support for people with profound and multiple learning disabilities, complex health needs and/or challenging behaviour.

- Support for people who also have other needs such mental health needs, who have autism or involvement in the criminal justice system and forensic needs.

- Carer breaks (respite) – including for people with profound and multiple learning disabilities; jointly commissioning breaks for people with challenging behaviours and additional health needs; and, access for people with learning disabilities to

holidays without their parents. Need to consider the impact on carers of providing care and support.

- Having enough money to live on.

- Early intervention, for example "listen when a family is crying out for help before it reaches crisis point'.

- Early years and having the right start in life.

- The importance of transport.

- The needs of older people with learning disabilities and older carers.

There were 7 people with learning disabilities (4%) who commented that they were not sure that some of the things were important to them including being healthy, being safe, a good place to live and the right support. Other things that were important to people were the way they were treated, for example support workers that understood that they 'like a clean house'.

Services that work well

- The support people receive from family and providers was the most often listed as something that works well, for example, "being supported by people who know me, my routines and my behaviours" and "I get good help from my advocate and the support workers that come and see me".

- In addition to good support workers other staff were mentioned for example "I have a good social worker" and "some places work well where you have good staff teams".

- Some people mentioned joint working between local authority colleagues, co-located teams and multi-agency teams, social services working well with third sector organisations.

- People's work was also mentioned as working well for example "I am supported in my work at [name of workplace]. I really like it there" "I work in [name of workplace] 2 days a week. This is very good for me as I am learning basic living skills".

- Carer breaks (respite) for example "Respite has also been an important factor for us as a family and [name of provider] have been a major part in this and have provided us with support we could only dream of".

- A few people mentioned support budgets, direct payment and person centred approaches as working well.

- Good education was mentioned by a couple of people, including a residential college.

- Charities that provide activities such as swimming.

- The acute liaison service with additional comments that it needs to be used and improved.

A couple of people also said that nothing works well at the moment.

What needs to be improved

The feedback on what needs to be improved is broken down by theme below. In addition to this there were issues that can prevent people from experiencing good outcomes under all of the themes, which are:

- **Support for carers:** Carer breaks (respite) was mentioned by many people in the consultation. Some of the specific issues include a lack of short breaks for families, respite provision for people with more complex needs such as challenging behaviour and autism and regular and predictable respite that is open all year round. Someone also mentioned the need for safe places and activities in the community where support workers can take young people with complex needs to give families a break. For example "There is a lack of short breaks for families and without this we have seen many families going into crisis resulting in out of county placements that are far away" and "without regular breaks families cannot survive". People mentioned the importance of considering the impact on families, including the needs of siblings of children with learning disabilities. Also the importance of listening to parents and supporting parents/carers to building resilience and develop coping mechanisms. People also mentioned the needs of older carers, for example:

  > "Something needs to be done about the huge number of elderly carers to: a. Ensure that they are physically fit enough to continue caring b. To gradually introduce their adult sons/daughters to services so that it won't be such a shock for them when their parents are no longer able to care. To estimate the likely cost of providing services to this group of clients in the future."

- **Funding**: having enough funding available for services, for example "Budget cuts are hitting statutory services and this will impact on individuals, groups and families" and "The government needs to fund services for vulnerable people!". A few people mentioned the need to work together and consider merging budgets to try and address these issues and one person mentioned the issue that providers and direct payment recipients may have to pay back pay for sleep-ins. Another person mentioned that we need to make better use of technology.

- **Transport**: people mentioned how important transport was to them for inclusion in activities including having someone who can drive them, bus passes and subsidised transport. People also mentioned the orange wallet system that helps people with using public transport. One person said: "I miss out on evening activities as none of my family drive so I rely on taxis which are expensive".

- **Access to information**: A few people mentioned the need for more information about the services that are available, details of who is able to access support from them and availability of services in Welsh. One person suggested sharing information about offers available at local facilities such as the leisure centre or theatre.

- **Workforce development**: Some people talked about the importance of training and support for staff, particularly support workers. Also the importance of training the wider workforce, such as training for GPs about the needs of people with learning disabilities and how to access community teams. Some of the feedback and suggestions included**:**

  "Often support workers are low paid and are not given training and support"

  "Thorough inspections and better recruitment for services who provide care for people with complex needs, people need to be free from abuse, services must act on staff poor practices."

  "Most [staff] have no understanding of impact on people's lives, assuming because they can do something everyone can."

  "Ask individuals and their families to input into training for professionals - especially for decision-makers."

  "Adequate training for support staff: up to date information about the needs and rights of people who have a learning disability; respect for people with learning disabilities; mental capacity act and making choices/decisions; communication/ learning/wishes and feelings of people - identifying the needs of each individual and adapting approach; losing labels and 'seeing' the person; enabling as opposed to doing for; people with learning disabilities trained to deliver training; limiting the use of support staff mobile phones while they are working; encouraging support staff to join in with activities rather than just taking a person to a venue and sitting on the side-lines, observing."

  "Good supportive management style for the service provider is important as is regular audit/ supervision interviews"

Many people mentioned the importance of **joint working between health and social care** and other partners to provide good services and to address funding issues. A few also suggested better information sharing systems between health and social care. Comments included:

  "Maybe it would help if health and social care budgets were merged for some services to stop health and social care fighting over who pays for what."

  "I find that a lot of the work the community nurses are doing now is focused around assessment for funding and funding applications, this takes time away from nursing interventions and a lot of the hands on work that used to be done by community nurses. It would be good to have a specific role or link nurse for

completing health funding applications, and this to be separate from the community nursing role to free up the role for doing specific health interventions."

"There needs to be more understanding of what other areas can provide and look at replicating that in the local area."

"working across teams and organisations e.g. CAMHS and disability services, child and adult disability."

"I think all local authorities should all be working in the same way so… you know you are giving information that is up to date and consistent."

"Managerially, Betsi Cadwaladr University Health Board and Social Services need to work better together, shared targets etc"

We also asked people for **ideas to improve services that would make the most of resources already in our communities**, including people with learning disabilities, friends and family, community groups, voluntary organisations and professionals. There was a lot of support for the idea that we should 'help each other' as well as for the improving inclusion within the wider community, for example,

"We need to access all services from all sectors, community groups and voluntary organisations"

"Clearly there is a need to reduce the number of organizational services and to get more community-based activities that people with learning disabilities attend / contribute"

"It should be remembered that the biggest steps need to be taken by society, not by the individual. A simple example of this is as follows - a person sits at the doorstep of a building, sitting in a wheelchair. The 'problem' is not the person. The problem is the lack of a ramp."

"I believe that the contribution of individuals to communities is important as well as taking action, whether they are small or large towards greater independence."

But there were also some concerns about the pressures this could put on people. For example,

"What things could people do to help each other? People could share experiences of Direct Payments, form co-operatives, pool Direct Payments etc. However, at [over 60] years of age I have had enough and am very disillusioned. I just want to retire and be my son's mum – not his care manager! The SS&WB Act talks a lot about co-production and using "natural

supports". Whilst I am not against these things you can't rely on the good will of volunteers. Families like ours have spent years fighting for services for our sons/daughters. We can't be expected to have the time and energy to form co-operatives or social enterprises or charities to set up alternative services for our sons/daughters. Generally speaking I think that Adult Social Care is an inefficient bureaucratic organisation which is not really focussed on the best interests of people with learning disabilities (although there are individuals working within Adult Social Care who are really dedicated and doing their best for people.) I think we need an alternative model of support."

"Voluntary groups are always trying to find money to support their work and this can often fall on a small group of volunteers ~ could some work together and share the load?"

A good place to live

A few people mentioned where they live as one of the things that is working well. For example,

"I have a good life with my adult placement, I have my own room and a dog and a proper family"

"I live in a supported living house we have a support worker with us at all times so we know that we are safe, we enjoy living together in a girls house and going out together."

Another person said advocacy was important in helping them find a place that suited them. For example,

"I got a lot of help from advocacy to move house because I wasn't happy and I didn't feel safe in my old house so I moved to a better flat, I got to choose my flat and I decorated it and put what furniture I wanted in it."

People wanted to have more choice about who they live with. Some people said that having pets was important to them.

One person suggested that,

"Local Authority and Health need to be looking at purchasing pre-built houses to accommodate individuals with a learning disability that is in their county whilst staying away from the typical 'learning disability community'"

A few people said that their needs to be more investment in accommodation and accommodation-related support particularly for young people.

Out of county

A few people mentioned issues with out of county placements. One person said there were problems with timely decision making and that some of their cases had been to panel 4 or 5 times. Another that,

> "We hit a lot of housing issues due to certain counties refusing to place people form out of county. If a person wants to live in a particular place they should be able to."

Something to do

A few people mentioned the importance of having something meaningful to do, not just something to do. Making a difference was really important to a number of the people we spoke to. For example:

> "I like to go to meetings to tell people what is important to other people in other counties.

> "I like to help people in the shop, I think people need more jobs."

> "I like making a difference to people and talking to people."

Many people mentioned their jobs as something that works well. Work was often mentioned by people as important because it's a chance to spend time with friends and people they get on well with.

There were a lot of different leisure activities that people mentioned as important to them including: volunteering, snooker, tennis, wheelchair basketball, ten pin bowling, playing pool, Men's Sheds, magazines, star wars figures, art and art classes, cinema, shopping, watching TV and films, swimming, colouring, computer games, newspapers, ironing, watching and playing football, music, theatre, dancing, going out every night, sports clubs, buzz club, curry night, going out for meals, walking and holidays. A few people mentioned that there need to be more leisure activities and opportunities for people with learning disabilities, more integrated community-based activities and mixed groups.

There were some concerns about day services and suggestions that we should move to a more inclusive and integrated model, for example:

> "I do not believe that the "day service" model is sustainable, it is institutionalised and focuses on containment rather than community integration. We should be focusing on liaising with private sector companies as employers for individuals - giving individuals purpose and reducing social stigma."

"Why do we still have day centres where people sit around drawing and painting when they could be integrated into society as a positive member of the community?"

"More access to supported employment and movement from that to paid employment."

There were other concerns about a lack of jobs and suitable activities, for example:

"I think I'm going to struggle to find work when [work placement] closes."

Some suggestions included:

"Leading by example, coming from both Health and Social Services by employing people with learning disabilities".

"More collaboration with Disability Advisers in Jobcentre as we have access to the benefits of the people who access all our services and as a requirement to receive benefits we have an obligation to meet the carers and the people with health conditions and disabilities (where possible of course) to ensure they are informed of their rights and provision available to them."

Children, young people and families

People spoke about the importance of disabled children attending sessions with their friends and including children in existing local groups in the community such as leisure centres or theatres. Need to encourage local groups to support children with learning disabilities and understand that not every disabled child will need one to one support. Need a wider range of activities and also to better share information about the activities available.

Education

A couple of people mentioned issues with the process of statementing, requesting a statement and delays. One person said we needed to review residential schools to see if we are "getting value for money, appropriate support and quality support". Another said that educational settings need to provide 'consistency, routine and structure'. And another that,

"I think everyone with a need should have access to laptops in school as a given extended time automatically for exams and if a one to one support is recommended by professionals then it should be implanted without question by the place of learning."

Friends, family and relationships

Many people said that friends, family and relationships were important to them. People also talked about good relationships with staff and work colleagues. A few people also mentioned that having pets was important to them. For example,

> "I think family is important, I live with an adult placement with other people and she is lovely and helps me a lot."

> "My boyfriend is important to me"

When asked what needs to happen a few people mentioned being involved in the community and more support to access community activities as well as meeting friends and partners. For example,

> "I would like a relationship, to get married and live with my husband"

> "People need to be supported to maintain and develop relationships with friends and partners in a way that puts their own interests first and not the needs of their parents/carers and support workers first."

> "We live in an area where more can be done to access the outdoors we need more accessibility to outside organisations and with this I believe people with learning disabilities will gain trust friendships"

> "More support for friendships and relationships - why can't someone pop in to a friend's shared house for a coffee? Why do they always have to do things with the people they live with?"

> "Individuals should be encouraged to work based on their ability. They need to be empowered by friends and family to become citizens within their own community."

Being safe

People commented on the importance of safeguarding vulnerable people so that they can feel safe when accessing their communities. This includes treating people with respect so they don't feel looked down on. One suggestion was having more police on the beat so that they can get to know their community and community members can get to know them. Another person said that more help is needed for people when they get teased for having a disability, they said "me and my girlfriend used to get teased a lot but now we just ignore them".

Being healthy

People highlighted the need to look at the mental health needs as well as the physical health needs of people with learning disabilities and the need to reduce stigma around mental health. A few people commented that people may not think about mental health when they think of 'being healthy'.

Some people mentioned the need for improving support for people with learning disabilities in hospitals. For example,

> "Improvement is needed in hospital settings when people with a learning disability are admitted onto general wards."

> "Learning disability acute liaison nurses need to be available in hospitals at all times to support people. Not just Monday to Friday between the hours of 9am and 5pm. An effective system to flag people with learning disabilities who may need extra support/reasonable adjustments when they arrive at hospital needs to be introduced."

> "Responsibility and awareness needs to be shifted into the community - in an ideal world, we wouldn't need learning disability nurses."

> "Sometimes in our experience health professionals are excellent and are willing to work collaboratively with providers (who after all know the individuals we support best). I would single out GP practices, District Nurses and Ambulance staff here. However, hospital staff often seem too busy or just unwilling to take the time to listen and develop an understanding of how people communicate, what their general needs are, and how our staff can assist them in providing the best possible service."

One person highlighted the need to improve acute health services and highlighted the need to use the resources developed by the Paul Ridd foundation to improve care in hospitals.

One person mentioned the need for better communication between medical professionals, health visitors, midwife and patient and their family. Another mentioned the need for more consistency when young people move to adult services and gave the example of different CHC funding guidance. A few people mentioned difficulties accessing services and getting doctor's appointments, for example:

> "I would like for hospital letters to be easier to read as they are complicated"

> "Access to GP appointments – I have to ring at 8 o'clock in the morning for an appointment"

One person mentioned the need to improve services between acute services and community services, including the need for additional Occupational Therapists,

> "The link between inpatient and community needs to be bridged better with more services in the community to aid in managing and support people to reduce placement break downs and to better care for people in placement and in their own homes."

Another person mentioned the need to be aware of sensory loss,

> "Many, many people with a Learning Disability also have a sensory loss which is often overlooked, whether that be because of the tests that are performed or because their carer simply misses the loss and puts issues with communication down to the Learning Disability. We need to ensure that more people are able to access the tests, making sure the tests are explained fully, and that carers are made aware of the signs of a sensory loss, and the prevalence within the Learning Disability Community."

Children, young people and families

People commented that access to mental health needed to be quicker for children with learning disabilities and also more support for their parents.

The right support

People highlighted the importance of having the right support with changes in life and transition but also said that this theme needs to cover more than that. This includes supporting people to be independent, to have choices, good communication and being treated well by support workers. One person reiterated a point from the 'Going Forward Together' Event that a key principle is 'delivering the right care at the right time by the right people'.

Good support was often mentioned as something that works well for people. A few people mentioned how important it was to be independent, have choices about the support they receive and have the right amount of support.

> "If I could choose my hours to have support so I can have a social life"

> "Would be better if we had more support workers so we could do more and gain more independence."

> "[it's important to me] to make my own decisions, to be treated as an individual, to live independently as long as possible"

People talked about the importance of people being nice to each other, being treated with respect and also being supported by people that they know and work well with. Example of where this isn't working well include:

> "[Support worker] is a nice man but doesn't work well for me."

> "I'm not happy with my support workers I don't like them being rude."

Good communication and team work and helping each other were also very important to people. For example,

> "listen, teamwork, explain things clearer"

"We also need to ensure that the communication needs of people are met at all times, and that parents and/or carers are not the sole people able to assist with communication."

One person mentioned the importance of helping people to understand what the right support is, for example:

"Do people have choices in their support in order to differentiate between good and less good?"

There were ideas about how to improve the support available, including:

"We need to look at how resources can be better utilised, for example, transportation to events and staffing ratios."

"Providers need to liaise with each other, get together, re-unite individuals."

"Thinking outside the box and even working with staff from another shared house to enable people to do something they would otherwise not be able to do."

"We need more services for these high-end individuals to prevent them from having to go out of county/ a long way from home for support, as often the families want to support them within their homes and in the community but feel unable to due to without increased support and without feeling more able to integrate in the community".

"We also inform groups of holiday dates and he is always offered a service within the time frame that it can't be utilised, and are never offered a last minute cancellation, when we have asked. Kids don't show up and there is no consequence for those parents. Aware can be for health reasons, but if the LA is paying for a service for 10 kids and only 5 show, call parents and see if they are local. Even an hour can save a parent's sanity."

"A "state of the art safe house" facility, NOT a hospital, in times of crisis or emergency for people on the spectrum. A place where they feel supported and understood, NOT a place where they feel they are being punished for some unknown crime."

"Good support that is known and trusted by the individual that can help them to grow by teaching some basic skills towards greater independence. This involves the service member being there from the interview stage and selecting the appropriate candidate. It also means consistency whereby the support is not chopped and changed to suit the providing agency. By consistency it allows the individuals chance to build a trusting relationship which is important for the well-being of the individual."

There were also concerns about people who may not be eligible for services or who fall between services eligibility criteria, for example, between learning disability services and mental health.

> "Some individuals do not meet the 'formal' threshold for services and can potentially miss out on receiving assessment and services if their IQ is deemed not to identify them as having a learning disability."

Children, young people and families

Parents mentioned challenges around waiting for assessments, the time taken and needing to wait for a certain age for an assessment. Parents also said they needed better support and understanding from professionals while waiting for an assessment. For example "not try to blame the parents about their child's behaviour while waiting for an assessment… they sent me on parenting courses and making me believe it was all my fault".

For parents with a learning disability, one person said that it's important that they get to have their say too.

Suggestions for improving services included:

> "We need more services that are going to support children and their families with complex needs and there needs to be more understanding of what other areas can provide and look at replicating that in the local area"

Support budgets, direct payments and person-centred support

These were mentioned as working well by a few people who took part in the survey, for example,

> "Direct payments present an opportunity for people on the margins of society to take back control of the support they need and exercise genuine choice over the life decisions that the majority of us take for granted. Some people are benefitting from these opportunities and in turn, are shaping the types of support that they need."

There were also some concerns about Direct Payments including comments that people need much more support to use them and difficulties finding a direct payment worker. One person gave an example of the difficulties they had had with direct payments:

> "Son currently gets Direct Payments and we employ his PSAs ourselves. We have been doing this for 3 years. We had no support from Social Services apart from the DP Support provided by [name of provider]. This support was inadequate. Running and managing a service for my son is akin to running a

small care company. There was too much work and too many responsibilities. So we decided to give up last July and asked for extra funding to buy in a service from a Provider. Social Services agreed to this but more or less left it up to us to find the Provider and arrange a TUPE transfer. In the end there was only one Provider who could offer a service and we are still struggling with the TUPE transfer. So we have been struggling for 10 months with not enough staff because a part-time member of staff left and we were unable to replace her and the situation still is not resolved… People with severe learning disabilities and their families need a lot more support to use Direct Payments. The DP set-up also needs to be sustainable as parents will not be able to do all the management of staff themselves for ever. Maybe having an organisation (e.g. a co-operative) to be the employer would be better"

Support with changes in life and transition

A few people mentioned the importance of good transition from children's to adults' services. Comments included:

"More consistency across health services when young people move to adult services e.g. CHC funding guidance is different"

"Looking at the needs as a whole of the children growing up within mainstream and special schools before they enter adult services should be a priority to assist with the needs and services for the future, adult services can then develop their services according to the needs locally."

A few people mentioned the needs of older carers and supporting people to be ready for changes, for example,

"Important to discuss realistic future care plans with carers for their loved ones sooner rather than later."

"Earlier planning and interventions required, but also creativity around service provision in order for people to continue to live in what are often loving environments - shared care, downsizing accommodation, extra care where the parent and person can continue to live together with their differing and changing needs and outcomes being well accounted for."

Conclusion

Overall the vast majority of people consulted were supportive of the themes. Based on the feedback received we have amended them to clarify what we mean by 'right support', add 'family' to the 'friends and relationships' theme, change 'something to do' to 'something meaningful to do', include a separate 'early years' theme and make sure that a lifespan approach and the needs of people with profound and multiple learning disabilities are included throughout the strategy. The other findings and

ideas for improving support will be incorporated into the strategy and action plans. This report will also be made publically available so that the details can be used to inform other work.

'Going Forward Together' Event

The event was an initial staff/partner engagement session on 'Developing our Learning Disability Strategy' that took place on 17 January 2017 involving 28 staff from across BCUHB and the six local authorities. The event was facilitated by BCUHB to inform the development of this strategy. The discussions looked at current strengths and challenges and what needed to change.

The event identified the following key themes for the development of a strategy:

- Joint working through a shared vision/shared values
- Service user and co-production
- Leadership, governance and accountability
- Commissioning
- Staffing (including links to North Wales Workforce Development Strategy)
- Staff involvement in the development of the strategy

The guiding principles discussed were:

- Shared responsibility to implement the legislation.
- Person first, learning disability second.
- Right support at the right time to the right people in the right place.
- No-one to experience delays in support due to disagreements between services. Shared responsibility to 'fix it'.

The key observations and actions were:

- The staff that attended understood the need to work together to build a robust strategy for learning disabilities – they all contributed to the whole event with very few delegates having to leave early.
- The overall consensus was that a shared vision and values would need to be developed to underpin the strategy. This work commenced during the session but would be further enhanced
- The core capabilities of the Learning Disabilities service was not as easy to describe by the delegates and therefore some further analysis/discussion would lead to a better understanding of the current state.
- It was acknowledged that this was a starting point and further continuous engagement would be required in order to develop the Learning Disability Strategy for North Wales.
- Involving people with lived experience was agreed as a critical next step.

- Programme of work to be developed following the lessons learnt from the Mental Health strategy development.
- Agreement that the LD Partnership Group was key but work was required on Terms of reference and membership.

Provider forum

The first North Wales provider forum was held on 9 April 2018 and around 60 people attended from across the region. The full report is available at https://www.northwalescollaborative.wales/learning-disability-provider-forum-9-april-2018-event-feedback/.

Based on the feedback from the day the themes for the strategy were updated before they went out to wider consultation. Other findings included more detailed definitions of the themes, principles and values (including Welsh language and culture, advocacy and self-advocacy) and the barriers faced (including transport issues). There was discussion about the wide range of people who needed to be involved in the development of the strategy which informed the project's communication and consultation promotion plans.

Staff engagement event

The local authority and health staff event was held on 18 July 2018 and over 100 people attended from across the region. The full report is available at: https://www.northwalescollaborative.wales/learning-disability-strategy-local-authority-and-health-staff-event/

Event findings
The event provided more information about what needed to be included under each of the strategy themes as well as ideas for actions under each theme. Overall findings were:

- Make sure we include people with profound and multiple learning disabilities in the strategy – consider a 'sub-strategy' focussing on this group. Also include people currently living in a 'hospital environment' and people who need support due to pre-offending behaviour or offending behaviour.
- Continue to promote and develop Dewis Cymru as a source of information about the services and support available in local communities.

The event highlighted importance of:

- Working together, joint commissioning and planning, pooling resources and sharing skills and good practice across North Wales. Shared responsibility and addressing of shortfalls when things change.

- Culture change - raising awareness and building friendships and relationships within an inclusive community to make the most of the assets, resources and skills available.
- Taking a person-centred approach.
- Workforce development. Suggestions included a clear pen portrait / skills for staff providing support and training for the wider workforce, including GPs and healthcare assistants, about reasonable adjustments and preventative measures.
- Making links between the different themes, for example, having the right support is key to good outcomes in all of the themes and all the themes contribute to good health.

References

Isle of Anglesey County Council, Gwynedd Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council and Wrexham Council 2016. North Wales Regional Citizen Engagement Policy. NWASH.

Welsh Government 2015. Social Services and Well-being (Wales) Act 2014: Part 9 Code of Practice (Partnership Arrangements).

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COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	Withdrawal of Managed Lettings and Over 55's Schemes by North East Wales (NEW) Homes
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Housing
Report Author	Chief Officer (Housing and Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

This report seeks approval for North East Wales Homes (NEW Homes), to commence the planned withdrawal of 'managed lettings' and 'over 55's' properties and to remove the corporate objective *"To provide a competitive offer to landlords to encourage growth of the private rented sector"* from the NEW Homes business plan.

The report sets out the proposal for the withdrawal of these properties and how the Council aims to develop the offer through alternative delivery mechanism.

	RECOMMENDATIONS
1.	Cabinet to approve NEW Homes withdrawing from these schemes and approve removing the following corporate objective *"To provide a competitive offer to landlords to encourage growth of the private rented sector"* from the business plan.
2.	Cabinet to approve the exploration of alternative delivery mechanism for the managed lettings as part of the wider development of the Private Rented Sector (PRS) provision.

REPORT DETAILS

1.00	BACKGROUND
1.01	North East Wales Homes (NEW Homes), was established in 2014, and is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes owns, leases and manages properties across Flintshire. The aim, as set out in the business plan, is to increase the quantity and quality of affordable housing to those in housing need, and providing a professional service to landlords as one of the means of supplying additional capacity. NEW Homes offers tenants' quality, affordable homes in the private sector and a sustainable managed tenancy, as well as offering a range of services for landlords and the individual package will be dependent on the property and the requirements of the landlord. The Company currently has 124 properties, of which 25 are managed on behalf of private landlords.
	Considerations
1.02	At the NEW Homes Board meeting on the 10th September 2018, the board agreed that NEW Homes would not continue with the Managed Lettings and Over 55's schemes, and work with the Council to find an alternative delivery mechanism. The main challenges associated with both of the schemes for the company are detailed below: • The management service for landlords involves NEW Homes managing properties for landlords. The challenge for this scheme is that properties are not let at market prices so the rental income is lower. In order to be competitive and attract landlords, the management fee must be lower than high street agents. Therefore, the council is taking a lower % management fee from a lower rent income and is unable to maximize fees and charges to either tenant or landlord. This makes available much needed affordable and well managed properties in the County, but presents considerable challenges financially. The introduction of Rent Smart Wales by the Welsh Government, whilst welcome to raise standards in the sector, has served to further reduce the number of new landlords wishing to work with NEW Homes. NEW Homes has consulted with local lettings agents in Flintshire who have also experienced a reduction in the number of landlords on their books. Currently NEW Homes has 25 Managed Lettings. • Since April 2017, the way in which landlords are required to declare their rental income has started to change, and by April 2020 landlords will not be able to deduct all mortgage expenses from rental income to reduce their tax bill. In addition, the buy-to-let market has been impacted by the introduction of stamp duty in 2016, for new purchases with a 3% surcharge, making outlays for new investors considerably more expensive.

	• The Over 55 Scheme, in 2016 involves leasing properties from elderly homeowners so that they can access more suitable sheltered properties which meets their needs. Their properties are then made available at an affordable rent for local households. The Over 55 Scheme has had a low take up but appears to have taken a disproportionate level of staff time. Currently NEW Homes has 2 Over 55s properties. In the business plan for 2018/19 (approved in May 2018), the costs attributable to the managed units were £73.6k. The income generated by the managed unit fees was £19.8k (net of voids and bad debts). The net costs were £1.7k per unit. NEW Homes pays for a number of goods and services each year. Several of these costs are fixed and shouldn't decrease as Managed Lettings unit numbers reduce. All fixed costs are included in the existing business plan and are absorbed by the number of existing properties. In the short term, management costs per unit will rise following withdrawal of its Managed lettings scheme. However, the total cost per unit is expected to decrease by 44% by year 5 of the Business Plan. This is because unit numbers are projected to increase to 166 properties by year 5 and one position (currently vacant) will be deleted from the staffing structure.
1.03	More recently, NEW Homes has undertaken negotiations with the Council to enable a sensitive withdrawal from these schemes, which does not place unnecessary hardship upon either the landlord or the tenants of these properties. NEW Homes will still work with all of its existing landlords and continue to provide the current level of service, until alternative landlord arrangements are confirmed.
1.04	The Council is undertaking early discussions with our partner Registered Social Landlords (RSLs), who have private sector delivery arms, to see if they will take on the NEW Homes managed lettings on the same terms and where the Landlord approves. As part of this process, the Council will consider how to develop the PRS offer across the County in partnership with a strategic partner, providing additional affordable housing options for our clients.
1.05	In terms of the 2 'over 55' properties, due to the vulnerability of the tenants, it is proposed that these will be retained with in the Council and managed through our Housing Options team as part of the temporary accommodation service.

2.00	**RESOURCE IMPLICATIONS**
2.01	It is anticipated that there will be no cost implications to the Council once the managed lettings are taken over by our strategic RSL partner, and until that is agreed they will be retained as part of NEW Homes.
2.02	There will be a minimal resource implication for the 2 over 55s properties to the Council, as it will have to continue to manage the properties until the end of the lease (maximum 5 years).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	NEW Homes Board have been consulted and have agreed as part of their formal Board decision process, to cease delivering the managed lettings and over 55s scheme and relinquish their involvement in the existing properties.
3.02	It is proposed the consultation process with landlord and tenants is as follows: • Report recommending withdrawal from Managed Lettings and Over 55s scheme – Informal Cabinet – October 2018 • Appointments arranged with landlords to communicate withdrawal from Managed Lettings and Over 55s scheme – w/c 22th October 2018 • NEW Homes stop actively promoting either of the Managed Lettings or Over 55's schemes and remove all reference to both schemes from the NEW Homes website and marketing information – beginning of November 2018

4.00	RISK MANAGEMENT
4.01	The risk to the Council and NEW Homes would be if the RSLs are not prepared to take on the managed lettings. In this instance there would need to be a gradual withdrawal of the management, ending the management arrangements as soon as legally feasible.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Office: Melville Evans** **Job Title: Housing Programmes Manager** **Telephone: 01352 701436** **E-mail: melville.evans@flintshire.gov.uk**

7.00	GLOSSARY OF TERMS
7.01	**NEW Homes** - North East Wales Homes, (NEW Homes) is a Housing company based in Flintshire and owned by Flintshire County Council. NEW Homes owns, leases and manages properties across Flintshire. The company was established to increase the quantity and quality of affordable. Housing available across the County; increasing housing choice for those who

	may not qualify for social housing but for whom market housing is unaffordable or difficult to access. In addition NEW Homes provides a professional service to landlords as a managing agent as a means to increase the supply of quality affordable housing.

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CABINET	

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	Registration Service Fees and Income Generation
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council manages the Registration Service which has a number of statutory functions including the registration of births, deaths, marriages and civil partnerships, officiating civil marriage and civil partnership ceremonies, licensing of venues for ceremonies, custody of archived records, issuing copy certificates, and conducting Citizenship ceremonies. There is scope to offer a range of non-statutory services that could complement and enhance existing services whilst generating extra revenue for the Council.

Many of the fees for these services are prescribed by statute and in any event cannot exceed the cost of providing the service. The nature of the Registration Service means services such as marriages are booked up to twenty four months in advance and consequently non-statutory fees need to be set in advance. The Council completed a full review of non-statutory registration fees on 1 March, 2017. A revised schedule of fees was introduced to cover the fiscal years 2017/18, 2018/19 and 2019/20. There is however still scope to review existing fees further.

This report identifies opportunities for the Local Authority to extend the range of services delivered by the Registration Service, and outlines non-statutory fees for 2020/21.

RECOMMENDATIONS	
1	Cabinet support the Registration Service in its review to identify opportunities to extend the range of services to customers thus generating new income streams for the Local Authority.
2	Cabinet approve the revised schedule of fees for 2019/20.
3	Cabinet approve a new schedule of fees for 2020/21.

REPORT DETAILS

1.00	EXTENDING THE RANGE OF SERVICES OFFERED
1.01	The Registration Service is located at the Register Office, Llwynegrin Hall. This is an attractive, grade II listed building dating back to 1830 and presents opportunities to extend the range of services available to customers. At present there are two ceremony rooms at Llwynegrin Hall: (1) the statutory room for small civil marriage and civil partnership ceremonies for which fee is prescribed by statute; and (2) the Ceremony Room licensed for larger groups with non-statutory fees that vary depending on the day.
1.02	With the exception of the statutory room, any venue used for civil marriage and civil partnership ceremonies must be licensed. Within Llwynegrin Hall there is a particularly picturesque room that is currently occupied by Welsh Audit Office (WAO). The Council is obliged to provide WAO space to undertake its duties but they could be easily accommodated within Phases 1 and 2 of County Hall. Initial discussions about the principle of relocating to County Hall have been successful and officers could find suitable premises for WAO once employees have moved to Unity House. This presents a good opportunity for the Registration Service to offer an additional licensed room for ceremonies or to increase the range of complementary services (see below).
1.03	Llwynegrin Hall itself is an attractive space but visitors use it for a relatively short period even when attending a ceremony. The refreshment facilities are currently very limited and there is an opportunity to provide refreshments associated with ceremonies such as offering drinks and/or canapes/snacks to customers before or after a ceremony. Catering is not core business for the Registration Service but in partnership with one of the Council's own catering suppliers (e.g. Theatre Clwyd or NEWydd) provides an opportunity to enhance services and generate new income.
1.04	The Registration Service currently offers two non-statutory ceremonies including renewal of vows and naming ceremonies. The service is aware of a number of self-employed Civil Celebrants working in Flintshire who deliver a range of non-statutory 'marriage' ceremonies that provide choice about the content and style of ceremony creating a personal celebration for couples. These type of ceremonies do not have any legal status and

	often confuse couple who do not fully appreciate the legal preliminaries around marriage. However, the growing demand for personalised ceremonies provides an opportunity to extend non-statutory services in Flintshire including Commitment Ceremonies after legal preliminaries are complete e.g. celebrations outdoors and at non-licensed venues.
1.05	In addition to ceremony enhancements the Registration Service has the chance to introduce administrative charges for tasks it currently undertakes free of charge. This includes validating passport name change upon marriage, and foreign pension validation. Although volumes are low, it is recognised the service should be recovering all costs.
1.06	**Revised schedule of fees for 2019/20**
1.07	In line with the Council's income policy there are a number of fees proposed for revision on 1 April, 2019. Following a review of the cost to deliver these services, the revised fees include: • The Celebrants attendance at Celebratory Services; • Non-refundable deposits; • Priority services for certificates.
1.08	It is proposed that the fee for the Celebrants attendance at Celebratory Services i.e. Renewal of Vows and Naming Ceremonies, is revised due to the low volume of bookings. The Registration Service deal with around four services annually and it is proposed that the existing fee for 2019/20 is revised to include VAT to generate more interest in the service – see attached schedule.
1.09	The Registration Service deal with approximately forty cancellations annually. To reflect the time and effort administering ceremonies up to the point of cancellation, a revised non-refundable deposit is proposed for implementation on 1 April 2019.
1.10	The Registration Service deal with approximately fifty to sixty requests for copy certificates, often on the day. A new fee is proposed for implementation on 1 April 2019 to reflect the administrative process involved in issuing a same day certificate.
1.11	**New schedule of fees for 2020/21**
1.12	Couples can get married at the Register Office in Flintshire for the statutory fee of £46.00 after legal preliminaries have been completed. The Local Authority can set fees to recover the costs incurred by the Registration Service for: • The Registrars attendance at Approved Premises; • The Registrars attendance at the Ceremony Room; • Administering the application for premises to be licensed and approved as a venue for Civil Marriages and Civil Partnerships.
1.13	The fees to recover the costs incurred by the Registration Service are reviewed annually and a new schedule of fees for 2020/21 is proposed taking in to consideration 5% rate of inflation on existing fees.

1.14	The new schedule of fees is set for implementation for all ceremonies and licence applications from 1 April, 2020 (see below).

2.00	RESOURCE IMPLICATIONS
2.01	A review of the Registration Service to extend the range of services available will generate new income. It is difficult to predict the level of additional income at this time due to a number of factors including partnerships, implementation timescales, and demand. More information and expected income levels will be projected as new services are launched. The revised schedule of non-statutory fees for 2020/21 will generate an increase in income in the circa of £5,000.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation is required as a direct result of this report.

4.00	RISK MANAGEMENT
4.01	Extending the range of services offered – offering additional rooms represents a low risk to the council though demand can initially be slow. The service plans to participate in a wedding fair to be held at the theatre in October in order to raise awareness and "test the market". Offering new services such as catering will need to be undertaken with a specialist partner who can bring the necessary skills, expertise, equipment etc.
4.02	Revised schedule of fees 2019/20 and a new schedule of fees 2020/21 – a reduction in demand. Fees have been revised consistently in the past and experience shows the risk is low as bookings particularly for civil marriages have not reduced.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Officer:** Rebecca Jones, Customer Service & Registration Manager **Telephone:** 01352 702413 **E-mail:** rebecca.jones@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Statutory fees** - are fees set by the Secretary of State and are amended in Parliament. An example is the statutory fee for civil marriage in England and Wales which is fixed by government statute and is currently £46.00 **Non-statutory fees** – fees set by the Local Authority to recover the costs incurred by the Registration Service because they are mandated by a statute. **Registrar General** – the director of the General Register Office responsible for the recording of vital records such as births, deaths, and marriages in England and Wales.

	Current Fee (2018/19)	Revised Fee (2019/20)	Proposed Fee (2020/21)
Fee for the Celebrants attendance at Approved Premises:			
Monday-Thursday	£195 plus VAT	£205 inc VAT	£215 inc VAT
Friday	£230 plus VAT	£240 inc VAT	£250 inc VAT
Saturday	£300 plus VAT	£315 inc VAT	£330 inc VAT
Sunday & Bank Holidays	£360 plus VAT	£380 inc VAT	£400 inc VAT
Fees for the Celebrants attendance at Celebratory Services at the Ceremony Room, Mold:			
Monday-Thursday	£125 plus VAT	£130 inc VAT	£135 inc VAT
Friday	£210 plus VAT	£220 inc VAT	£230 inc VAT
Saturday	£255 plus VAT	£270 inc VAT	£285 inc VAT
Sunday & Bank Holidays	£300 plus VAT	£315 inc VAT	£330 inc VAT
Non-refundable deposit (deducted from full ceremony fee):			
Deposit for Ceremony Room	£50	£120	£125
Deposit for Approved Premises Ceremonies	£120	£120	£125

Fee for Priority Certificates:

	Current Fee (2018/19)	Proposed Fee (2019/20)	Proposed Fee (2020/21)
Priority Certificates:	£10	£16	£17

The Registrars attendance at Approved Premises:

	Current Fee (2018/19)	Current Fee (2019/20)	Proposed Fee (2020/21)
Monday-Thursday	£380	£400	£420
Friday	£460	£485	£505
Saturday	£480	£505	£530
Sunday & Bank Holidays	£535	£565	£590

The Registrars attendance at the Ceremony Room, Mold:

	Current Fee (2018/19)	Current Fee (2019/20)	Proposed Fee (2020/21)
Monday-Thursday	£185	£195	£205
Friday	£225	£240	£250
Saturday	£245	£260	£275
Sunday & Bank Holidays	£275	£290	£305

The application fee for premises to be licensed and approved as a venue for Civil Marriages and Civil Partnerships in Flintshire:

	Current Fee (2018/19)	Proposed Fee (2019/20)	Proposed Fee (2020/21)
New application fee	£1100	£1450	£1520
Renewal application fee	£1000	£1340	£1400

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CABINET

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	Revenue Budget Monitoring 2018/19 (Month 5)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 5 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

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

Council Fund

- An operating deficit of £0.303m (£0.660m at Month 4)
- A projected contingency reserve balance as at 31 March 2019 of £7.318m

Housing Revenue Account

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

RECOMMENDATIONS	
1	To note the overall report and the projected Council Fund contingency sum as at 31st March 2019.
2	To note the projected final level of balances on the Housing Revenue

	Account (HRA).	
3	To approve in principle an allocation from the Contingency Reserve for the resourcing of the Independent Inquiry into Child Sexual Abuse (IICSA) (paragraph 1.10).	
4	To agree how to proceed with the implementation of the Teacher Pay award.	

REPORT DETAILS

1.00	**EXPLAINING THE MONTH 5 POSITION**
1.01	**Council Fund Projected Position** The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows: • An operating deficit of £0.303m • A projected contingency reserve balance as at 31 March 2019 of £7.318m
1.02	**Projected Position by Portfolio** The table below shows the projected position by portfolio:

TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend
	£m	£m	£m
Social Services	64.725	64.421	(0.305)
Out of County	7.274	8.736	1.462
Education & Youth	7.908	7.817	(0.091)
Schools	89.937	89.937	0.000
Streetscene & Transportation	29.851	30.820	0.969
Planning & Environment	5.620	5.637	0.017
People & Resources	4.341	4.349	0.007
Governance	8.158	8.009	(0.149)
Strategic Programmes	5.164	5.164	0.000
Housing & Assets	13.421	13.474	0.053
Chief Executive	2.961	2.681	(0.280)
Central & Corporate Finance	24.968	23.586	(1.382)
Total	**264.328**	**264.631**	**0.303**

1.03	There is a positive movement on the operating deficit of £0.357m from the

	previous month (deficit of £0.660m) and the reasons for these changes are summarised in Appendix with the key significant changes explained in paragraphs 1.05 to 1.06 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.
1.04	**Out of County Placements** The projected overspend for Out of County Placements has decreased by £0.115m since last month. The Children's Service element has decreased by £0.220m due to placements ending sooner than previously anticipated. However, this is offset by an increase in costs for the Education and Youth element by £0.105m, this is due to updated placement costs from providers and inflationary increases.
1.05	**Central and Corporate Finance** The Month 4 report assumed that all the provision for centrally held inflation would be fully spent. It is now anticipated that there will be a lower requirement for the food allocation of £0.110m. In addition, a previously brought forward amount of £0.144m will not now be required and this has also been earmarked to be used as part of the corporate solutions towards the 2019/20 budget.
1.06	**Tracking of In-Year Risks and Emerging Issues** At the time of setting the Budget for 2018/19 a number of significant risks were identified and an update is provided below.
1.07	**Out of County Placements** A further risk identified at the time of setting the 2018/19 budget was the rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales. This was partly addressed by the inclusion of an additional £0.500m in the budget proposals for 2018/19 however the volatility in demand and the impacts on service costs cannot be predicted with any certainty. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area. The month 5 report details the projected outturn as £1.462m higher than budget, which is a reduction to the amount reported at month 4, however costs can be subject to volatility and may change. The impact of the current pressures on Out of County Placements are being considered as part of the Councils latest forecast for 2019/20.
1.08	**Achievement of Planned In-Year Efficiencies** The 2018/19 budget contains £5.511m of specific efficiencies which are tracked and monitored. In 2017/18 the level of efficiency achievement was

	94% which was an improvement on the 91% achieved during the previous year. The Council aims to achieve a 95% rate in 2018/19 as reflected in the MTFS KPI's. The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.336m or 97% of the efficiencies will be achieved. The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2019/20 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with any impact for 2019/20 being reviewed as part of the ongoing work on the Medium Term Financial Strategy.
1.09	**Other Tracked Risks** In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:
1.10	**Independent Inquiry into Child Sexual Abuse (IICSA)** IICSA have required the council to produce a statement on the handling of historic child sexual abuse claims. The statement will need to cover how litigation between 1992 and 2000 was handled. No one remains at the council from that time who has knowledge of the cases. The external solicitors who acted jointly for us and our insurers are being instructed to review their files and supply the information. The initial cost of this work will be a minimum of £0.015m and this could increase significantly if IICSA do not agree to narrow the scope of the statement in the way we have requested. These costs are not currently reported within the outturn figure. There is no existing budget provision to meet this cost and it is requested that these costs are met from the Contingency Reserve.
1.11	**Income** The Council introduced its Income Strategy in late 2017. A target of £0.200m remains to be achieved from the identification of new sources of income and the review of fees and charges. The Council now has additional capacity to pursue this strategy, a number of potential opportunities will be considered as part of business planning and annual review as well as one off opportunities to mitigate this in-year.
1.12	**Recycling Income** In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly. Recycling income is already expected to be less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.
1.13	**Schools – Risks and Impacts** The schools overall budget for 2018/19 included an uplift in recurring funding of £1.140m and additional one-off funding of £0.460m. At the time of setting the budget the outcome of pay awards for teacher and non-teacher

	staff was not known. The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:
1.14	Non Teacher Pay (NJC) The NJC pay award has had a significant impact on schools due to a high number of schools support staff being on the lower grades which have received a higher percentage increase. The average increase in support staff salaries in schools in 2018/19 is 5.6%, with an estimated impact on schools of £1.4m. The estimated impact of the NJC pay award for 2019/20 is a further £1.4m increase in the pay bill.
1.15	Teacher Pay The recent announcement on teachers' pay will mean a significant pressure on schools from September 2018 with the estimated costs to schools of the pay award being £0.801m in 2018/19. Welsh Government have indicated that additional funding will be allocated to Authorities to part fund the pay award in 2018/19 and it is anticipated that Flintshire will receive £0.409m which would fund around half of the pay award. However, it is anticipated that this funding will not be allocated until the Final Welsh Government budget is set in December so a decision will need to be made as to the timing of implementation.
1.16	The full year effect for 2019/20 of the teacher pay award is £1.34m which does not take into account any additional pay award from 1 September 2019. If, for example, a further increase of 1.5% were to be applied from September 2019 this figure would increase to £1.932m. Despite an overall reduction in funding The Local Government Provisional Settlement 2019/20 includes reference to an amount of £13.7m being included for teachers pay which is estimated to be £0.685m. The impact of a teacher pay award is not currently reflected in the budget forecast for 2019/20 as it was anticipated that it would be fully funded.
1.17	Teacher Pensions A further significant risk is the anticipated change to the employer contribution rate for Teacher Pensions from 1 September 2019. Based on latest intelligence, the current employer contribution rate of 16.48% will be increasing to an estimated employer contribution rate of 23.6%, for the period 1 September 2019 until 31 March 2023.
1.18	In addition to the risks above, Flintshire has a number of secondary schools with significant deficits (deficits as at 31 March 2018 are £1.285m) and the future impacts of the pay awards as detailed above will impact further on this position.
1.19	**Other In-Year Issues** **Inflation** Included within the 2018/19 budget are provision for pay (£0.937m), food

	(£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified. At that stage, an allocation for the pressure will be provided to the portfolio in question.
1.20	An allocation of £0.075m for Energy has been transferred to the Street Lighting service due to an inflationary increase that has already occurred.
1.21	At this time it is anticipated that all of the above will be required apart from £0.110m food inflation and is reflected in the outturn figure. This area will be kept under review over the winter with any further underspend considered as part of the 2019/20 budget solutions.
1.22	**Reserves and Balances** Un-earmarked Reserves The 2017/18 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2018 (above the base level of £5.769m) of £7.928m. As agreed in the 2018/19 budget an amount of £1.945m was approved as part of the strategy to balance the budget and in addition County Council on 1 March approved a one off amount of £0.460m for schools, on a temporary basis. The available Contingency Reserve after taking account of these contributions is therefore £5.523m.
1.23	At month 4 it was agreed that the amount recovered due to a change in accounting policy for the Minimum Revenue Provision of £1.400m and a VAT rebate on some sporting exemptions for £1.940m would be transferred to the Contingency Reserve.
1.24	Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £7.318m as detailed in appendix 4.
1.25	**Earmarked Reserves** The table below gives a summary of earmarked reserves as at 1 April 2018 and provides an estimate of projected balances as at the end of the current financial year.

1.26	Reserve Type	Balance as at 01/04/18 £m	Estimated Balance as at 31/03/19 £m	
	Service Balances	1.515	1.192	
	Schools Balances	1.285	0.642	
	Single Status/Equal Pay	1.621	0.908	
	Investment & Organisational Change	1.439	0.528	
	Benefits Equalisation	0.318	0.318	
	County Elections	0.170	0.170	
	Local Development Plan (LDP)	0.180	0.180	
	Building Control	0.054	0.013	
	Waste Disposal	0.129	0.129	

	Flintshire Enterprise Ltd	0.108	0.108
	Design Fees	0.200	0.200
	Winter Maintenance	0.215	0.215
	Car Parking	0.048	0.048
	Insurance Reserves	1.805	1.805
	Cash Receipting Review	0.084	0.084
	Flintshire Trainees	0.476	0.476
	Rent Income Shortfall	0.150	0.150
	Customer Service Strategy	0.103	0.103
	Capita One	0.019	0.019
	Supervision Fees	0.049	0.049
	Transportation Review	0.170	0.170
	LMS Curriculum	0.779	0.110
	Restoration of Ewloe Offices	0.830	0.830
	Organisational Change/ADM	0.155	0
	Emergency Remediation	0.050	0.050
	Solar Farms	0	0.296
	Grants & Contributions	2.924	2.308
	Total	14.876	11.101

1.27	**Housing Revenue Account** The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.
1.28	The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.29	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.

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

3.00	**CONSULTATIONS REQUIRED / CARRIED OUT**
3.01	None required.

4.00	**RISK MANAGEMENT**

4.01	There are three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.07 to 1.18.

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

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

7.00	**GLOSSARY OF TERMS**
7.01	**Budget:** a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them. **Council Fund:** the fund to which all the Council's revenue expenditure is charged. **Financial Year:** the period of twelve months commencing on 1 April. **Housing Revenue Account:** the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy. **Projected Outturn:** projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date. **Reserves:** these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

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

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

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

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

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

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Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.033	Transfer out of short term vacancy savings.
Minor Variances	0.004	
Disability Services		
Resources & Regulated Services	0.027	Increased service user demand within Physical Disabilities & Sensory Impairment (PDSI).
Disability Services	-0.055	Increased contributions from Betsi Cadwaladr University Health Board.
Minor Variances	-0.001	
Mental Health Services		
Residential Placements	0.053	Increase in recharge from Wrexham County Borough Council for the recovery service.
Minor Variances	0.023	
Children's Services		
Professional Support	-0.062	Allocation of £0.100m from contingency reserve for Victim contact team, offset by additional demand within Children's Integrated Disability Service (CIDS).
Minor Variances	0.023	
Development & Resources		
Vacancy Management	-0.153	Transfer of short term vacancy savings from across the portfolio.
Minor Variances	0.022	
Total Social Services (excl Out of County)	**-0.086**	
Out of County		
Children's Services	-0.220	This variance is mostly due to placements ending earlier than previously anticipated.
Education & Youth	0.105	The change in variance relates to a number of providers confirming placement costs/rates, replaces previous estimates. Updated payment schedules received from other LA's which confirm inflationary increases. Includes 2 x placements which have ended.
Total Out of County	**-0.115**	
Education & Youth		
Minor Variances	-0.032	
Total Education & Youth	**-0.032**	A number of small variances each less than £0.025m.
Schools	**0.000**	
Streetscene & Transportation		
Highways Network	0.062	Additional urgent road patching repairs following road condition surveys £0.054m. Minor variances £0.008m.
Other Minor Variances	0.016	
Total Streetscene & Transportation	**0.078**	
Planning, Environment & Economy		
Community	-0.029	An increase in current service demand for Pest Control during August has resulted in an unexpected increase in fee income.
Minor Variances	0.040	A number of variances each less than £0.025m.
Total Planning & Environment	**0.011**	

People & Resources		
HR & OD	0.010	Minor variances.
Corporate Finance	-0.003	Minor variances.
Total People & Resources	**0.007**	
Governance		
ICT	-0.028	A number of smaller variances such as reduction of training costs and utilisation of a reserve.
Minor Variances	0.016	A number of small variances each less than £0.025m.
Total Governance	**-0.012**	
Strategic Programmes		
Minor Variances	0.000	
Total Strategic Programmes	**0.000**	
Housing & Assets		
Administrative Buildings	0.063	Revised projection in outturn due to delays in demolition of phases three and four.
Property Asset And Development	0.086	Additional work identified, consultants required.
Industrial Units	-0.095	Reserves identified to offset shortfall in rent.
Minor Variances	-0.012	
Total Housing & Assets	**0.043**	
Chief Executive's	**-0.014**	Minor changes.
Central and Corporate Finance	3.103	£1.400m has transferred to the Contingency Reserve as recommended in the Month 4 Revenue Budget Monitoring report for the Minimum Revenue Provision underspend. £1.940m has transferred to the Contingency Reserve as recommended in the Month 4 Revenue report for the VAT rebate. £0.254m underspend on inflation, of which £0.144m has been identified from the previous year to contribute towards the 2019/20 Budget. £0.017m minor variances.
Grand Total	**2.982**	

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	17.078	16.980	-0.099	-0.131	Residential and Nursing Care reflects a projected overspend of £0.370m due to increased numbers of funded placements following the increase in the capital limit to £40,000. Domiciliary Care reflects a projected underspend of £0.267m based on existing service users, however there are challenges due to capacity of external supply markets which are currently having to be met within Provider services. Other underspends include a projected underspend of £0.034m on day care due to reduced demand, £0.039m in Intake/First contact due to vacancy savings and £0.032m on Minor Adaptations. Locality Teams staffing reflects a projected underspend of £0.092m due to mainly to some posts being filled at below the top of grade. Overall net minor variances amount to a net underspend of £0.004m.	Continue to monitor and review.
Community Equipment Contribution	0.478	0.334	-0.144	-0.144	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have reduced. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	These savings have been earmarked for future realignment to meet some of the revenue costs funding requirement for the new Flint Extra Care facility - Llys Raddington.
Resources & Regulated Services	6.531	6.364	-0.167	-0.142	The main influences on the net projected underspend of £0.167m is within extra care schemes where there is a projected underspend of £0.289m due mainly to the delay to the opening of the new Llys Raddington, Flint extra care facility. This is offset by a projected overspend of £0.108m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor projected overspends amounting to a total of £0.014m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.826	0.864	0.039	0.009		
Disability Services						
Resources & Regulated Services	23.198	23.084	-0.114	-0.141	The projected underspend of £0.114m is mainly due to demand influences within externally provided Supported Living	Continue to monitor and review
Disability Services	0.533	0.431	-0.102	-0.047	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwalader University Health Board (BCUHB) for 2 service users.	Continue to monitor and review
Administrative Support	0.182	0.130	-0.052	-0.049	The projected underspend is due to short term vacancy savings and some staff not being at top of grade	Continue to monitor and review
Minor Variances	0.810	0.774	-0.036	-0.038		
Mental Health Services						
Residential Placements	1.184	1.527	0.343	0.290	Ongoing pressure due to the numbers of long term residential placements including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Continue to monitor and review and consider pressure item within 2019/20 budget process
Minor Variances	2.635	2.641	0.006	-0.017		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Children's Services						
Family Placement	2.564	2.791	0.227	0.221	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances.	Continue to monitor and review
Professional Support	4.907	5.043	0.135	0.197	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues which has been partly mitigated by an allocation of £0.100m from the contingency reserve. There are also pressures of £0.096m within the Children's Integrated Disability Services (CIDS) which is mostly due to service user demand for support via direct payments	Continue to monitor and review
Minor Variances	1.692	1.718	0.026	0.010		
Development & Resources						
Charging Policy income	-2.469	-2.588	-0.119	-0.108	The projected underspend is due to surplus income which is mainly caused by changes to disregard rules on financial assessments which came into effect from August 2016	Continue to monitor and review.
Business Support Service	1.170	1.095	-0.075	-0.078	The projected underspend of £0.075m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade	Continue to monitor and review
Good Health	0.896	0.840	-0.055	-0.061	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave	Continue to monitor and review.
Vacancy Management	0.000	-0.153	-0.153	0.000	Short term vacancy savings transferred from across portfolio	
Minor Variances	2.511	2.547	0.036	0.012		
Total Social Services (excl Out of County)	**64.725**	**64.421**	**-0.305**	**-0.219**		
Out of County						
Children's Services	4.191	4.830	0.639	0.859	There is a projected overspend of £0.639m in Social Services Children's Services which is based on current clients and packages and which is likely to be subject to variation during the year	Continue close monitoring arrangements.
Education & Youth	3.083	3.906	0.823	0.718	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
Total Out of County	**7.274**	**8.736**	**1.462**	**1.577**		
Education & Youth						
School Improvement Systems	1.797	1.726	-0.072	-0.052	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Total Education & Youth	**7.908**	**7.817**	**-0.091**	**-0.059**		
Schools	**89.937**	**89.937**	**0.000**	**-0.000**		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance	3.888	4.028	0.140	0.151	Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until October totalling £0.050m. Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.185m. Additional income of £0.100m above the original projections following the rollout of brown bin charges. Minor variances £0.05m	
Highways Network	8.460	8.871	0.412	0.350	Additional cost of Vehicle Insurance Premiums totalling £0.072m. Following increased car park charges from May 2018, together with charges in Flint being implemented for the first time, initial forecasts have indicated lower than anticipated income levels compared to original projections. In addition, officers have recently been appointed to meet the necessary demands of parking enforcement requirements across the County. The overal variance totals £0.260m. Additional urgent road patching repairs as a result of road condition surveys £0.054m Minor variances £0.026m.	
Transportation & Logistics	9.150	9.413	0.263	0.242	Additional pressure as a result of the provision of additional transport for pupils from John Summers to Connahs Quay, Buckley and Mold campuses £0.242m. Minor variances £0.021m.	
Workforce	8.129	8.254	0.125	0.125	Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives	
Other Minor Variances	0.225	0.255	0.030	0.023		
Total Streetscene & Transportation	**29.851**	**30.820**	**0.969**	**0.891**		
Planning, Environment & Economy						
Community	0.921	0.953	0.032	0.061	Full cost recovery income targets have not been achieved in recent years and are unlikely to be achieved in 2018/19. The Pest Control Service is customer demand led with competition from external commercial organisations.	Monitor Fee income levels. Service to be reviewed during the second half of the financial year
Development	0.040	-0.098	-0.138	-0.152	Higher than expected levels of Planning Fee Income received in the first quarter of the financial year. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in FCCs favour	Continue to monitor Planning Fee Income levels and adjust projection accordingly
Management & Strategy	1.181	1.268	0.087	0.070	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor & review
Minor Variances	3.478	3.514	0.036	0.027		
Total Planning & Environment	**5.620**	**5.637**	**0.017**	**0.006**		
People & Resources						
HR & OD	2.386	2.348	-0.038	-0.047	Minor variances	Continue to monitor and review
Corporate Finance	1.955	2.000	0.045	0.048	Minor variances	Continue to monitor and review
Total People & Resources	**4.341**	**4.349**	**0.007**	**0.001**		

Budget Monitoring Report
Council Fund Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.698	0.724	0.026	0.026	Minor variances	
Democratic Services	2.016	2.029	0.013	0.011	Minor variances	
Internal Audit	0.449	0.426	-0.023	-0.022	Minor variances	
Procurement	0.320	0.331	0.010	0.002	Minor variances	
ICT	4.522	4.522	0.000	0.028	Minor variances	
Customer Services	0.380	0.443	0.063	0.057	Additional registration services income estimated to be in the region of £0.024m. Prior year efficiency in respect of Contact Centres unlikely to be achieved in 201/19 £0.100m. Other minor variances £0.013m underspend.	Monitor and Review.
Revenues	-0.228	-0.466	-0.238	-0.238	Anticipated surplus on the Council Tax Collection Fund £0.179m. Additional collection following the conclusion of the Single Persons Discount Review £0.025m. Vacancy savings of £0.030m. Other minor variances £0.004m underspend.	Continue to review on a monthly basis and report on any significant variances or movements.
Total Governance	**8.158**	**8.009**	**-0.149**	**-0.136**		
Strategic Programmes						
Minor Variances	5.164	5.164	0.000	0.000		
Total Strategic Programmes	**5.164**	**5.164**	**0.000**	**0.000**		
Housing & Assets						
Administrative Buildings	1.179	1.230	0.052	-0.011	NDR efficiency target unlikely to be achieved in 18.19 due to delays in the demolition of Phases 3&4	Continue to monitor
Caretaking & Security	0.274	0.222	-0.053	-0.057	Underspend resulting from staff vacancies and changes to staff (£0.52m)	Continue to monitor
CPM & Design Services	0.588	0.490	-0.098	-0.098	(£0.85m) additional income estimated. (£0.13m) minor variances.	Continue to monitor
Industrial Units	-1.134	-1.011	0.123	0.218	£0.123m shortfall in industrial rent to be mitigated by underspends within the service.	Continue to monitor
Benefits	10.653	10.614	-0.039	-0.028	Projected underspend on the Council Tax Reduction Scheme (CTRS) (£0.059m). Additional cost of IT related expenditure such as software and external printing £0.038m. Other savings from across the service (£0.018m).	Continue to review and report on significant variances on a monthly basis.
Disabled Facilities Grant	-0.029	0.012	0.041	0.041	Unachieved framework income for Energy Efficiency projects within 2017/18 £0.050m. Other minor variances.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	1.266	1.294	0.027	-0.053		
Total Housing & Assets	**13.421**	**13.474**	**0.053**	**0.010**		
Chief Executive's	**2.961**	**2.681**	**-0.280**	**-0.266**	Variances due to a number of vacancies resulting from a number of workforce chasnges during the year.	Keep under review and consider as part of 19-20 budget
Central and Corporate Finance	**24.968**	**23.586**	**-1.382**	**-4.484**	Increased Coroners Costs £0.040m. Pension deficit recovery, an underspend of £1.022m, this is due to an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, underspend of £0.065m. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.273m. Inflationary underspend of £0.254m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.200m. Minor variances £0.008m.	Continue to review all variances alongside the continuing work on the MTFS.
Grand Total	**264.328**	**264.631**	**0.303**	**-2.679**		

2018/19 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency 2018/19 £(m)	Revised Efficiency 2018/19 £(m)	(Under)/Over Achievement 2018/19 £(m)
Central & Corporate Finance			
	0.075	0.075	0.000
Theatre Clwyd tax relief			
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
Total Central & Corporate Finance	**0.262**	**0.262**	**0.000**
Governance			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection tates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
Total Governance	**0.570**	**0.595**	**0.025**
Social Services			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
Total Social Services	**1.484**	**1.484**	**0.000**
Education & Youth			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
Total Education & Youth	**0.070**	**0.070**	**0.000**
Schools			
Schools Demography	0.288	0.288	0.000
Total Schools	**0.288**	**0.288**	**0.000**
Strategic Programmes			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
Total Strategic Programmes	**0.416**	**0.416**	**0.000**
Housing & Assets			
Valuation Service; Proprty rationa;isation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licencses.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous Business and Marketing plans.	0.050	0.050	0.000
County Hall	0.240	0.140	(0.100)
New Homes; Return anticipated trading surplus to the Council.	0.030	0.030	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.250	0.000
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.050	0.000
Total Housing & Assets	**0.991**	**0.891**	**(0.100)**
Streetscene & Transportation			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.250	(0.200)
Total Streetscene & Transportation	**1.250**	**1.150**	**(0.100)**
Planning, Environment & Economy			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisiory function of highway works in the	0.015	0.015	0.000
Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.030	0.030	0.000
Built Environment; Charing for preapplication advice	0.010	0.010	0.000
Flooding and Drainage; Fees for capital project work.	0.010	0.010	0.000
Energy; Fees for energy efficiency assessment.	0.010	0.010	0.000
Minerals and Waste; Maximise regulatory compliance income. Review day rate charging.	0.050	0.050	0.000
Rights of Way; Increase charging and reduce expenditure.	0.020	0.020	0.000
Economic Development; Workforce efficiency if regional service developed.	0.020	0.020	0.000
Total Planning, Environment & Economy	**0.180**	**0.180**	**0.000**

	%	£
Total 2017/18 Budget Efficiencies	100	5.511
Total Projected 2017/18 Budget Efficiencies Underachieved	3	0.175
Total Projected 2017/18 Budget Efficiencies Achieved	97	5.336

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Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate recieved		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(1.084)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – projected outturn overspend		(0.303)
Total Contingency Reserve as at 31st March 2019		**7.318**

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(34.381)	(34.163)	0.218	0.126	A pressure of £0.218m is anticipated on Income. £0.073m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.063m due to delays on handover/delays on new build schemes. £0.029m of the pressure relates to loss of income on garages which are not tenanted. £0.036m of the pressure relates to removal of the early payment discount on the Welsh Water contract. The remaining £0.017m relates to minor pressures.	
Capital Financing - Loan Charges	8.694	8.412	(0.282)	(0.146)	The projected underspend of £0.282m relates to expected borrowing costs for SHARP. £0.051m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels werent as high on the 31st March as expected. The remaining £0.231m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated.	
Estate Management	1.617	1.576	(0.041)	(0.010)	Minor Variance	
Landlord Service Costs	1.415	1.421	0.006	0.011	Minor Variance	
Repairs & Maintenance	8.159	8.178	0.019	0.034	Minor Variance	
Management & Support Services	2.297	2.227	(0.070)	(0.077)	A saving of £0.070m is anticipated on Management and Support costs. £0.092m relates to vacancy savings. The remaining £0.022m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	12.251	0.081	(0.007)	The planned overspend of £0.081m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.047	0.049	0.002	0.002	Minor Variance	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of brininging the closiing un-earmarked reserves balance to £1.165m.	
Total Housing Revenue Account	**0.000**	**(0.000)**	**(0.000)**	**(0.000)**		

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CABINET

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	Theatr Clwyd Constitution and Governance
Cabinet Member	Cabinet Member for Economic Development Cabinet Member for Education
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

Cabinet has invited the Theatr Clwyd Board to review the constitutional and governance arrangements for the theatre, and its relationship with the Council, and to make recommendations.

The recommendations made by the Theatre Board are attached as an appendix.

RECOMMENDATIONS	
1	That the recommendations of the Theatr Clwyd Board for its constitutional and governance arrangements be approved.

REPORT DETAILS

1.00	THE CONSTITUTION AND GOVERNANCE OF THEATR CLWYD
1.01	The constitutional and governance arrangements for Theatr Clwyd, which is wholly owned by the Council, are dated and are in need of review. With the agreement of the Council the composition of the Theatr Clwyd Board has been rebalanced between the number of Council appointed and the number of independent members. A number of independent members have been recruited through a public and competitive process, to complement the Council-appointed members (elected Members and the Chief Executive).
1.02	The new Board, which has now settled following an induction period, has reviewed its constitutional and governance arrangements as invited. The recommendations of the Board, as approved at its September meeting, are set out in the appendix.
1.03	These constitutional and governance arrangements, once approved and adopted, will be included in constitution of the Council.

2.00	RESOURCE IMPLICATIONS
2.01	None

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Theatr Clwyd Board, senior officers of the Theatr and the Council, and the Arts Council of Wales have been consulted in the compilation of the recommendations.

4.00	RISK MANAGEMENT
4.01	Formal arrangements, as proposed, will reduce the risks of any failure in governance, or non-compliance with constitutional requirements.

5.00	APPENDICES
5.01	Appendix 1 – Recommendations of the Theatr Clwyd Board.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Previous Cabinet and Council reports Reports and Minutes of the Theatr Clwyd Board

	Contact Officers: Colin Everett **Telephone:** 01352 702101 **E-mail:** chief.executive@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**Arts Council of Wales** – the sponsored Government body which support the arts in Wales.

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Theatr Clwyd

DRAFT DOCUMENT

This document outlines updated Terms of Reference for the Governance of Theatr Clwyd.

Constitutional status

Theatr Clwyd is a part of Flintshire County Council. It has its own **Board of Governors** (membership and terms of appointment outlined below) who have devolved responsibility for the day-to-day governance of the theatre operation. Flintshire County Council employ an Executive Leadership, the Executive Director and the Artistic Director, who report to the Board of Governors and who are the strategic and business leaders in managing the theatre, its staff and its future resilience.

Flintshire County Council has a trading subsidiary called **Theatr Clwyd Productions Ltd** which was formed in 2016 to recover the tax efficiencies offered by HMRC to theatre makers. This currently acts a vehicle for that one purpose alone.

Theatr Clwyd Trust is an independent charity whose articles state
'The objects of the Charity are to promote, maintain, improve and advance the education of the public in general, but particularly in Wales, in the art of drama and other arts by encouraging and fostering the study, performance, knowledge, understanding, appreciation and development of drama and other arts through the medium of drama productions, educational programmes and other activities in particular but without prejudice to the generality of the foregoing, which are associated with or provided by Theatr Clwyd and its partners.'

Terms of Reference of the Board of Governors

The Board of Governors is a sub-committee of the Cabinet, which is given wide delegation and a high degree of independence due to its role, commerciality and funding base

The Board of Governors has the following responsibilities
- The Board of Governors will approve its annual business plan, and submit it to the Cabinet and the Arts Council of Wales for approval
- The Board of Governors has delegated authority to make any decision or take any action that is within the scope of the business plan and which is necessary to deliver the business plan. Any decisions and/or actions , and any planned operational and/or financial risks outside the business plan require prior Council approval.
- The Board of Governors will report to the Council Executive on artistic, financial and business performance against the business plan twice yearly
- The Board of Governors or Executive Leadership will report to the Chair, the nominated Cabinet Member and Chief Executive by exception on any artistic, financial or business issues of risk and concern;
- The Board of Governors will approve all major funding applications before submitting them to the Cabinet for approval prior to submission to the respective funding body. The Chief Executive in consultation with the chair and portfolio member may approve applications under delegated powers if urgent; This does not cover applications made on behalf of the Theatr Clwyd Trust
- The Board of Governors will make an annual application to the Council for confirmation of revenue funding subsidy as per the business plan.

Theatr Clwyd, Mold/ Yr Wyddgrug, CH7 1YA
Administration/Gweinyddiaeth: 01352 756331
Box Office/Swyddfa Docynnau: 01352 701521

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- The Board of Governors will make an annual application to the Council for capital works funding as per the business plan
- The Board of Governors is responsible for the appointment/dismissal of the Executive Leadership
- The Board of Governors is responsible for the preservation, protection and augmenting of theatre funding from varied sources unless directly sourced by Theatr Clwyd Trust
- The Board of Governors is responsible for approving employment and operational policies within the theatre
- The Board of Governors is responsible for oversight and strategic management of risk within the theatre

Membership and terms of appointment for the Board of Governors
The Board of Governors consists of elected members whose appointment is approved by the Leader of Council, one of whom will be the Cabinet Member for Economic Development (or such other cabinet member who has political responsibility for the theatre).

The Board of Governors will also include co-opted members, who are recruited for their skills, experience and expertise. The composition of the Board ensures that elected members have a majority of one over co-opted members.

Elected members are appointed to the Board of Governors for the duration of the Council's electoral term of five years. An elected member is eligible to serve one further term subject to successful re-appointment, before stepping down for a minimum of twelve months. They can then re-apply or be invited to return.

Co-opted members can be recruited by open call or private invitation by the Board of Governors should they have skills useful to the continued success and development of Theatr Clwyd's operations and business plan. Co-opted members need to re-apply their interest every four years and can serve no longer than three terms (one term being equal to four years) before needing to step down for a minimum of twelve months before re-applying or being invited to return.

One co-opted member must also be a member of Theatr Clwyd Trust.

Cabinet will be informed of co-opted members recruitment to the Board of Governors.

Chair and Vice Chair
The Board of Governors will elect their own Chair and Vice-Chair.

The Board of Governors will ensure that one of the positions is held by an elected member and one held by a co-opted member.

The Chair and Vice Chair positions are required to be re-elected every 2 years. Individuals cannot hold the position for longer than three election periods (6 years) before needing to step aside for a 2 year period.

Theatr Clwyd Productions Ltd
There will be a minimum of three directors made up of one of the Executives Leadership, one Flintshire County Council officer and one member from the Board of Governors.

Theatr Clwyd Trust

The membership and terms of appointment for the Theatr Clwyd Trust will be agreed and actioned by the Trustees in line with charitable best practice and their memorandum of articles.

Meeting structures and frequency (including Sub-Boards and the Trust)

The full Board of Governors will meet a minimum of four times per year.

Papers will be sent out electronically (unless otherwise requested) 7 days (5 working days) prior to the meetings.

All meetings will be minuted and circulated to the Board Governors.

Emergency meetings of the Board of Governors can be called by the Chair or Vice Chair with 24 hours' notice. Emergency meetings can also be requested by the Executive Leadership with 24 hours' notice.

Sub Committees
The Board of Governors create sub committees to support their detailed understanding and support of the Theatr operations. Sub committees will be made up of Governors with relevant experience to the subject being handled within the subcommittee.

The Board of Governors currently has identified two key sub committees – these are the Audit and Finance Sub Committee and the Capital Steering Sub Committee.

Audit and Finance Sub Committee
Terms of Reference: To look into financial revenue accounts and budgets in detail and offer guidance, support and advice to the Executive Leadership, the Director of Finance, other staff where applicable and their fellow Governors and to identify levels of risk to the theatre operations.

The Audit and Finance Committee will meet a minimum of four times per year and wherever possible three weeks ahead of a full Board of Governors meeting to allow time to feed into agendas and reporting to the full Board. The Audit and Finance Committee can decide to call further meetings if required. All meetings will be minuted.

The Chair or Vice Chair will sit on the Audit and Finance Sub Committee.

Capital Steering Sub Committee
Terms of Reference: to act as the steering group for the capital re-development of Theatr Clwyd. The Sub Committee will also be responsible for assessing risk around the Capital project, offering guidance, support and advice on all aspects of the re-development to the Executive and Project Team and feeding key reports back to the Board of Governors.

The Capital Steering Sub Committee will meet monthly wherever possible with all meetings minuted.

The membership of the sub-committee will consist of members of the Board of Governors. It will also invite to its meetings (in an advisory non-voting capacity) Chief Officers from Flintshire County Council and Chief Officers from the Arts Council of Wales.

Theatr Clwyd Trust
The Theatr Clwyd Trust will meet a minimum of 4 times per year and will minute all meetings.

The Trustees will receive full theatre operational accounts from the Board of Governors and agree to share their trust accounts at Board of Governor meetings.

Theatr Clwyd Productions Ltd
The Directors of Theatr Clwyd Productions will meet twice per year.

The Theatr Clwyd Productions accounts will be shared with both the Governors and the Trustees.

Responsibilities
Theatr Clwyd is held accountable by two main partners, Flintshire County Council and the Arts Council of Wales, both of whom fund core activities.

Flintshire County Council monitor progress through the allocation of Theatr Clwyd to the portfolio of the Cabinet Member for Economic Development.

Arts Council of Wales are allocated up to two observers' positions at each Board of Governors meeting. Their policy does not allow for their members or officers to take up board positions with revenue clients.

The Business Plan will be signed off by the Board of Governors and then submitted to both Flintshire County Council Cabinet and the Arts Council of Wales for approval. Any decision making within that Business Plan is devolved to the Executive Leadership at Theatr Clwyd with Board of Governors' guidance and monitoring.

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	Draft Interim Houses in Multiple Occupation (HMO) Developer Advice Note
Cabinet Member	Cabinet Member for Planning and Public Protection
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Operational

EXECUTIVE SUMMARY

Following changes made to the Permitted Development Order by Welsh Government which required the change of use from a private residential property to a House in Multiple Occupation (HMO) to require planning consent, the Planning Committee has received and dealt with an increasing number of such applications.

Whilst as a matter of principle the development of HMOs has its place as part of meeting housing needs in Flintshire particularly for affordable, short term single person accommodation, Planning Committee Members have found it increasingly difficult to positively consider such applications in the absence of specific policy guidance in the adopted Unitary Development Plan. Whilst the UDP should be read as a whole, and as such there are suitable policies to assess applications for HMOs against, Members have particularly struggled to be confident that the living conditions of future residents and neighbours is properly assessed, as well as the impacts HMO development (particularly multiple HMOs in one area) can have on the character of an area.

Whilst it is not possible to retrospectively add a specific policy to the adopted UDP, and a draft HMO policy in the emerging Local Development Plan does not yet have any weight for use in decision making, as an interim measure a HMO Developer Advice Note has been produced to clarify for developers the standards and requirements expected in the submission of applications for HMOs, as well as guidance on key areas such as parking requirements, the impact on the living conditions of neighbours, and controls relating to the concentration of HMOs in an

area.

To carry weight as a material planning consideration when used to assess applications for HMOs, the Developer Advice note needs to be approved and released for public consultation prior to being adopted.

RECOMMENDATIONS	
1	That Cabinet approve the content of the Draft Interim HMO Developer Advice Note attached to this report, and for it to be published for public consultation at the earliest possible opportunity.

REPORT DETAILS

1.00	CONTEXT
1.01	Members have previously raised concerns relating to the lack of specific policy controls when dealing with an increasing pattern of applications for HMO development being considered at Planning Committee.
1.02	It is acknowledged that there is no specific policy in the UDP that relates to the considerations required to assess the suitability of an application for a HMO, however the plan needs to be read as a whole and it does contain a number of relevant policies that allow the proper assessment of HMO applications and the main issues related to their potential impacts. Nevertheless, there is clear benefit from ensuring that an appropriate policy is included in the LDP.
1.03	Whilst the LDP policy is under development, it cannot be used for Development Management purposes until the plan is adopted. That said it is also recognised that there are significant benefits in developing an interim form of planning advice to guide both applicants and Members of the Planning Committee in considering applications for HMOs. This has involved the development of 'Developer Advice Note' that supports the policy context within the UDP as a material consideration, allowing clear guidance to be provided to prospective developers of HMOs on the key standards, assessments and evidence that the LPA require to properly consider and assess applications. The attached Draft Interim HMO Developer Advice Note (appendix 1) has been produced to fulfil this requirement and Cabinet is asked to consider and approve the content of the advice note, and to agree to its publication for public consultation.
1.04	The guidance provided in the Advice Note essentially comprises three key parts: 1. Standards relating to room space, general amenity, provision of facilities, and parking relating to the development of a HMO and the

	living conditions relating to its future occupants;
	2. Additional standards and requirements to those in Part 1, relating to the development of stand-alone flats or mixed flat and bedsit accommodation;
	3. Specific requirements relating to the consideration of the living conditions of neighbouring non-HMO properties, including impacts on the character of an area.
1.05	Part 3 of the Advice Note is specifically drafted to address previous Member concerns, as it goes as far as it can (without creating new UDP policy) to define specific 'policy controls' relating to the acceptability or otherwise of proposing the development of HMOs in certain residential contexts.
1.06	The next steps will be to make the Advice Note available for consultation (as if it were a form of supplementary planning guidance) in order to then consider any responses, amend as appropriate/if required, and formally adopt as a material planning consideration alongside the UDP.

2.00	RESOURCE IMPLICATIONS
2.01	None.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Six week public consultation period required following approval of the draft Interim Advice Note by Cabinet.

4.00	RISK MANAGEMENT
4.01	None.

5.00	APPENDICES
5.01	Appendix 1 Draft Interim HMO Developer Advice Note.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	**Contact Officer:** Andy Roberts, Service Manager Strategy **Telephone:** 01352 703211 **E-mail:** andy.roberts@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	**House in Multiple Occupation:** Houses in Multiple Occupation (including self-contained flats where relevant) provide small, affordable, flexible and safe accommodation for a wide variety of people including single people, students, low paid and seasonal workers, those on short term contracts and are an essential part of the housing market. They can also offer temporary accommodation for people who are saving to purchase a home. Houses that provide accommodation for at least 3 people who are not all members of the same family are known as 'Houses in Multiple Occupation' (HMOs).

Appendix 1

**Flintshire County Council
Draft Interim Developer Advice Note**

Flats and Houses in Multiple Occupation

September 2018

Contents

<div align="right">**Appendix 1**</div>

1.   Introduction

1.1   Houses in Multiple Occupation (including self-contained flats where relevant) provide small, affordable, flexible and safe accommodation for a wide variety of people including single people, students, low paid and seasonal workers, those on short term contracts and are an essential part of the housing market. They can also offer temporary accommodation for people who are saving to purchase a home.

1.2   Houses that provide accommodation for at least 3 people who are not all members of the same family are known as 'Houses in Multiple Occupation' (HMOs). Whilst a small number of HMOs are purpose built, the overwhelming majority in Flintshire are created through the conversion of buildings, either currently residential or in other uses.

1.3   Poorly designed Flats and HMOs can lead to problems, both for the occupants and for neighbours, due to the large number of people living within relatively small places. These issues can include, noise, disturbance, loss of privacy and inadequate living accommodation. Similarly an over-concentration of HMOs, or those that are poorly located, can be detrimental to residential amenity and harm the character of an area.

1.4   Given the clear and growing trend for the development of HMOs in Flintshire, and particularly in certain locations such as Deeside, the Council has produced this Developer Guidance Note in order to advise prospective applicants about the requirements the Local Planning Authority (LPA) has for relevant information and evidence to be prepared and submitted in support of planning applications for HMOs, in order to properly consider applications.

1.5   This document sets out how the Council intends to manage the development of HMOs and will be used in the determination of any planning application for the development of these properties within Flintshire. Whilst not a policy document itself, this Developer Advice Note will be adopted by the Council once it has been consulted on, and will be a material consideration in the determination of such applications. Once the LDP is adopted, a supplementary Planning Guidance Note will be produced to support the interpretation and implementation of a specific HMO policy in the LDP.

2.   Definitions

2.1   The definition of what constitutes an HMO primarily relies on legislation concerning the private rented sector i.e. Housing Act 2004. In simple terms, an HMO is defined as a property where occupants share one or more basic amenities (i.e. a toilet, personal washing facilities or cooking facilities), and is occupied by 3 or more people who do not form a single household and occupy the property as their only or main residence. There is also a requirement that rent is payable by at least one occupant of the property.

2.2   For planning purposes, HMOs are identified within the Town and Country Planning (Use Classes) Order 1987, as amended, as "*use of a dwelling house*

by 3-6 residents as a "house in multiple occupation" (Use Class C4) or a large HMOs (more than 6 people sharing) (Sui Generis). HMOs are not defined within the Order, which instead relies upon the definition given within the Housing Act 2004.

2.3   Amendments made to the Town and Country Planning (Use Classes) Order 1987 in 2016, introduced a specific use class for HMOs (C4). This means that any changes from Class C3 to C4 would require planning permission. This change is specific to Wales as in England the same change of use is permitted development.

3.   Policy Context and Background

National

3.1   Whilst the current version of Planning Policy Wales (PPW) (Edition 9, 2016) does not make specific reference to the development of HMOs, the Welsh Government have recognised that the over-development of HMOs in an area can have significant detrimental effects. Firstly it carried out extensive research in 2015 entitled 'Houses in Multiple Occupation: Review and Evidence Gathering' which whilst focussing on areas with significant concentrations of students, nevertheless acknowledged in a general sense that the concerns emanating from the number of HMOs in an area increase, once the concentration of such households exceeds a certain threshold (10%). The difficulty that arises from this is that given HMOs with less than 7 occupants do not currently need to be registered with the Council, it is difficult to identify where HMOs are. This is compounded by the fact that before 2016, the development of a small HMO was permitted development that did not require planning consent.

3.2   Changes to the Town and Country Planning (Use Classes) Order 1987, were made in 2016 where a new class C4 was introduced which was an HMO described as the use of a dwellinghouse by not more than 6 residents as a house of multiple occupation. This has resulted in the need for an application for a change of use to C4 to be submitted to the LPA.

3.3   More recently, the Cabinet Secretary for Energy, Planning and Rural Affairs wrote to all local authorities in February 2018 to 'remind' them of the powers they have to manage HMOs (see appendix 1). The letter clearly emphasises that the management of HMOs is a local issue where LPAs should make informed decisions on what is best for their area, and develop suitable and evidenced policy responses to help achieve this. PPW assists with this context also when it states in paragraph 3.1.4 that: *"The planning system does not exist to protect the private interests of one person against the activities of another. Proposals should be considered in terms of their effect on the amenity and existing use of land and buildings in the public interest. The Courts have ruled that the individual interest is an aspect of the public interest, and it is therefore valid to consider the effect of a proposal on the amenity of neighbouring properties. However, such consideration should be based on general principles, reflecting the wider public interest (for example a*

standard of "good neighbourliness"), rather than the concerns of the individual."

Local

3.4   The adopted Flintshire Unitary Development Plan (UDP) is the formally adopted development plan for the County. Although the UDP became time expired at the end of 2015 it remains the adopted development plan for the County, whilst the Council's Local Development Plan (LDP) is progressing through its statutory stages. Regard will need to be had to the UDP in the determination of applications for HMOs.

3.5   Whilst there is no specific policy in the UDP that deals directly with HMO's, the plan should be read as a whole and the following policies are relevant to the consideration of HMO proposals (but there may also be others to consider):

- **STR1 New Development**
- **STR4 Housing**
- **GEN1 General Requirements for Development**
- **GEN2 Development inside Settlement Boundaries**
- **D1 Design Quality, Location and Layout**
- **D2 Design**
- **AC18 Parking Provision and New Development**
- **HSG3 Housing on Unallocated Sites within Settlement Boundaries**
- **S10 Conversion of Upper Floors**

3.6   **The main planning issues to consider with the majority of proposals for HMOs are the impact of the development on the character of the area with regard to the living conditions for neighbours, future occupiers, and parking provision.**

Structure of this Advice Note and Weight to Attach

3.7   The following guidance sets out the standards and requirements that applicants for HMOs are expected to adhere to, as well as the assessments required of the likely potential impacts of the development and how these can be mitigated. The note is structured in three main parts:

- **Part 1: Houses in Multiple Occupation** – this section broadly deals with the planning requirements for how an HMO should be designed to provide suitable accommodation for future occupiers and avoid impacts on the living conditions of neighbours;
- **Part 2: Additional Standards and Requirements relating to Flats** – Flats are governed by the same requirements set out in Part 1, but also have some addition standards to meet such as room sizes;
- **Part 3: Living Conditions of Neighbours and Character of an Area** – this section provides reasonable safeguards to ensure that the development of HMOs in an area can be managed to avoid negative impacts on neighbours and the areas character.

4. Part 1: Houses in Multiple Occupation

4.1 This section sets out how the Council intends to manage the provision of HMOs within the county so that that they represent a sustainable form of development and do not unacceptably impact on future occupiers, the amenity of neighbours, the inherent character of an area, and the ability to park. Please note that this section sets out **only the planning requirements**. It should not be assumed that the Housing Act standards, HMO management regulations and Mandatory HMO Licensing (if applicable) are also met. Applicants should contact the housing standards team (see Appendix B) to ensure any additional requirements are met.

4.2 An HMO can broadly be defined as: *A house occupied by unrelated individuals, some of whom share one or more of the basic amenities. Commonly shared amenities include: bathrooms, toilets, shower rooms, kitchens and living rooms.*

4.3 A building defined as a HMO may consist entirely of bedsit unit type accommodation (where some or all amenities are shared) or a combination of both bedsits and fully self-contained flats (see Part 2 for addition requirements relating to flats).

Amenity of Occupiers

4.4 **Room Sizes** - To ensure that Houses in Multiple Occupation are large enough to provide suitable accommodation for residents, the following minimum room size standards should be met:

Table 1: Single Room Bedsit (HMO) Accommodation[1] – Minimum internal room sizes

	Accommodation that has communal living room/lounge area	Accommodation that **does not** have access to a communal dining room or lounge area
Single room bedsit without kitchen facilities	**10m²**	**15m²**
Single room bedsit with integral kitchen facilities	**13m²**	**19.5m²**

[1] These figures assume there is only one occupant. Were a single room bedsit unit within a HMO is intended for two occupants then these standards should be increased by 25%. These areas exclude bathrooms, toilets or shower rooms.

4.5 A self-contained flat within a HMO must meet the standards set out in Part 2 of this note relating to flats.

4.6 It is recommended that all residents in HMO schemes have access to communal areas in which they can spend time to relax, socialise, eat meals etc. This is particularly important as residents will otherwise only have one room to spend the majority of their time. However, if the rooms provided are spacious (i.e. all bedsits meet the standards in the right-hand column above) then the Council recognises that communal rooms may not be required as residents will have sufficient private space. It is considered this provides a flexible approach that will allow applicants to best use the available accommodation.

4.7 **Multi Room Bedsit Accommodation** - A HMO bedsit unit will occasionally have more than one private room for the use of the occupier. These additional rooms should also meet minimum standards as set out below. The main room should meet the standards as set out above in table 1. Any additional room(s) must meet the standards below (table 2), depending on its function:

Table 2: Multi Room Bedsit (HMO) Accommodation – additional internal room sizes

Separate Bedroom	**8.5m^2**
Living room	**9m^2**
Combined living room/kitchen	**11m^2**
Kitchen	**5.5m^2**

4.8 **Shared Facilities** - Typically HMOs will share one or more key amenity, usually a kitchen, dining room, living room or bathroom. Shared bathrooms and kitchens should be no more than one floor up or down from the bedsit units that they are intended for. If bedsit accommodation is provided within a separate building or annex to the main building, these residents must have access to a suitably located bathroom and/or kitchen within that building. No resident will be expected to go outside or into another building, in order to access a bathroom or kitchen.

4.9 Shared facilities, where residents may be expected to socialise for a period of time, such as a communal lounge or dining room (essentially rooms that have seating), should be located to minimise the impact on bedrooms, both within the building and adjoining properties. These typically may be best located on the ground floor.

4.10 Table 3 below sets out the minimum size of the communal rooms if these are provided.

Table 3: HMO Shared Facilities Room Sizes

Separate Kitchen	**7m²**
Lounge or Dining Room	**11m²**
Multi use communal area (e.g. kitchen/dining room or kitchen/lounge)	**14m²**
Bathroom/wc	**No set standard – however must have a suitable internal arrangement to allow residents to use the facilities safely without resulting in a slip / trip/ collision or entrapment hazard.**

4.11 These standards should be increased depending upon the number of occupants they are intended to serve. An appropriate number of bathrooms and/or WCs should be provided in relation to the number of units sharing those facilities. Applicants are advised to speak to the Council's Housing Standards Team at the earliest opportunity to ensure that sufficient amenities are provided for future tenants.

Outlook and Privacy

4.12 In HMOs each bedsit should have at least one window with a reasonable outlook and prospect. Similarly at least one window in communal habitable rooms should have a reasonable outlook and prospect. The LPA considers that a reasonable outlook comprises a minimum distance of 12 metres between a main window in a habitable room and a blank wall (or a wall with a window of a non-habitable room). To ensure privacy there should be a minimum distance of 21 metres between a main window in a habitable room and another window in a habitable room.

4.13 In many urban parts of Flintshire these standards may not be achievable. This may be particularly the case with conversions and infill development. In these instances the Council will consider the outlook and prospect of the accommodation as a whole, including communal habitable rooms. The Council will also consider the previous use of the rooms with a conversion schemes and determine whether the proposal will have any greater harm. Each case will be assessed on its merits.

Basement Accommodation

4.14 For basements, the Council will only grant planning permission where there is a reasonable outlook from windows in each bedsit and each habitable room within the basement. We will also only grant planning permission where there

is no known flood risk, or where flood risk has been managed to the satisfaction of both Natural Resources Wales (NRW) and the Council. In most cases basements are unlikely to be considered acceptable for conversion to HMO accommodation.

4.15 When considering whether there is a reasonable outlook from a window in a habitable room in a basement the Council will consider the function of the space to which it looks onto. For example it would not be considered appropriate if the window looks directly onto a bin storage area or an area for parking or directly onto the public highway or footway.

4.16 More generally, internal floor levels should not be more than 1 metre below the existing ground level from outside (it will not be acceptable to excavate land in order to provide a reasonable outlook). This is to prevent accommodation from being dark, gloomy and damp. Basements can be used for storage, laundry rooms, bicycles or other uses. This restriction on excavation to provide a reasonable outlook from a basement applies especially to 'heritage assets' as additional excavation can affect the character and appearance of the building.

Roof Space Accommodation

4.17 The same principles apply to roof space accommodation as to other accommodation.

4.18 When calculating the floorspace of bedsits and communal rooms in a roof space, the Council will not include space that has a floor to ceiling height of below 1.5m. It is considered that these spaces would not provide useable accommodation. Applicants must identify on submitted plans the floorspace area that has a floor to ceiling height of 1.5m or more.

4.19 Roof lights that face the sky are not considered to provide a reasonable outlook and prospect.

4.20 Rooms within the roof need will need to be thermally insulated from excess cold or heat.

4.21 Developers should be aware that large numbers of roof lights can spoil the appearance of a building, especially where the building is a heritage asset, and such proposals are unlikely to be acceptable.

Outdoor Amenity Space

4.22 It is important that residents have access to an area of private outdoor amenity space. This is usually provided as a communal area that is available for all residents of the HMO to use. This space is intended to provide an area for residents for informal recreation, drying clothes and socialising.

4.23   The table below sets out the minimum requirement for amenity space for Houses in Multiple Occupation. These standards reflect that bedsits are almost always occupied by a single person and rarely will children live in them. The occupation level of a House in Multiple Occupation may not be much different than that in a three bedroom flat. Nevertheless the standards below will help ensure that occupiers of a HMO building will have sufficient private outdoor space.

Table 4: HMO Minimum Amenity Space Requirements

Size of HMO proposal	Amenity Space standard
3 bedsits	**Minimum of 20m^2**
Each additional bedsit above three	**+10m^2 per bedsit**

4.24   The amenity space must be accessible to all residents and be of high quality, and well designed and laid out as suitable for its intended use. The standard can be met either by provision of a communal area (such as a rear garden or roof terrace), a private space (such as a balcony) or a combination of these. Areas to the front of a building that are not private and areas intended for parking and bin stores will not be included in the calculation. Long narrow spaces will not be included in a calculation of available amenity space as they are not considered to provide useable space.

4.25   The Council may, in limited exceptional circumstances, accept a lower amount of amenity space if it is not possible to meet these standards. This will be assessed on a case by case basis. Under no circumstances will the Council accept the provision of no amenity space or space that is significantly below the standard. Some of the factors that may be relevant to whether a lower standard is acceptable include:

- The proposal is within easy walking distance to a local centre, where the benefits of being close to community facilities (such as green spaces, open spaces, or recreational facilities) and public transport are significant;
- The re-use of an otherwise vacant building has wider significant community or regeneration benefits.

4.26   If it difficult to meet the required amenity space standard, applicants must take all opportunities to maximise amenity space within the proposals. This may include for example the removal of existing extensions and outbuildings. The Council will not permit insufficient amenity space if all opportunities to maximise the amount of space have not been taken. Extensions to properties to increase accommodation will not be permitted if this would result in an inadequate amount of amenity space.

4.27   **If it is not possible to meet the full amenity open space standard it is the responsibility of the applicant to clearly demonstrate why a lower standard should be accepted.**

Bin Stores

4.28   A suitable space for refuse and recycling bins must be provided, for all of the occupants of the building. The bin storage area must be within 25m of a publicly accessible pavement for ease of collection. Where possible, the bin store should be to the side or rear of the property out of public view and where it will not be a nuisance. Where it is necessary for bins to be stored at the front of the property, the bin store should be designed to fit in with the street scene. Bin stores should not create dark recessed areas which could encourage misuse, vandalism or pest control problems.

4.29   Where a development affects a heritage asset, the bin store should, where possible, be out of sight from the road.

Access and parking and cycling

4.30   Residents of HMOs are less likely to own a car than others residents, and so it is important that HMOs are located in areas that have good access to a variety of means of travel including walking, cycling and public transport. That said much will depend on the type of HMO and the status of the occupants.

4.31   The Applicant will need to carefully consider how many car parking spaces are required by the development, and provide a plan of the site showing the layout of the spaces as part of any planning application. The preference will be to provide off-street parking as this will assist in controlling the effects that the development of HMOs can have on on-street parking, particularly in dense urban residential areas such as terraced streets, where existing residents rely on this form of parking with no reasonable alternatives available. **Applicants must clearly explain how the parking requirements of their proposed HMO can be reasonably accommodated without detriment to the existing circumstances in the local area**.

Ref to appeal decision in The Brackens and Inspector's view on parking requirements

4.32   The Applicant must also include secure cycle parking facilities within the site. This is especially important due to the low levels of car ownership associated with HMOs. Unless the developer demonstrates to the Council's satisfaction that this is not possible, one secure cycle parking space should be provided for every HMO bedsit unit or self-contained flat within the building. Details should be provided as part of any planning application.

4.33   Car parking areas can spoil the appearance of heritage assets, particularly where they are at the front of buildings. Where this is unavoidable, car parking should be sensitively designed. In accessible locations, on-site parking may not be necessary.

5. Part 2: Additional Standards and requirements relating to Flats

5.1 Following on from Part 1 of this advice note, the requirements in relation to the development of self-contained flats either on their own, or as part of a mixed development of flats and non-self-contained accommodation, are in most respects the same as for bedsit HMOs as set out in Part 1, but with the exception of the following additional standards and requirements.

Amenity of Occupiers

5.2 **Room Sizes** - To ensure that self-contained flats are large enough to provide suitable accommodation for residents the following minimum size standards should be met:

Table 5: Minimum gross internal floor area for flats (m^2)

	Total size of accommodation	Minimum main bedroom^2 size
Studio flat^1	**25m^2**	n/a
1 bedroom flat	**37m^2**	**8.5m^2 (10.5m^2 if the room is to be considered a double)**
2 Bedroom flat	**61m^2**	**10.5m^2**
3 Bedroom flat	**74m^2**	**10.5m^2**

^{1} A studio flat is accommodation which has all the living accommodation (bedroom, kitchen, living room) within a single room/space

^{2} A main bedroom is the only bedroom in a one bedroom flat or the largest bedroom in flats with two or more bedrooms

5.3 In flats that have two or more bedrooms it is considered that at least one of the bedrooms should be a double (i.e. able to accommodate a double bed or two single beds).

5.4 The space within the flat can be used flexibly so that new flats can be designed to meet local market needs or conversions can take account of existing layouts. However, rooms should be of sufficient size for their purpose.

Outdoor Amenity Space

5.5 It is important that residents have access to an area of private outdoor amenity space. For flats this is usually provided as a communal area that is available for all residents of the flats to use. This space is intended to provide an area for residents for informal recreation, drying clothes and socialising.

5.6 The minimum standard for outdoor amenity space for flats is as follows:

Table 6: Minimum Amenity Space Requirements for Flats

Amenity Space Required
20m² per flat

5.7 The amenity space must be accessible to all residents and be of high quality, and well designed and laid out as suitable for its intended use. The standard can be met either by provision of a communal area (such as a rear garden or roof terrace), a private space (such as a balcony) or a combination of these. Areas to the front of a building that are not private and areas intended for parking and bin stores will not be included in the calculation. Long narrow spaces will not be included in a calculation of available amenity space, as they are not considered to provide useable space.

5.8 The Council may, in limited exceptional circumstances, accept a lower amount of amenity space if it is not possible to meet these standards. This will assessed case by case. Under no circumstances will the Council accept the provision of no amenity space or space that is significantly below the standard. Some of the factors that may be relevant to whether a lower standard is acceptable include:

- The proposal is within easy walking distance to a local centre, where the benefits of being close to community facilities (such as green spaces, open spaces, or recreational facilities) and public transport are significant;
- The re-use of an otherwise vacant building has wider significant community or regeneration benefits.

5.9 If it difficult to meet the required amenity space standard, applicants must take all opportunities to maximise amenity space within the proposals. This may include the removal of existing extensions and outbuildings and/or the inclusion of appropriate roof terraces. The Council will not permit insufficient amenity space if all opportunities to maximise the amount of space have not been taken. Extensions to properties to increase accommodation will not be permitted if this would result in an inadequate amount of amenity space.

5.10 If it is not possible to meet the full amenity open space standard it is the responsibility of the applicant to clearly demonstrate why a lower standard should be accepted.

Access and parking and cycling

5.11 The Council's Supplementary Guidance Note No.11 Parking Standards sets out the principles that ensure that new flats developments have adequate parking spaces.

5.12 Applicants will need to consider how many car parking spaces, are required to serve the development in line with the above parking policy, and provide a plan of the site showing the layout of the spaces as part of any planning

application. **Applicants must clearly explain how the parking requirements of their proposed flatted accommodation can be reasonably accommodated without detriment to the existing circumstances in the local area**.

6. Part 3: Living Conditions of Neighbours and Character of the Area

6.1 Permitting the conversion of a building into a House in Multiple Occupation can help bring back into viable use an otherwise vacant property. However, they also have the potential to cause a nuisance to existing neighbouring residents. Additionally, an over proliferation of conversions to HMOs in a local area can have a negative impact on residential amenity and change the character of an area for the worse.

Reducing the impact on neighbouring properties

6.2 The conversion of a property into a HMO has the potential to adversely impact on its immediate neighbours. The sub-division of a single family home into accommodation for a number of households could have a detrimental impact on noise, parking, waste etc. The following restrictions are intended to reduce the potential harm on existing properties/neighbours within close proximity to a proposal for a HMO. **It will be the responsibility of the applicant to research and determine the circumstances below and whether their proposal is capable of complying with the following requirements.**

6.3 The Council will not permit the following when considering applications for conversions to HMOs:

a). A non-HMO property will not be allowed to be 'sandwiched' between
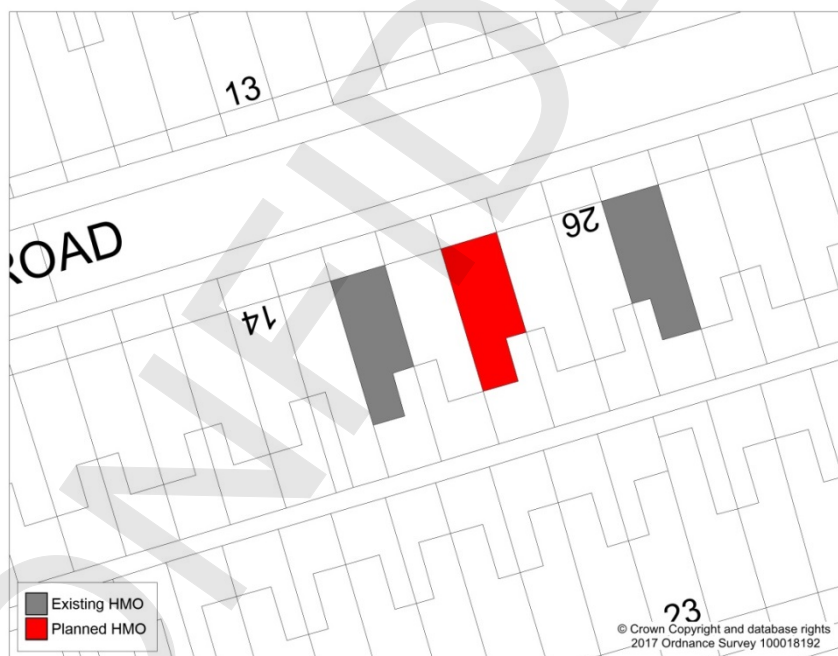
two HMOs.

6.4   In the example above the proposed HMO (at number 22) would result in a
       neighbouring non-HMO property (number 20) being sandwiched between two
       HMOs. **This would not be acceptable.**

6.5   However, in the example below the proposed HMO (at number 18) would not
       result in a non-HMO property being sandwiched between two HMOs. **This
       would be acceptable in principle.**
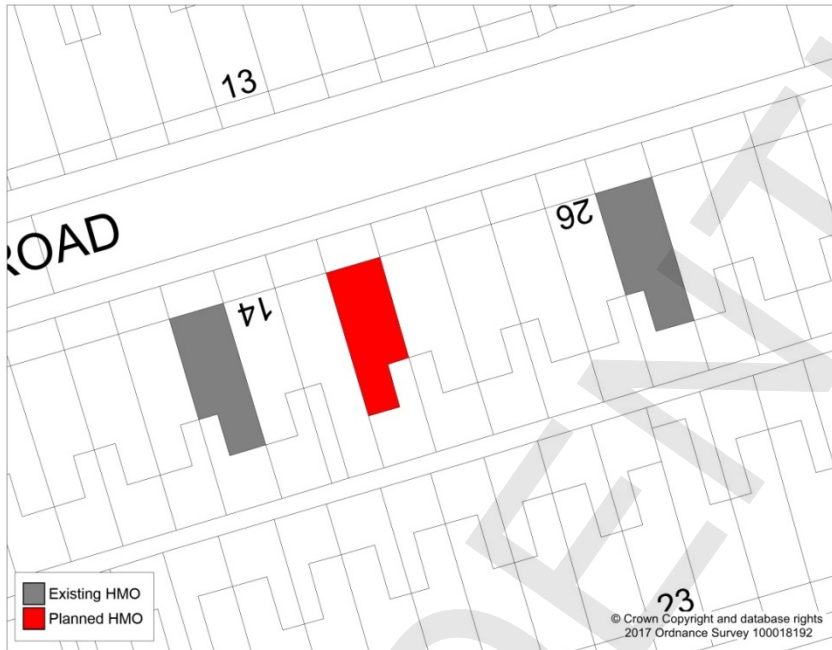
b). Proposals shall not result in three adjacent HMOs, unless the

Existing HMO
Planned HMO

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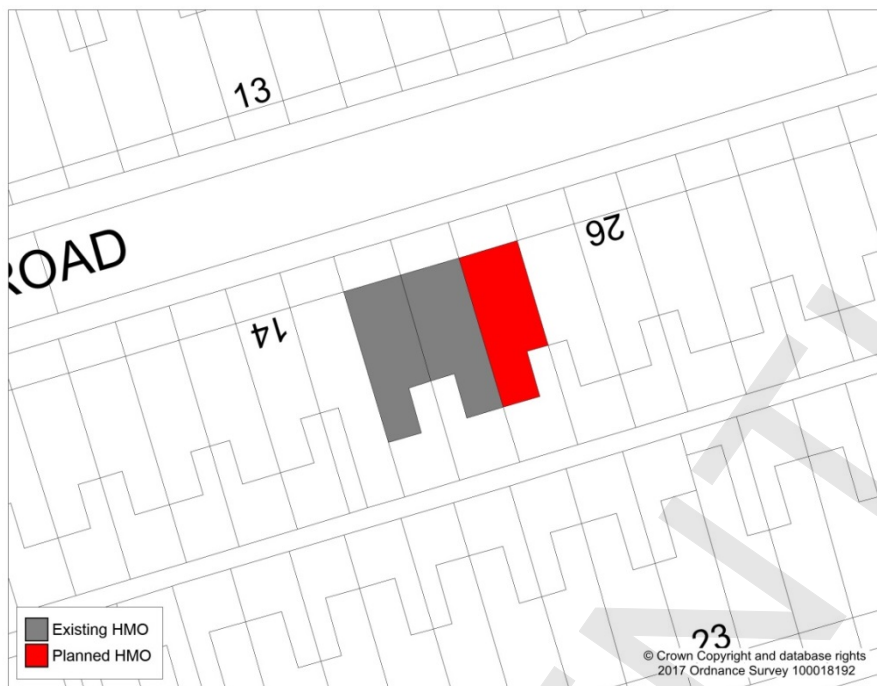
application property is located between two existing HMOs

6.6 In the example above the proposed HMO would result in a row of three HMOs. **This would not be acceptable.** However, in the example below, whilst the proposed HMO (at number 20) would result in a row of three consecutive HMOs, the property is sandwiched between two existing HMOs. It is considered that allowing this property to convert to a HMO would solve an existing problem of a single home being sandwiched between two HMOs. **This would be acceptable in principle**.

Existing HMO
Planned HMO

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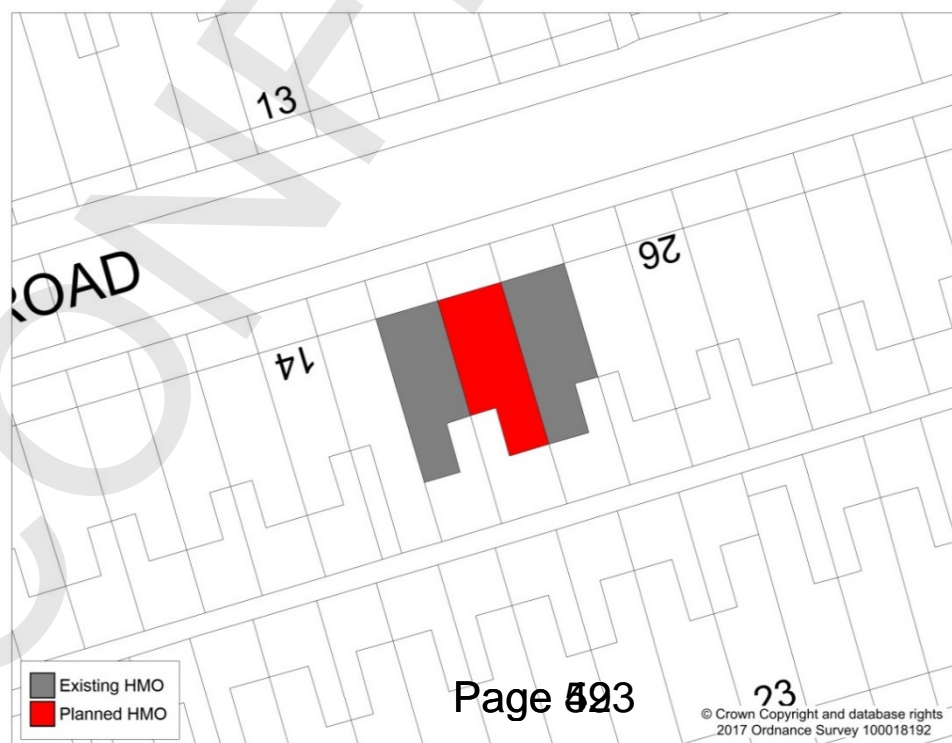
6.7 These restrictions apply to all house types, including terraced, semi-detached and detached properties. These restrictions will not apply if the properties (including the curtilage) are separated by a road (minimum of 5.5m) suitable for vehicles or an area of undeveloped land (that is at least 5.5 wide).

6.8 Communal rooms, where residents would be expected to spend periods of time (kitchen, lounge etc.) or circulation areas (including stairwells), should be avoided where they would share a party wall with a bedroom in a neighbouring property. Communal rooms and circulation areas should be located so as to cause minimal nuisance to both future and existing residents. If locating a communal area next to a bedroom cannot be avoided, it may be necessary to secure sound insulation measures through a condition.

7. Useful Contacts and Links

For Planning Development Management (01352 703248)
Web?
Email?

For Planning Policy (01352 703213)
Web?
Email?

For Heritage and design issues (01352 703218/ 703297)
Web?
Email?

For Building Control (01352 703418)
Web?
Email?

For Highways Development Control (01352 704617)
Web?
Email?

For Environmental Protection (01352 70XXXX)
Web?
Email?

For Housing Standards (01352 70XXXX)
& HMO Licensing Environmental Control, (01352 703396)

The postal address for all of the above is:
Flintshire County Council,
County Hall,
Mold,
CH7 6NF

Procedures
1. Consulting with the community before making your application
You are encouraged to consult local residents and other key interests before making an application.
2. Pre-application advice
As discussed above, this type of development involves a number of issues that will need to be addressed with a planning application. An applicant is therefore strongly encouraged to seek advice before making the application from the Council. Information about what service we offer, what information is needed and what fees we charge for pre-application advice can be found at
http://www.flintshire.gov.uk/en/Resident/Planning/Pre-application-Planning-Advice.aspx

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CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

CABINET	

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	Double Click Social Enterprise – Progress Report
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

This report is presented to Cabinet as a Progress Report on Double Click Design and Print which is over 2 years old as a Social Enterprise.

Double Click has progressed greatly as a fully independent Social Enterprise, offering increased employment and training opportunities for all staff including people with mental health issues.

Double Click has secured significant external lottery funding and as a result have purchased state of the art equipment that support the development of the business.

RECOMMENDATIONS	
1	Cabinet to recognise the progress achieved after 2 years.
2	Cabinet to continue to support and promote Double Click as a social enterprise.

REPORT DETAILS

1.00	**EXPLAINING DOUBLE CLICK AS A SOCIAL ENTERPRISE**
1.01	Double Click used to be restricted to employing support workers where the requirements for the post were prescribed. As a result of moving to a social enterprise Double Click can now employ people with a range of skills. They have, for example, just employed a graphic designer/trainer who can share her skills with trainees and improve the products. They have also introduced an internship post to increase the skills in the graphic design area.
1.02	A payment system used in business has also been set up to make it easier for customers to pay by card. Pay Pal is now linked, which, in addition to the practical advantage, actually makes Double Click more business-like. Volunteers are now paid expenses, reflecting their commitment.
1.03	Partnerships – Double Click are now forging ahead with partners to further enhance the experiences of trainees/volunteers. They now have close business ties with training organisations/local companies. They have a full order book and are designing for the likes of BCUHB, Newydd, NEWCIS Flying Start, to name but a few.
1.04	Training – Double Click can now be more flexible/creative in their training. There are 3 levels of learning at Double Click. • Level 1 - We offer an online video training course where the Trainee can learn at their own pace and practice using the software while taking part on the course. A few course available are: InDesign, photoshop, Illustrator, Excel and wordpress. • Level 2 - We teach how to put the newly acquired skills into action. We offer one to one support and give guidance and help to finely tune their skills and knowledge. • Level 3 - We are looking to develop the trainee and hopefully get an accreditation at Double Click in conjunction with a college or University. We are also looking into Open University sponsorship for our Trainees.
1.05	Grant funding – As a social enterprise, Double Click are able to apply for grants to promote their businesses and fund developments. As an example, they have received National Lottery funding for computer equipment, something not previously open to them.
1.06	Double Click are still able to benefit from expertise within Flintshire County Council in areas such as Safeguarding/Mental Health Knowledge/Health and Safety. They have access to all Social Service mandatory training available.
1.07	People with relevant skills and background can be brought onto the Board of Directors. Double Click currently have a Flintshire County Council Councillor, a person with a finance background, a person with Mental Health background and two advisors from Flintshire County Council and Social Firms Wales. This brings a range and balance of contributions. They are now looking to expand/increase number of Directors, bringing

	additional expertise/knowledge.

2.00	RESOURCE IMPLICATIONS
2.01	Cost – Flintshire County Council contribute £110,000 to Double Click. This amount has not increased over past 2 years, so is effectively a cost reduction, taking inflation and other factors into account.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None.

4.00	RISK MANAGEMENT
4.01	Risk that Double Click would be unable to implement a successful development plan, and achieve business outcomes and orders. This is mitigated by effective leadership from the management team and governance by a robust board with involvement with business and community leaders, including from the council.

5.00	APPENDICES
5.01	Appendix 1 - Double Click Report 17-18
5.02	Appendix 2 - Mindful Autumn
5.03	Appendix 3 - Mindful Autumn - welsh

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Double Click Promotional Pack **Contact Officer:** Jo Taylor, Service Manager, Disability, Progression and Recovery – Adult Services **Telephone:** 01352 701341 **E-mail:** jo.taylor@flintshire.gov.uk

7.00	**GLOSSARY OF TERMS**
7.01	None.

DOUBLE CLICK DESIGN & PRINT CIC REPORT

supporting mental health in the community
January 2017-18

Sponsored event

Certificate awarded
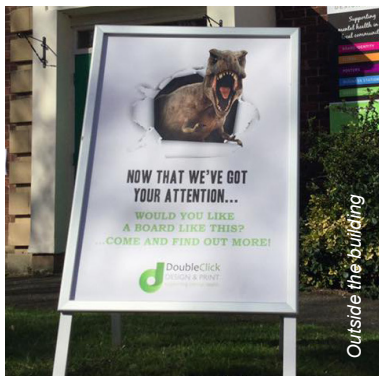
Outside the building

Lunchtime walk with staff and trainees.

Working for and with the community!

DESIGNS THAT INSPIRE THE MIND AND MAKE A DIFFERENCE.

DESIGNS THAT INSPIRE THE MIND
AND MAKE A DIFFERENCE.

2017-18 Year report

Double Click is a design and print enterprise based in Shotton. Its income is generated by providing training and development opportunities to people who have experienced or continue to experience mental health problems.
Double Click's products include the design and printing of leaflets, brochures, flyers and general business stationery, as well as website design.
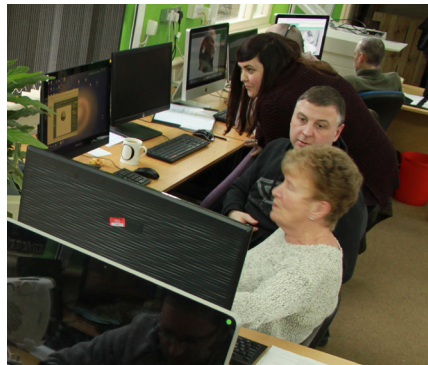
Contents

Products and Services

Two sources of income for Double Click.

In January 2016 Double Click Design was transformed from a Flintshire County Council Service, supporting people with mental health problems to become a new Social Firm, a business with a social conscience.

Printing service

The core part of Double Click's product portfolio is the design and production of newsletters, business cards, documents, flyers, leaflets and pull-up banners. The aim is to extend this portfolio in the near future to include a full range of digital services. Customers for our products and services currently include the Local Authority and Businesses and it is intended that this customer base will be expanded through the development of a wider marketing strategy. We will be building on our strengths as a business with a social conscience and taking pride in our personalised 1-1 customer service. Looking to the long term, we realise customer loyalty is extremely important to Double Click and this will remain a significant focus in our developing marketing strategy.

Training placements

Double Click provides training placements for people with mental health issues. It is intended to enable these individuals to further develop their work related skills in an environment which, whilst business orientated, is able to adequately support the volunteers, trainees and employees according to any additional needs. Our training programmes are now up and running with online learning from "Learn Direct" proving to be a highly successful way for delivering a coherent programme of learning.
This method of learning ensures that all trainees taking part can learn at their own speed whilst receiving regular feedback on their progress. On completion, further 1-1 specific training is provided by our graphic design tutor. A portfolio of work compiled by the trainee demonstrates their competence and would assist them in future interviews.
As well as developing graphic/printing skills we also give the trainees opportunities to acquire confidence by being involved in day to day administration and customer care. Support in managing cash flow, petty cash and visiting the bank is also an important feature of Double Click's office based training.

22 TRAINEES

Here at Double Click we have 22 people who are all engaged at different levels of learning. The content of training packages is negotiated and agreed with each trainee. Everyone's particular situation is assessed and their learning is sensitively managed by the staff.

2 VOLUNTEERS

Our volunteers are essential to the success of Double Click. The responsibility that comes with the title of volunteer is regularly acknowledged. Their impact on contributing to the success of Double Click is recognised through feedback.

5 STAFF

Andrew Lloyd-Jones General Manager
Sue Davies Support Worker/Admin
Heather Jones Graphic Designer
Claire Doughty Trainer & Designer
Sian Jones Graphic Designer

4 DIRECTORS

Sumnadipa Chair
Paul Cunningham Flintshire Councillor
Anne Rowlands Finance Director
Andrew Lloyd-Jones General Manager

What is a Social Firm?

A Social Firm is a not-for-private-profit business where the social mission is to create employment, work experience, training and volunteering opportunities within a supportive and inclusive environment for people who face significant barriers to employment – in particular, people with a disability.

Mission

Designs that inspire the mind and make a difference.
At Double Click, our mission is to give each of our customers the best professional service possible at an affordable price. We believe in giving individual attention to each customer, building a solid and lasting relationship based on trust and customer satisfaction.

Opening

Monday-Friday 9am - 4pm for customers
Tuesday-Friday 10am - 4pm for trainees

DOUBLE CLICK DESIGN AND PRINT CIC
PROFIT AND LOSS ACCOUNT
FOR THE YEAR TO 31 MARCH 2017

Turnover		(12 month period) 2017		(3 month period)	2016
		£	£	£	£
Turnover					
Sales			15,657		4,189
Cost of sales - materials			8,632		569
Gross profit			7,025		3,620
Expenses					
Staff costs					
Salaries		52,907		5,571	
Consultancy		-		3,180	
Seconded staff		19,263		6,832	
Volunteer travel		383		-	
		72,553		15,583	
Rent & service charges		6,552		1,867	
Utilities		1,266		177	
Cleaning		324		-	
Repairs		725		-	
IT		391		400	
Website		790		112	
Accountancy		1,000		500	
Insurance		606		-	
Postage		88		-	
Sundry		824		75	
Depreciation		878		-	
Amortisation		(878)		-	
			85,119		18,714
			(78,094)		(15,094)
Other income					
Flintshire County Council	*(Training & Development)*		117,440		14,652
Compensation - bank			-		450
Net profit			39,346		8
Corporation tax			(7,869)		-
Retained profit			31,477		8

DOUBLE CLICK DESIGN AND PRINT CIC
BALANCE SHEET
AS AT 31 MARCH 2017

Intangible fixed assets	Goodwill £
Cost	
At 01.04.16 & 31.03.17	1

5. Tangible fixed assets

	Equipment £	Total £
Cost		
At 01.04.16	-	-
Additions	3,512	3,512
At 31.03.17	3,512	3,512
Depreciation		
At 01.04.16	-	-
Charge for year	878	878
At 31.03.17	878	878
Net book value		
At 31.03.17	2,634	2,634
At 31.03.16	-	-

Debtors	2017 £	2016 £
Trade debtors	865	801

Creditors: amounts falling due within one year	2017 £	2016 £
Trade creditors	4,854	7,869
Corporation tax	7,869	-
Other taxation & social security	2,887	135
Other creditors	2,520	2,938
Accruals and deferred income	6,940	13,380
	25,070	24,322

How are we doing? JAN 2017 - JAN 2018 INCOME

INCOME FROM GRAPHIC DESIGN & PRINT JAN 2017 - JAN 2018

TOTAL £24,890.00

Month	Income
JANUARY	£1208
FEBRUARY	£1076
MARCH	£1284
APRIL	£1738
MAY	£1650
JUNE	£2029
JULY	£2186
AUGUST	£3200
SEPTEMBER	£2064
OCTOBER	£1831
NOVEMBER	£4409
DECEMBER	£2215

Customers:
The high rate of return customers is a clear message that we are doing a good job. Our loyal customer base is the backbone of Double Click and this we value greatly.

COST OF MATERIALS JAN 2017 - JAN 2018

TOTAL £14,453

Month	Cost
JANUARY	£160
FEBRUARY	£727
MARCH	£812
APRIL	£1616
MAY	£1113
JUNE	£1288
JULY	£1443
AUGUST	£2069
SEPTEMBER	£1780
OCTOBER	£663
NOVEMBER	£1400
DECEMBER	£1382
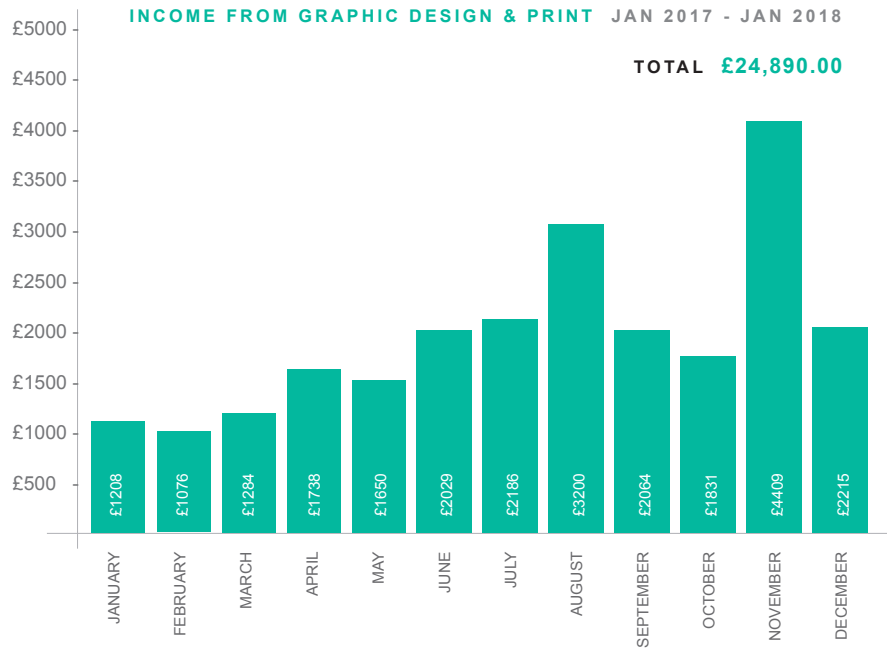
Materials:
Cost of materials is an element of Double Click that is constantly changing. A number of paper merchants have announced price increases in 2017.Increases of between 6% and 9% are anticipated for 2018.

Outside Printers:
We have outsourced 147 jobs and spent £6008.00 but this has given Double Click an opportunity to offer more to our clients. Our Graphic Design department has made this possible.

PRODUCTS SOLD JAN 2017 - JAN 2018

TOTAL £24,890.00

Product	Value
BUSINESS CARDS	£1809
FLYERS	£7660
BOOKLETS	£9834
BANNERS	£3993
POSTERS	£744
OTHER	£850
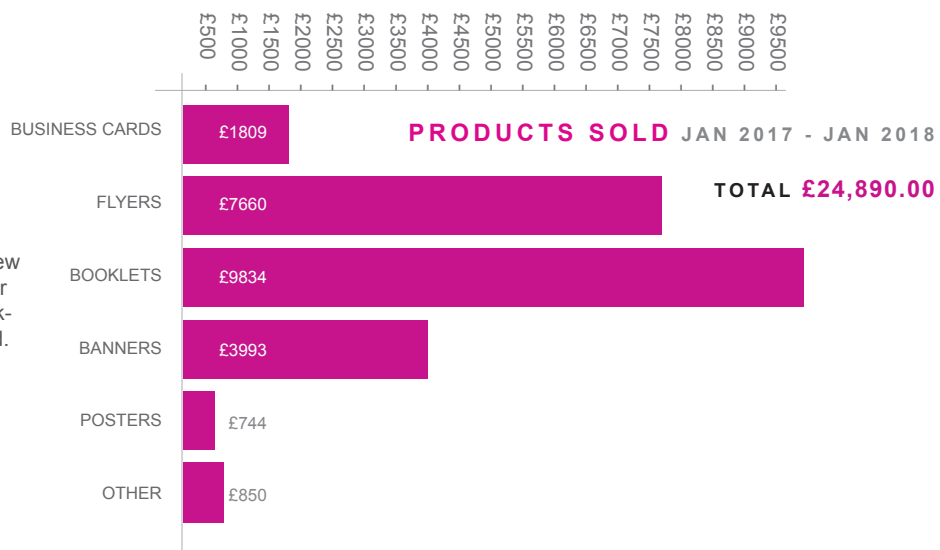
Products sold:
The products we are now offering the customer has increased again with the new Product Guide but it is clear to see that Flyers and Booklets are still in high demand.

- Our Learn Direct courses have yet again been a big hit with our trainees, the confidence that comes with completing the certificate and creating a designed product for their portfolio proves very satisifying.
- Purchased, 2 new computers this year along with new software. Software subscription is now one of our major expenditures but the need to keep up with the latest software is paramount.
- Sian graduated in her Graphic Design and Multimedia Degree course at Glyndwr University in November. She is now a paid member of staff here at Double Click.
- A further development of our branding has created a fresh, modern look.
- Unfortunately in 2017 Double Click was broken into, damage to the building and computers created an opportunity to review our security. New window shutters, outside security lighting and a new alarm have been installed.
- New interior daylight lighting has created a more design-friendly environment.
- As a Social Firm Double Click has flexibility in terms of who we employ. We have, for example, just employed a consultant web trainer who can share his skills with trainees and staff to improve our digital products. Neil brings with him a wealth of commercial knowledge and technical ability.
- Sponsorship of 20 x A2 posters at the Diversity Festival in Mold organised by Rainbow Biz. This is some thing we will certainly be doing again, a fabulous way to get our name in the local community.
- Paypal: We are now able to accept card payments via Paypal.
- Folding Machine puchased: This new product has been a big help with offering a quick turnaround to our customers.
- We attended the Glyndwr University conference: (World Mental Health Day) 10th Oct.
- We have put together a new training and development information pack. The new look to our logo has been incorporated,
- New signage outside the building, along with new "A boards." This has proven to be an effective way to attract new customers.
- Due to the closure of FLVC print room, we will be offering a 20% discount on all jobs from FLVC Members and to all charities.
- One of our trainees, Hilda, has now become a volunteer.
- 19 attended our Christmas Meal at Jemoleys in Penyffordd. Jemoleys is a long standing customer of Double Click. We are presently creating a website for them.
- We can now offer customers recycled paper /envelopes and clear compostable packaging.

Trainees
Training and development

We have 22 Trainees who are all at different levels of development. The Learn Direct course has proved extremely successful in developing our trainees' skills in all aspects of graphic design. It allows each individual to learn at their own pace, followed by 1-1 tuition and support from a member of staff qualified in graphic design. Each trainee has their own development programme and personal portfolio of work which is regularly updated with the trainee's progress.

" *All staff are sopportive, helpful and understanding and have welcomed me to participate in projects which are beneficial to my ongoing training and personal development* "
Dave/Trainee

" *I like hand-making cards... I find the interaction with people to be very rewarding* "
Hilda/Volunteer

Support is offered throughout the trainee's learning, this is something that all staff are involved with.

Staff and trainees working together is a vital part of Double Click's daily programme of activities.

" *I have completed a Learn Direct course in Indesign & Photoshop in a non-stressful, non-pressurised environment.* "
Wayne/Trainee

" *The Double Click experience I feel is not to be underestimated, from being here for approximately a year, the culture and environment the team has created is one which naturally comes across as non-judgemental, relaxed, welcoming, friendly, positively supporting, empathetic and understanding, and this I feel every time I walk through the door.* "
Alan/Trainee

World Mental Health Day at Glyndwr University

Training & Development
3 Clear Steps For the new Trainee, Looking to make a next step!

A page from our New Training & Development Guide

INTRODUCTION TO DOUBLE CLICK...

STEP 1...

Referral from Social Services to Double Click

Initial contact will be made with Jacqueline Vaughan-Thomas. To discuss whether Double Click is the right choice for you.

A meeting will then be arranged with Jacqueline, and Andy the manager of Double Click, for you to discuss the possibilities of potential training and development.

Once accepted you will be invited to spend some time at Double Click discussing your personal development programme with one of our trainers.

Step 2...

Personal Development Plan

What would you like to achieve whilst at Double Click?

We will discuss your strengths and aspirations, and then create a package of training tailored to you. This will be linked to your outcome reports.

A personalised development plan will be created for you, and together we will decide what courses and training would be suitable.

Step 3...

Training Available

Here at Double Click we have various training opportunities available.

We purchase Learn Direct Courses for trainees eager to learn more about specific software, including graphic design software such as Adobe InDesign, Adobe Photoshop and Adobe Illustrator to web design software Dreamweaver and desk top publishing software like Excel.

We can train you in packaging, folding, trimming, quality control, office related skills, book keeping, cash and receipts.

Courses now available
All the information you need in one pack!

A page from our New Training & Development Guide

Level 1...

Online Training

You will learn and practice at your own pace from an online, in-depth video training course. You will have your own individual log in details, and if you wish, you may also continue the course at home providing you have the suitable software.

The Courses that have been taken so far are: InDesign, Photoshop, Dreamweaver and Excel. We offer one-to-one ongoing help and support throughout the course.

Level 2...

At this level you will decide which avenue of further progression you would like to take. Then you will learn how to put your newly acquired skills to the test.

We will offer you one-to-one support and give you guidance and help as you fine tune your new skills and knowledge through the various options available.

HOW ARE WE GOING TO PROGRESS FURTHER?

Level 3...

Are you equipped with relevant skills to progress into further education?

We will continue to research potential courses available.

We are looking to develop the trainees and hopefully get an accreditation at Double Click in conjunction with a college or university.

Office Based Learning...

This will be mainly given by Sue.

Sue can help you follow guidelines and learn table work by learning how to fold, trim and package artwork ready for our clients, also filing, financial procedures, photocopying, recording skills etc.

Trainees' success at Double Click

18
Learn Direct completed courses
This year we have introduced a new on-line learning course which has been well received. It has proved to be highly enjoyable while also instructive. A certificate of completion is awarded to the trainee at the end.

22
Trainees engaged with Double click
Trainees have developed their skills in graphics with 1-1 tutorials and by being involved with real jobs from paying customers. This high level of engagement comes from a learning process that encourages further development.

3
Office based learning
Three trainees have now undertaken an introduction to office based skills. This covers all the basic requirements for understanding petty cash, cash flow and the banking system within Double Click.

2
Table-Top Work
An important feature of Double Click, table-top work, allows trainees who are not involved with the computer side of the business to be part of the team. Trainees learn to cut, fold and package products for sale.

6
Moved on
3 gained employment, 2 left for College and University and 1 progressed to become a Volunteer.

2
Volunteers
Our Volunteers are Ben and Hilda. After a number of years as a trainee, Ben is now one of our valued Volunteers. Hilda has a skill in organising the table work and getting trainees actively involved.

3-1
Staff to trainee ratio
On any given day at Double Click we will have 6-9 trainees on the premises. It is important that we offer design and computer support to our trainees, their development is of key importance.

Reasons to Celebrate

Certificates, Degrees & a new look!

Well done Sian, on getting your Degree!

On completion of the Learn Direct course each trainee is awarded a certificate.

Our New logo!

The Double Click branding has now been updated, it's brighter and more contemporary.

It's consistent use across all our marketing products, such as on our signage and product guide, means that Double Click is a more recognised local business and this has generated increased sales and interest to the Social Firm.

Our mission statement

Designs that inspire the mind and make a difference …

is now being used in conjunction with our branding. This phrase was developed in collaboration with the trainees.

20% DISCOUNT TO ALL
FLVC MEMBERS
Double Click Design & Print are happy to offer a 20% discount from our 2018 Product Guide
A design & Print Studio with a conscience.

Product guides have been given to FLVC with a 20% discount sticker attached to the front. Local charities are also given the same discount.

Meet the team

Andrew Lloyd-Jones
General Manager

Sue Davies
Support Worker/
Administration

Heather Wilde
Graphic Designer

Claire Doughty
Trainer & Designer

Sian Jones
Graphic Designer

Our board of Directors are:

Sumnadipa
Chair

Paul Cunningham
Flintshire Councillor

Anne Rowlands
Finance Director

Andrew Lloyd-Jones
General Manager

DESIGNS THAT INSPIRE THE MIND AND MAKE A DIFFERENCE.

Mindful

Autumn 2018

One Step at a Time

My name is Danielle Humphreys, for many years I have experienced long standing enduring mental health difficulties namely severe social anxiety, PTSD and depressive disorder. I had very poor self-esteem and strongly believed that I was not good at anything (despite being a talented florist).

Over the years I have really struggled, with no support. My recovery journey began about 3 years ago when I went on a 12 week self-esteem course. I found it extremely difficult and the biggest achievement was being in the room with other people. I was then referred to the Flintshire Community Living team, this referral totally changed my life.

I was appointed a support worker who did exposure techniques with me and built up my confidence, she introduced me to Flintshire wellbeing brochure and together we looked at which courses I'd like to go on. The first one I attended was 'dealing with difficult situations' run by Unllias. I went on this without my support worker and was struck by debilitating anxiety, I wasn't even able to introduce myself and had zero confidence.

The peopl facilitating the course were really kind and supportive and made me feel more comfortable and I managed to stay the day even with a small contribution at the end. There were some leaflets there about the 'speaking out ' project I didn't know what it entailed but I filled it in.

From the wellbeing brochure I also went on a 3 week confidence course with the SAFE project. SAFE was something very special to me and I attended various courses which helped increase my confidence and assertiveness. I went onto become a volunteer for SAFE.

So where am I now? Well, I don't see the psychiatrist anymore as I am doing well. I am part of the Unllias 'Speaking Out' service and carer involvement project and through this I attend the regular project meeting. I am also part of the MINDFUL editorial group. Last November I did an intensive Train the Trainer course and now I co-facilitate with Unllais. I facilitate my own flower workshop in the wellbeing brochure and other mental health organisations within Flintshire.

Once a week I demonstrate flower arranging or encaustic art at the craft consortium. I also volunteer regularly at the local animal rescue.

I used to be scared of everyone and everything, but I'm not now. I still experience anxiety every day but I no longer let it limit me anymore.

It maybe difficult to try new things but it's worth setting measurable goals to give things a go. Don't set too high expectations of yourself, and take one step at a time to reach your goals.

article by Danielle Humphreys

Could You Reduce Your Water Bill?

Retail Services
Gwasanaethau Manwerthu

Contact us today to find out about the range of tariffs we offer which could help reduce your water bill. These include:

HelpU

Our HelpU scheme will cap your water and sewerage bill at £197.37 and is available to customers where the total household income is £15,000 a year or less.

WaterSure Wales

Our WaterSure Wales scheme is available to our customers who have a water meter fitted. It helps households on a low income with either a large family or a family member with a certain medical condition. Your annual charges will be capped at £319.95.

Water Direct

Our Water Direct scheme takes away the hassle of paying your bills. It allows those customers who receive certain benefits and are currently in arrears to pay directly through their benefits. If you sign up we will even reduce your bill by £25!

Customer Assistance Fund

If you have arrears with us, our Customer Assistance Fund could help. This scheme not only helps you pay your ongoing current charges, but helps you pay off your arrears at the same time. If you commit to a payment plan for 6 months we will pay off half of your arrears, if you then pay for a further 6 months we will pay off the remaining balance of your arrears.

Contact us now and you could soon start benefitting from the help we can give you.

Call

0800 0520145, Opening hour 8am -8pm (Monday – Friday) and 8.30am – 1.30pm on Saturday.

Email

water.enquiries@dwrcymru.com

Online

dwrcymru.com/money

If your organisation seeks and implements ways to maximise income, provides financial assistance or gives practical support and advice to clients, please contact us to become a trusted partner and receive our free training or awareness session. To find out more please contact Tracey.jones@dwrcymru.com

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WELSH CONVERSATION GROUP

Meet every Wednesday at 12.30pm at Deeside Enterprise Centre Rowley's Drive Shotton
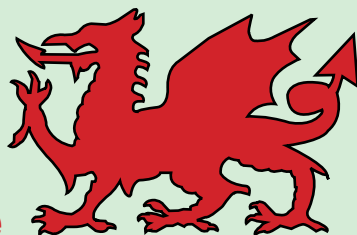
First Session
5th September
to
Final Session
19th December

Everyone Welcome

Next Steps Volunteering Course

"Going out and volunteering sounds simple, but many people don't volunteer because they don't know where to start". It was this simple sentence that formed the idea for the Next Steps Volunteering Course. Next Steps found that many people wanted to volunteer, but didn't know where they could volunteer, if they could volunteer, or if they had the skills and confidence.

There are many benefits to volunteering, including making a difference to the lives of others, increasing confidence and self esteem, gaining new skills, knowledge and experience and meeting new people and making new friends.

The accredited course looks at all this, and more, over a 6 week period. The course looks at what a voluntary organisation is, your skills and interests and which volunteering role would suit you. It is also gives you the tools to look after your own health and wellbeing whilst volunteering, with sessions on Dealing with Difficult Situations, Wellness Tools and Communication. The course also includes a visit to FLVC (Flintshire Local Voluntary Centre) in Corlan, Mold, to meet the team and find out more about the wide variety of volunteering roles available.

The course is now in its 4th run, with all 8 set to complete the course in August. 17 people have completed the course, with 9 people going on to volunteer, 1 returning to college to study for their A-Levels and, 3 people going on to paid work. One volunteer has said "I gained back my confidence and have been able to become a volunteer. My overall experience volunteering has been excellent. I have renewed my skills and I enjoy supporting people, teaching them new skills and it's nice when you see them smile"

Drop In to Flint!

Hi, I'm Pat and every Friday you'll find me at the Flint Drop-in. I did not go out for almost 2 years and felt isolated, but now I cannot wait for Fridays to come around.

The Drop-in is a social hub where I feel I belong, it is my time to unwind and join the rest of the gang, everyone is very welcoming and it's just a great place to be yourself.

There are many activities on offer such as table tennis, bowls, scrabble, bingo, board games and painting. There really is something for everyone, including those less mobile such as myself.

Of course, should you prefer, you can just drop in for a chat.

Refreshments are provided, such as tea, coffee, cakes, toast and crumpets and often someone is playing a guitar in the background which is very relaxing.

Please do come and try the Drop-in at Flint. You will be made to feel welcome by staff, volunteers and service users alike and …………….
Did I mention the cake?!

Page 549

Theatr Clwyd Opportunities

As part of Flintshire's plan to encourage Partnership working with third sector organisations, Communities and existing resources I went along to a meeting with Annie Dayson who is Theatr Clwyds Arts and Wellbeing Manager. She made the group feel very welcome and we each gave an overview of the service we provided. It was clear to see that Annie felt strong about creating a good working relationship and came up with a number of options for us to tap into. I came away from the meeting feeling that we were going to help provide lots of new opportunities for the people we support. It was agreed that a few of us would meet again and be introduced to other members of her team who could help with some of the activities we had discussed.

I passed on contact details to both Next Steps and Social Links and both teams made arrangements to meet up. Next Steps are very excited to be working in partnership with Theatr Clwyd for volunteering opportunities. Theatr Clwyd are currently re-developing their volunteering programme and are hopeful that this should be available in the autumn. We are looking forward to being able to offer the people we work with unique volunteering opportunities to gain experience and new skills both front of house and backstage. Social Links are now organising a bi-monthly gathering at the theatre to see a stage production.or a film. They are organising a back stage tour so that the group have the exciting opportunity to see what happens behind the scenes and also to meet some cast members.

The theatre group has become increasingly popular and is a brilliant way for people to try something new, rekindle a hobby and socialise while meeting new people.

They are now planning to book their Christmas night out at the Pantomime on Thursday 13th December. The tickets to see Dick Whittington are £21 each, if anyone would like to come along please contact Laura at Social Links for more information on

01244 810185.

article by
Jocqueline Vaughn-Thomas

. . . .

Growing Places Open Day 2018

A fantastic time was had by all!

North Wales Suicide and Self –Harm Prevention Strategic Plan

Each year in Wales between 300 and 350 people die from suicide – this is about three times the number of people killed in road accidents. In 2015 the Welsh Government published a document called Talk to Me 2 which sets out strategic aims and objectives to reduce and prevent suicide and self-harm in Wales over the period 2015-2020.

The 6 objectives are set out as follows:

1.   To further improve awareness, knowledge and understanding of suicide and self -harm amongst the public, individuals who frequently come into contact with people at risk of suicide and self -harm and professionals in North wales.

2.   To deliver appropriate responses to personal crises, early intervention and management of suicide and self- harm.

3.   To provide information and support for those bereaved or affected by suicide and self-harm.

4.   To support the media in responsible reporting and portrayal of suicide and self –harm.

5.   To reduce access to the means of suicide.

6.   To continue to promote and support learning, information and monitoring systems and research to improve understanding of suicide and self-harm in North Wales and guide action.

In response to these objectives, an action plan has been developed by a sub group of the North Wales and Powys Suicide and Self Harm Prevention Group. This is a multi-agency working group made up of representatives from the NHS, Local Authorities, Police, Network Rail, HM Coroner and Third sector organisations. Feedback from the Strategy Launch which was held on 21st February 2018 was given consideration and incorporated into the delivery plan.

The sub-group has been meeting regularly to put actions in place to meet the objectives. The aim is for further sub-groups to be established for each Objective, which can then feed in to the health board's LITs (Local Implementation Teams). The Chair, Dr Gwenllian Parry, will be arranging separate meetings outside the main meeting to discuss progress made by each sub-group from September this year.

Each Objective has multiple tasks involved but here as an example is an overview of the work being undertaken for Objective 1. The Objective is "To Develop a training framework for the training of professionals and individuals who come into contact with people at risk of suicide and self -harm including the general public". The sub-group have agreed that this should include the use of Recovery Education Programmes (such as the Flintshire Learning for Recovery and Wellbeing Programme) being developed throughout North Wales, to deliver training to carers or anyone affected by mental health issues. Other partners should be involved, such as schools, universities and other educational establishments. Generally there should be a focus on better information being made available for the general public on Suicide and Self-Harm. Also the aim is to promote Health and Social Care employees awareness and improve their knowledge of where to go for emotional support within their own workplace.

A copy of the Action Plan is available at www.nhs.uk or Search for North Wales Suicide and Self-Harm Strategic Plan.

KIM INSPIRE
Mental Health Support to Women.
Contact: **01352 872189**
www.kim-inspire.org.uk
KIM4HIM men-only service

C.A.L.L
Community Advice and Listening Line
Free and confidential mental health
help line covering the whole of Wales.
Contact: **0800132737**
www.callhelpline.org.uk

Advocacy Service North East Wales
Provides an independent, confidential
and free advocacy service for people
experiencing mental health problems
living in Flintshire and Wrexham.
Contact: **01352 759332**
www.asnew.org.uk

Hafal
Hafal supports the carers of people with
a serious mental illness and also pro-
vides more intensive support to carers
and families at times of crisis.
Contact:
Karen Jones or Janet Fletcher
01244 834923
www.hafal.org

CAB (Citizens' Advice Bureau)
Provides free, confidential advice
and information on social welfare
and law.
08444 772020
www.flintshirecab.org.uk

Flintshire NEW Mind
Information and support for mental
wellbeing
Contact: **01352974430**
enquiries@newmind.org.uk
www.newmind.org.uk

Speaking Out Flintshire
Contact: **01745 827903**
www.unllais.co.uk

Round the Clock Support
116123 From any phone

www.Dewis.Cymru
Cael dewis a chymryd rheolaeth
www.Dewis.Wales
Have choice and take control

The Dewis Cymru website is THE place to go
if you want information or advice about your
well-being – or want to know how you can help
somebody else. www.dewis.wales

Drop-in information

MONDAY
Hope Church Hall
1:30pm to **3:30pm**

TUESDAY
Mold, Chapel Art Centre, Tyddyn Street
10:30am to **12:30pm**

WEDNESDAY
Rivertown United Reformed Church
Chester Road West, Shotton
10:30am to **12:30pm**

New times

FRIDAY
St Mary's Church Hall, Flint.
10:30am to **12:30pm**

SATURDAY
C.A.B Offices in Connah's Quay
10:30am to **12:30pm**

Mold Mind Drop-in at Wellbeing Centre,
23b Chester Street Mold
1:00pm to **4:00pm**

All Welcome

Community Mental Health Teams (CMHT)
Primary Care Tiers 1& 2
Mold and Flintshire: Pwll-Glas: **01352 750252**
Deeside: Aston House: **01244 834921**

Mindful Newsletter is available on request
please contact:
Double Click Design on **01244 846411**
email: **doubleclick.design@yahoo.com**

double click
DESIGN & PRINT
Supporting Mental Health

CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL

Un Cam Ar y Tro

Fy enw i yw Danielle Humphreys, ers blynyddoedd lawer rwyf wedi bod yn dioddef ag anawsterau iechyd meddwl hirbarhaol, yn bennaf, pryder cymdeithasol difrifol, PTSD ac anhwylder iselder. Roedd gen i hunanhyder isel iawn ac roeddwn yn credu'n gryf nad oeddwn i'n dda ar unrhyw beth (er gwaethaf bod yn flodwraig dalentog).

Dros y blynyddoedd rwyf wir wedi cael trafferth ymdopi, heb unrhyw gefnogaeth. Dechreuodd fy siwrnai adfer tua 3 blynedd yn ôl pan es i ar gwrs hunanhyder 12 wythnos. Roeddwn yn ei weld yn hynod o anodd a'r llwyddiant mwyaf oedd bod yn yr ystafell gyda phobl eraill. Cefais wedyn fy atgyfeirio at dîm byw yn y gymuned Sir y Fflint, mae'r atgyfeiriad hwn wedi newid fy mywyd yn llwyr.

Cefais weithiwr cefnogi i weithio gyda mi a buom yn gwneud technegau amlygu ac adeiladu fy hyder, fe'm cyflwynodd i lyfryn lles Sir y Fflint a gyda'n gilydd fe edrychom edrych ar ba gyrsiau yr hoffwn eu gwneud. Yr un cyntaf yr es arno oedd 'delio â sefyllfaoedd anodd' a oedd yn cael ei gynnal gan Unllais. Es ar y cwrs hwn heb fy ngweithiwr cefnogi a chefais fy nharo gan or-bryder difrifol. Fedrwn i ddim hyd yn oed cyflwyno fy hun a doedd gen i ddim hyder o gwbl.

Roedd y bobl a oedd yn hwyluso'r cwrs yn wirioneddol garedig a chefnogol ac yn gwneud i mi deimlo'n fwy cyfforddus a llwyddais i aros trwy'r dydd, gan hyd yn oed wneud cyfraniad bach ar y diwedd.

Roedd yna daflenni yno am y prosiect 'siarad allan', doedd gen i ddim syniad beth oedd o, ond fe lenwais y daflen.

O'r llyfryn lles, fe es i hefyd ar gwrs hyder 3 wythnos gyda'r prosiect SAFE. Roedd SAFE yn rhywbeth arbennig iawn i mi a mynychais amryw gyrsiau a helpodd i gynyddu fy hyder a'm pendantrwydd. Es yn fy mlaen i ddod yn wirfoddolwr ar gyfer SAFE.

Felly lle'r ydw i rŵan? Wel, dydw i ddim yn gweld y seiciatrydd bellach gan fy mod yn gwneud yn dda. Rydw i'n rhan o wasanaeth 'siarad allan' Unllais a'r prosiect cyfranogiad gofalwyr, a thrwy hyn, rwy'n mynychu'r cyfarfod prosiect rheolaidd ac rwyf hefyd yn rhan o grŵp golygyddol MINDFUL. Fis Tachwedd diwethaf, fe wnes i gwrs hyfforddi'r hyfforddwr dwys ac erbyn hyn rydw i'n cyd-hwyluso

gydag Unllais. Rwy'n hwyluso fy ngweithdy blodau fy hun yn y llyfryn lles a sefydliadau iechyd meddwl eraill yn Sir y Fflint.

Unwaith yr wythnos, rwy'n dangos sut i drefnu blodau neu gelf annisgwyl yn y consortiwm crefftau. Rwyf hefyd yn gwirfoddoli'n rheolaidd yn y ganolfan achub anifeiliaid lleol.

Roeddwn i'n arfer bod ofn pawb a phopeth, ond dydw i ddim yn awr, rwy'n dal i ddioddef o or-bryder bob dydd ond dydw i ddim yn gadael iddo fy nghyfyngu mwyach.

Efallai ei bod hi'n anodd rhoi cynnig ar bethau newydd ond mae'n werth pennu nodau mesuradwy i roi cynnig ar bethau, peidiwch â gosod disgwyliadau rhy uchel ar gyfer eich hun, cymerwch un cam ar y tro i gyrraedd eich nodau.

Erthygl gan Danielle Humphreys

A Allech Chi Gostwng Eich Mesur Dŵr?

Cysylltwch â ni heddiw i ffeindio allan am yr amrywiaeth o dariffs rydym yn cynnig a allai helpu lleihau eich bil dŵr. Mae rhain yn cynnwys:

HelpU

Gallai ein cynllun HelpU arbed hyd at £190 ar eich bil dŵr a charthffosiaeth ac mae ar gael i'r cwsmeriaid hynny sydd a chyfanswm incwm cartref o □15,000 y flwyddyn neu lai.

WaterSure Cymru

Mae ein cynllun WaterSure Cymru ar gael i'n cwsmeriaid sydd a mesurydd dŵr. Mae'n helpu cartrefi ar incwm isel ac sy'n cynnwys teulu mawr, neu aelod o'r teulu sydd a chyflwr meddygol penodol. Bydd cap o £308 ar eich taliadau blynyddol.

Water Direct

Mae ein cynllun Water Direct yn cael gwared ar y drafferth o dalu eich biliau. Mae'n galluogi'r cwsmeriaid hynny sy'n derbyn budd-daliadau penodol ac sydd ar hyn o bryd mewn ôl-ddyled i dalu yn uniongyrchol drwy eu budd-daliadau. Os byddwch yn cofrestru byddwn yn hyd yn oed yn lleihau eich bil trwy £25!

Cronfa Cymorth i Gwsmeriaid

Os oes gennych ol-ddyledion gyda ni, gall cwsmeriaid sydd eisoes ag ôl-ddyledion gael help gan ein Cronfa Cymorth i Gwsmeriaid. Mae'r cynllun hwn nid yn unig yn eich helpu i dalu eich costau cyfredol parhaus, ond yn eich helpu i dalu cyfran sylweddol o'ch ôl-ddyledion ar yr un pryd. Os byddwch yn ymrwymo i gynllun taliadau am 6 mis, byddwn yn talu hannereich ôl-ddyledion, ac os byddwch yn talu am 6 mis arall, byddwn yn talu gweddill eich ôl-ddyledion.

Cysylltwch â ni nawr fel y gallwch dechrau manteisio o'r cymorth gallwn eich cynnig.

Ffoniwch:

0800 0520145, oriau agor 8am – 8pm (Llun-Gwener) a 8.30 am – 1.30 pm ar ddydd Sadwrn.

e-bost:

water.enquiries@dwrcymru.com

ar-lein:

dwrcymru.com/money

Os yw eich sefydliad yn ceisio ac yn gweithredu ffyrdd o wneud y mwyaf o incwm, yn darparu cymorth ariannol neu yn rhoi cymorth a chyngor ymarferol i gleientiaid, cysylltwch â ni i ddod yn bartner dibynadwy ac yn derbyn ein hyfforddiant am ddim neu sesiwn ymwybyddiaeth. I gael gwybod mwy, cysylltwch â Tracey.jones@dwrcymru.com

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GRŴP SGWRSIO CYMRAEG

Cyfarfod bob Dydd Mercher am 12.30pm yng Nghanolfan Fenter Glannau Dyfrdwy Rowley's Drive, Shotton, CH5 1TP

Croeso i bawb!

sesiwn cyntaf
Medi 5ed
to
Sesiwn olaf
Rhagfyr 19fed

Cwrs Gwirfoddoli Next Steps

"Mae mynd allan a gwirfoddoli'n swnio'n syml, ond nid yw llawer o bobl yn gwirfoddoli oherwydd nad ydynt yn gwybod ble i ddechrau". Y frawddeg syml hon ffurfiodd y syniad ar gyfer Cwrs Gwirfoddoli Next Steps. Canfu Next Steps fod llawer o bobl eisiau gwirfoddoli, ond nid oeddent yn gwybod lle gallent wirfoddoli, pe gallent wirfoddoli, neu a oedd ganddynt y sgiliau a'r hyder i wneud hynny.

Mae yna lawer o fanteision i wirfoddoli, gan gynnwys gwneud gwahaniaeth i fywydau pobl eraill, cynyddu hyder a hunan-barch, ennill sgiliau, gwybodaeth a phrofiad newydd a chwrdd â phobl newydd a gwneud ffrindiau newydd.

Mae'r cwrs achrededig yn edrych ar hyn oll, a mwy, dros gyfnod o 6 wythnos. Mae'r cwrs yn edrych ar beth yw mudiad gwirfoddol, eich sgiliau a'ch diddordebau, a pha rôl wirfoddoli fyddai'n addas i chi. Mae hefyd yn rhoi'r offer ichi i ofalu am eich iechyd a'ch lles eich hun wrth wirfoddoli, gyda sesiynau ar Ymdrin â Sefyllfaoedd Anodd, Offer Lles a Chyfathrebu. Mae'r cwrs hefyd yn cynnwys ymweliad â Chanolfan Wirfoddoli Lleol Sir y Fflint yn Corlan, Yr Wyddgrug, i gwrdd â'r tîm a darganfod mwy am yr amrywiaeth eang o rolau gwirfoddoli sydd ar gael.

Mae'r cwrs bellach yn ei bedwaredd cylch, gyda'r 8 yn barod i gwblhau'r cwrs ym mis Awst. Mae 17 o bobl wedi cwblhau'r cwrs, gyda 9 o bobl yn mynd ymlaen i wirfoddoli, 1 yn dychwelyd i'r coleg i astudio ar gyfer eu Lefel A, a 3 o bobl wedi mynd ymlaen i waith taledig.

Dywedodd un gwirfoddolwr "Rwyf wedi ennill fy hyder yn ôl ac wedi gallu dod yn wirfoddolwr. Mae fy mhrofiad cyffredinol o wirfoddoli wedi bod yn rhagorol. Rwyf wedi adnewyddu fy sgiliau ac rwy'n mwynhau cefnogi pobl, dysgu sgiliau newydd iddynt ac mae'n braf pan fyddwch chi'n eu gweld yn gwenu".

. . . .

Galw'ch Heibio yn y Fflint!

Helo, Pat dw i, a phob dydd Gwener fe welwch fi yn y Ganolfan Galw Heibio yn y Fflint. Wnes i ddim gadael y tŷ am bron i 2 flynedd ac roeddwn yn teimlo'n unig, ond rŵan fedra i ddim aros nes i bob dydd Gwener ddod.

Mae'r Ganolfan Galw Heibio yn lle cymdeithasol lle rwy'n teimlo fy mod yn perthyn, dyma fy amser i ymlacio ac ymuno â gweddill y gang, mae pawb yn groesawgar iawn ac mae'n lle gwych i fod yn chi eich hun. Mae yna lawer o weithgareddau ar gael megis tenis bwrdd, bowlio, sgrabl, bingo, gemau bwrdd a phaentio.

Mewn gwirionedd mae rhywbeth i bawb, gan gynnwys y rhai sydd llai abl yn gorfforol fel fi.

Wrth gwrs, os yw'n well gennych, gallwch alw heibio i gael sgwrs yn unig. Darperir lluniaeth, fel te, coffi, cacennau, tost a chrwmpedi ac yn aml mae rhywun yn chwarae gitâr yn y cefndir sy'n eich ymlacio'n llwyr.

Dylech alw draw a rhoi cynnig ar Galw Heibio yn y Fflint. Fe gewch groeso gan staff, gwirfoddolwyr a defnyddwyr gwasanaeth fel ei gilydd a................
Wnes i sôn wrthych am y cacennau?!

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Cyfleoedd Theatr Clwyd

Fel rhan o gynllun Sir y Fflint i annog gweithio mewn partneriaeth â sefydliadau'r trydydd sector, cymunedau ac adnoddau presennol, es i gyfarfod ag Annie Dayson, sef Rheolwr Celfyddydau a Lles Theatr Clwyd. Rhoddodd groeso i'r grŵp ac fe roddom i gyd drosolwg o'r Gwasanaeth a ddarparwyd gennym. Roedd yn amlwg gweld bod Annie yn teimlo'n gryf ynglŷn â chreu perthynas waith dda a chafwyd nifer o opsiynau i ni ymuno â nhw. Es i ffwrdd o'r cyfarfod yn teimlo ein bod ni'n mynd i helpu i ddarparu llawer o gyfleoedd newydd i'r bobl yr ydym yn eu cefnogi. Cytunwyd y byddai rhai ohonom yn cyfarfod eto ac yn cael ein cyflwyno i aelodau eraill o'i thîm a allai helpu gyda rhai o'r gweithgareddau yr oeddem wedi'u trafod.

Trosglwyddais y manylion cyswllt i Next Steps a'r Social Links a gwnaed y ddau dîm drefniadau i gyfarfod.

Mae Next Steps yn hapus iawn o fod yn gweithio mewn partneriaeth â Theatr Clwyd am gyfleoedd gwirfoddoli yn Theatr. Mae Theatr Clwyd ar hyn o bryd gan ail-ddatblygu eu rhaglen wirfoddoli ac maent yn obeithiol y dylai hyn fod ar gael yn yr hydref. Rydym yn edrych ymlaen at allu cynnig cyfleoedd gwirfoddoli unigryw i'r bobl yr ydym ni'n gweithio gyda nhw i ennill profiad a sgiliau newydd yn y blaen tŷ a'r cefn llwyfan. Mae Social Links rŵan yn trefnu ymgasgliad bob dau fis yn y Theatr i weld cynhyrchiad llwyfan neu ffilm yn y sinema. Maent yn trefnu taith gefn llwyfan er mwyn i'r grŵp gael y cyfle cyffrous i weld beth sy'n digwydd y tu ôl i'r llen a'r cyfle i gwrdd â rhai aelodau o'r cast. Mae'r grŵp theatr wedi dod yn gynyddol boblogaidd ac mae'n ffordd wych i bobl roi cynnig ar rywbeth newydd, adfywio hobi a chymdeithasu wrth gwrdd â phobl newydd.

Maent bellach yn bwriadu archebu eu noson Nadolig allan yn y Pantomeim ar ddydd Iau 13 Rhagfyr. Mae'r tocynnau i weld Dick Whittington yn £21 yr un os hoffai unrhyw un ddod draw cysylltwch â Laura yn Social Links am fwy o wybodaeth.

01244 810185.

Erthygl gan
Jacqueline Vaughn-Thomas

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Diwrnod Agored Growing Places 2018

Cafodd pawb amser gwych!

Cynllun Strategol Atal Hunanladdiad a Hunan-Niweidio Gogledd Cymru

Bob blwyddyn yng Nghymru mae rhwng 300 a 350 o bobl yn marw o hunanladdiad - mae hyn tua thair gwaith y nifer o bobl a laddwyd mewn damweiniau ffordd. Yn 2015 cyhoeddodd Llywodraeth Cymru ddogfen o'r enw Siarad â Mi 2 sy'n nodi nodau ac amcanion strategol i leihau ac atal hunanladdiad a hunan-niweidio yng Nghymru dros y cyfnod 2015-2020.

Nodir y 6 amcan fel a ganlyn:

1. Amcan 1: Gwella ymhellach ymwybyddiaeth, gwybodaeth a dealltwriaeth am hunanladdiad a hunan-niwed ymhlith y cyhoedd, unigolion sy'n dod i gysylltiad yn aml â phobl sydd mewn perygl o gyflawni hunanladdiad a hunan-niwed a gweithwyr proffesiynol yng Ngogledd Cymru.

2. Darparu ymatebion priodol i argyfyngau personol, ymyriadau cynnar a rheolaeth ar hunanladdiad a hunan-niwed.

3. Gwybodaeth a chymorth i'r rhai sydd wedi cael profedigaeth neu yr effeithiwyd arnynt o ganlyniad i hunanladdiad a hunan-niwed.

4. Rhoi cymorth i'r cyfryngau fod yn gyfrifol wrth bortreadu ac adrodd ar hunanladdiad ac ymddygiad hunanladdol.

5. Lleihau mynediad at bethau y gellir eu defnyddio i gyflawni hunanladdiad.

6. Parhau i hybu a chefnogi dysgu, systemau gwybodaeth a monitro ac ymchwil i wella ein dealltwriaeth am hunanladdiad a hunan-niwed yng Ngogledd Cymru ac arwain camau gweithredu.

Mewn ymateb i'r amcanion hyn, mae is-grŵp o Grŵp Atal Hunanladdiad a Hunan-niwed Gogledd Cymru a Phowys wedi datblygu cynllun gweithredu. Gweithgor aml-asiantaeth yw hwn sy'n cynnwys cynrychiolwyr o'r GIG, Awdurdodau Lleol, yr Heddlu, Network Rail, Crwner EM a sefydliadau'r Trydydd Sector.

Rhoddwyd ystyriaeth i'r adborth o'r Lansiad Strategaeth a gynhaliwyd ar 21 Chwefror 2018 a'i ymgorffori yn y cynllun cyflawni.

Mae'r is-grŵp wedi bod yn cwrdd yn rheolaidd i roi camau ar waith i fodloni'r amcanion. Y nod yw sefydlu is-grwpiau pellach ar gyfer pob Amcan, a all wedyn fwydo i Dimau Gweithredu Lleol y bwrdd iechyd.

Bydd y Cadeirydd Dr Gwenllïan Parry yn trefnu cyfarfodydd ar wahân y tu allan i'r prif gyfarfod i drafod cynnydd a wnaed gan bob is-grŵp o fis Medi eleni.

Mae gan bob Amcan dasgau lluosog yn gysylltiedig â nhw, ond dyma enghraifft fel trosolwg o'r gwaith sy'n cael ei wneud ar gyfer Amcan 1. Yr Amcan yw "Datblygu fframwaith hyfforddi ar gyfer hyfforddi gweithwyr proffesiynol ac unigolion sy'n dod i gysylltiad â phobl sydd mewn perygl o hunanladdiad a hunan-niweidio gan gynnwys y cyhoedd". Mae'r is-grŵp wedi cytuno y dylai hyn gynnwys defnyddio Rhaglenni Addysg Adferiad (megis Rhaglen Dysgu ar gyfer Adfer a Lles Sir y Fflint) sy'n cael eu datblygu ledled Gogledd Cymru, i ddarparu hyfforddiant i ofalwyr neu unrhyw un sy'n cael ei heffeithio gan faterion iechyd meddwl. Dylai partneriaid eraill fod yn gysylltiedig, fel ysgolion, prifysgolion a sefydliadau addysgol eraill. Yn gyffredinol, dylai fod ffocws ar sicrhau bod gwybodaeth well ar gael i'r cyhoedd ar Hunanladdiad a Hunan-niwed. Y nod hefyd yw hybu ymwybyddiaeth gweithwyr Iechyd a Gofal Cymdeithasol a gwella eu gwybodaeth o ble i fynd am gefnogaeth emosiynol yn eu gweithle eu hunain.

Mae copi o'r Cynllun Gweithredu ar gael yn www.nhs.uk neu Chwiliwch am Gynllun Strategol Atal Hunanladdiad a Hunan-niweidio Gogledd Cymru.

KIM INSPIRE
Cymorth Iechyd Meddwl i Ferched
Rhif ffôn: : **01352 872189**
www.kim-inspire.org.uk
KIM4HIM gwasanaeth i ddynion yn unig

C.A.L.L
Llinell Gymorth a Gwrando
Cymunedoi Llinell gymorth
iechyd meddwl gyfrinachol ac am
ddim ar gyfer Cymru gyfan.
Rhif ffôn: : **0800132737**
www.callhelpline.org.uk
Gwasanaeth Eiriolaeth
Gogledd-ddwyrain Cymru
Gwasanaeth eiriolaeth annibynnol,
cyfrinachol am ddim i bobl o Sir y Fflint
a Wrecsam sy'n cael problemau iechyd
meddwl..
Rhif ffôn: **01352 759332**
www.asnew.org.uk
Hafal
Mae Hafal yn cynorthwyo gofalwyr pobl
sydd â salwch meddwl difrifol a hefyd
mae'n rhoi cymorth dwys i ofalwyr a
theulu mewn argyfwng.
Rhif ffôn:
Karen Jones neu **Janet Fletcher**
01244 834923
www.hafal.org
NEW Mind Sir y Fflint
Gwybodaeth a chymorth ar gyfer
lles meddyliol
Rhif ffôn: **01352974430**
enquiries@newmind.org.uk
www.newmind.org.uk

CAB (Cyngor Ar Bopeth)
Cyngor a gwybodaeth gyfrinachol
am ddim am les a chyfraith
gymdeithasol.
08444 772020
www.flintshirecab.org.uk

Speaking Out Sir y Fflint
Cyswllt: **01745 827903**
www.unllais.co.uk

Timau Iechyd Meddwl Cymunedol (CMHT)
Gofal Sylfaenol Haenau 1 a 2
Yr Wyddgrug a Sir y Fflint: Pwll-Glas:
01352750252
Glannau Dyfrdwy: Tŷ Aston:
01244 834921

Gwybodaeth
Canolfannau galw heibio

DYDD LLUN
Neuadd Eglwys yr Hôb
1:30pm tan 3:30pm

DYDD MAWRTH
Canolfan Gelf y Capel, yr Wyddgrug,
Stryd Tyddyn
10:30am tan **12:30pm**

DYDD MERCHER
Eglwys Ddiwygiedig Unedig Rivertown
Chester Road West, Shotton
10:30am tan 12:30pm

Amser Newydd

DYDD GWENER
Neuadd Eglwys y Santes Fair, Fflint.
10:30am tan **12:30pm**

DYDD SADWRN
Swyddfeydd Canolfan Cyngor ar Bopeth
yng Nghei Connah
10:30am tan **12:30pm**

Canolfan Galw Heibio Mind yr Wyddgrug
yn y Ganolfan Les,
23b Stryd Caer, yr Wyddgrug
1:00pm tan **4:00pm**

Croeso i Bawb

Cylchlythyr Mindful ar gael ar gais,
cysylltwch â:
Double Click Design on **01244 846411**
ebost: **doubleclick.design@yahoo.com**

Dyluniwyd a chynhyrchwyd gan
Dylunio Cliciwch Dwbl
ar ran
Cyngor Sir y Fflint

CABINET MEETING

Date of Meeting	Tuesday 23rd October 2018
Report Subject	Welfare Reform Update
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Housing and Assets)
Type of Report	Operational

EXECUTIVE SUMMARY

Welfare reforms will, by 2020, have reduced expenditure on available social security benefits to low income working-age households by around £31[1] billion per annum in the UK.

This report provides an update on the impacts Universal Credit 'Full Service' and other welfare reforms are having on Flintshire residents and the work that is being undertaken to mitigate and support these households. It also explores longer term impacts and some of the considerations required in order to prepare and plan a response to these impacts, both now and in the future.

Since 2012, Flintshire County Council, together with its partners, have attempted to mitigate the full impacts of the reforms from falling upon vulnerable Flintshire residents and the report considers how to manage the impacts of the reforms being introduced under the provisions of the Welfare Reform and Work Act 2016.

RECOMMENDATIONS	
1	Cabinet to support the report and the ongoing work to manage the impacts that Welfare Reforms has and will continue to have upon Flintshire's most vulnerable households.
2	Cabinet note the changes to grant funding arrangements for Universal Support as announced by Central Government on 1st October 2018 and

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[1] The Welfare Reform Act 2012 introduced reforms that reduced expenditure on social security benefits by £19 billion pa and the Welfare Reform and Work Act 2016 is introducing reforms which will reduce expenditure by a further £12 billion pa.

consider future risks to the Council that may come as a result of these changes.

REPORT DETAILS

1.00	**EXISITING WELFARE REFORMS**
1.01	Flintshire's Welfare Reform Response Team has been in place for the last two years and combines the administration of discretionary housing payment with personal budgeting support and aims to provide financial inclusivity. An independent report was commissioned, which has provided an up to date Welfare Reform impact assessment analysis for Flintshire County Council. This detailed analysis has modelled impacts for today and as it is projected to be in 2020, both under the current benefit system and Universal Credit.
1.02	The analysis has identified a number of households that continue to be highly impacted by welfare reform, and has evaluated individual circumstances using two measures of living standards; • relative poverty and; • financial resilience. This data and information is being used to form a proactive action plan for the Welfare Reform Response Team so they can target support to these households in order to help to alleviate the impacts and help households to prepare now for future changes.
1.03	Work focus includes targeting support to those who are unemployed with low barriers to work to enable a referral process to access and improve employability options. A total of 45 households have been identified to receive less income in 2017 if receiving Universal Credit. The report also helped to cross match families with potential Free School Meal entitlement.
	The Benefit Cap
1.04	In the autumn of 2016, the benefit cap ceiling was significantly lowered. The total amount of annual 'out of work' benefit income which a 'working-age' household can receive is set at (figures for households outside of greater London): ▪ £20,000[2] for couples and lone parents (£383.56pw) *(Previously £26,000 or £500.00 pw)*

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[2] For information - in Greater London area the benefit cap is set at £23,000 for couples/lone parents and £15,410 for single claimants.

	• £13,400 for single claimants (£256.99pw) *(Previously £18,200 a year or £350.00 pw)* As at June 2017, there were 116 households impacted by the Benefit Cap compared to June 2018 where there were 101 households. This sees a reduction of 13% and in real terms equates to a reduction in Housing Benefit of £1.06 per week and up to £137.96 per week.
1.05	The reduction in 2018/2019 is anticipated to equate to a collective weekly loss of income to Flintshire households of £4,966.90 - annually this equates to £258,278.80.
1.06	The Benefit cap also applies to households receiving Universal Credit. Currently there are no households within Flintshire who are subject to the Benefit Cap and also in receipt of Universal Credit.
1.07	Households affected by the Benefit Cap have been offered help through Discretionary Housing Payments and an offer of Personal Budgeting Advice to assist them to review personal income and expenditure.
1.08	Assistance and applications are made for customers around emergency type applications via the Discretionary Assistance Fund and referrals to fuel and utilities companies to access social tariff's and support services.
1.09	Information is provided to help signpost additional support such as childcare offers to reduce employment barriers.
1.10	Discretionary Housing Payments of around £52,220.40 have been awarded to 85 households in Flintshire, to help them manage a reduction in their household income due to the Benefit Cap.
	The Spare Room Subsidy (commonly referred to as the Bedroom Tax)
1.11	As at June 2018, there were 811 households impacted by the Spare Room Subsidy detailed as below:- • 177 Housing Association tenants • 630 Local Authority tenants • 4 private boarders The total value of the under occupancy is £13,056.04.
1.12	164 households are under occupying by two or more bedrooms and 647 by one bedroom.
1.13	The total reduction in Housing Benefit (HB) payments is £13,056.04 per week - £678,914.08 per year.
1.14	Of the 630 households living in Local Authority owned properties, 132 households are under occupying by two or more bedrooms and 498 by one bedroom.
1.15	The total reduction in Housing Benefit (HB) payments is £10,065.31 per

	week - £523,396.12 per year.
1.16	From the date the Spare Room Subsidy was introduced the Council has supported its tenants affected by the reduction in their Housing Benefit (HB) award and, attempted to mitigate the full impact of the reduction in Central Government HB payments from falling upon the Council's Housing Revenue Account.
1.17	Proactive work is undertaken by the Welfare Reform Response Team for cases where Discretionary Housing Payments are due to end this is to review whether ongoing continued support is required.
1.18	During 2017-18 Discretionary Housing Payments totalling £58,273.28 were awarded to tenants of registered social landlords (which includes Flintshire County Council tenants) impacted.
1.19	Analysis for 2017-18 confirms the reasons for an ongoing award of Discretionary Housing Payment includes; long term illness where there is a need for an extra room for medical equipment such as a Dialysis machine, customers with severe anxiety who are on low income and customers who are willing to downsize but there are limited smaller properties available to relocate to.
	Universal Credit – Update
1.20	Universal Credit (UC) is the Government's 'flagship' welfare reform. It has been introduced to address a number of problems inherent within the current social security system, which result in many workless households developing a culture of benefit dependency. UC 'Full Service' was implemented in Flintshire Job Centres in April 2017.
1.21	UC Full Service replaces six legacy benefits for working-age claimants: • Housing Benefit, • Income Support, • Job Seekers Allowance, • Employment Support, • Child Tax Credit • Working Tax Credit
1.22	Comparing Flintshire's Universal Credit caseload from June 2017 of 828 to June 2018 of 3623 shows a significant increase of 337%.
1.23	Impacts of Universal Credit indicates that from April 2017 for both Private and Council caseloads Flintshire has seen a reduction in Housing Benefit applications of 1329 and from April 2018, a reduction of 428 Housing Benefit applications.
1.24	Delivery of Personal Budgeting Support has provided the Council with a challenge in delivering in line with the funding arrangements to provide basic financial advice. Experience has shown that at least 80% of appointment time is spent dealing with UC related issues.

	Support for Customers: "Universal Support"
1.25	Since April 2017 Personal Budgeting Support has been delivered by the Welfare Reform Response Team within the job centres.
1.26	The government provide an annual grant funding to the Local Authority to deliver support in respect of Personal Budgeting and Assisted Digital Support.
1.27	Funding from Supporting People is also provided so that Targeted Financial Support for people impacted by Welfare Reform can be given. The funding has helped to provide support to:- • 6 people facing homelessness • 152 people with rent arrears • 20 people facing eviction • 16 people experiencing Domestic Violence • 101 people suffering mental health related issues.
1.28	Universal Credit full service is a fully digital service and in response to the implementation of Universal Credit, digital support is provided through Flintshire Connects.
1.29	In 2017/2018 Assisted Digital support was provided to approx. 2,757 Universal Credit customers, e.g. in making a new claim for UC and managing their online claim for UC.
1.30	The Council's data confirms the need for ongoing support to its customers in relation to managing their UC claim once their initial claim has been made.
1.31	The Welfare Reform Response Team have provided Personal Budgeting Support (PBS) to over 300 Universal Credit customers during 2017-18. Due to an increase in demand for the service, a further 3 sessions were introduced in February 2018, with 6 PBS sessions offered five days a week, working within Jobcentres and Connects offices across Flintshire.
1.32	Analysis confirms that of those customers seen during the year, 48 were repeat appointments which equates to 11% of the total appointments made.
	Personal Budgeting Support
1.33	Flintshire's Team deliver Personal Budgeting Support to help Universal Credit claimants manage their own budgets in order to prepare them for moving back into work, and to help support the financial changes that UC brings.
1.34	In 2017/18 Flintshire assisted approx. 355 Universal Credit Customers with budgeting advice and referrals for further specialist advice.
1.35	Comparing June 2017 to June 2018, an increase of 44% in referrals were made for people identified with mental health problems.

	The highest number of referrals were made in relation to rent arrears across all tenure types.	
1.36	Experience has shown that people face a variety of impacts which have resulted in Flintshire Council escalating to the Universal Credit Service Centre. These impacts include:- • Incorrect housing element • Delays in payments • Backdating	
1.37	Flintshire's response to the implementation of UC has been seen as a model of good practice by other Welsh Local Authorities and the Welsh Government and the Benefit Department have been providing support to other Welsh Local Authorities ahead of the roll out in their respective areas.	
1.38	Flintshire are actively engaged with Registered Social and private landlords, Financial Inclusion Forum and Flintshire's Tackling Poverty Group to help provide support and advice for households affected by Welfare Reform.	
	Universal Credit - Key Issue Areas	
1.39	Flintshire has played a key role in raising concerns relating to the Universal Credit scheme. Specifically in areas relating to:-	
	"Untidy tenancies "	
1.40	Flintshire has raised concerns around those tenancies where a partner has vacated the property (separation, relationship breakdown etc). In such cases where there are rent arrears, the partner's name remains on the tenancy. Universal Credit will only pay half of the housing costs.	
1.41	A solution has been put forward to DWP to consider an approach which mirrors the Council Tax Regulations around joint and several liability. Interim local arrangements are now in place. Flintshire is anticipating that this will have some positive impact on rent arrears whilst confirmation is agreed.	
1.42	This matter is being considered at a national level and Flintshire currently await the outcome.	
	Deputyship Arrangements	
1.43	There are a number of concerns from deputyship and support service areas within Flintshire Council. It has become clear that Universal Credit does not support those who are unable to deal with their own affairs and have a corporate appointee in place.	
1.44	To make a claim online the customer requires an individual email address which often they do not have. Corporate appointees/deputyship support who provide support for a number of people have been required to provide individual email addresses for each client making it difficult to provide support.	

1.45	Recent progress has been made, whereby currently there is a local working arrangement with Mold Job Centre which has helped assist appointee/deputyship officers without the need for further consent.
1.46	The DWP have agreed and extended this approach to further Job Centres within the locality. There has been a successful local working agreement in response to this within Flintshire Job Centres whilst a national approach is agreed.
	Backdating
1.47	Backdating of Universal Credit is only considered for a one month period which causes financial difficulties for new applicants of Universal Credit.
1.48	Flintshire has raised concerns with Dept. for Work & Pensions to consider an alternative approach to reduce the impact of this. The local authority are putting measures in place to help identify a customer's "date of claim" when an application for Housing Benefit is made rather than Universal Credit.
1.49	Analysis work though manual intervention to is to be undertaken to review the effectiveness of this intervention.
	Losses for Bed & Breakfast Homeless Placements
1.50	Following the Autumn Budget Statement in November 2017, changes to Universal Credit for Temporary and emergency accommodation were introduced. From 11th April 2018, any person on Universal Credit and entering Temporary Accommodation (not just emergency temporary accommodation) will not make a claim for the UC Housing Element and will instead make a claim for Housing Benefit.
1.51	For the period 1st April 2017 to 22nd January 2018 Housing Benefit losses for cases placed in Bed and Breakfast accommodation if claimed via the Housing Benefit route at the time rather than UC is £59,246.21. However, with the re-introduction of temporary accommodation into Housing Benefit from April 2018 will remove this pressure for 2018/19.
	Universal Credit End of Year Report
1.52	A summary of the first year of Universal Credit and it's impacts in Flintshire can be found at appendix 1
	DWP Announcement 1st October 2018
1.53	On 1st October, DWP published an announcement on their website of their decision that from 1st April 2019 they will no longer fund Local Authorities to provide Universal Support (Personal Budgeting and Assisted Digital support) but will instead fund Citizens Advice to deliver this service.

1.54	As this announcement came without any prior consultation the details and implications for Flintshire are currently being worked through and further details will be brought to Cabinet at the earliest opportunity.
1.55	A copy of the letter received from the DWP is attached at appendix 2

2.00	RESOURCE IMPLICATIONS
2.01	Although there have been some changes to Welfare Reform legislation. Ongoing welfare reforms will generate additional financial problems for low-income Flintshire households, many of whom will have been impacted by the previous reforms of their benefit entitlements.
2.02	These households will require appropriate advice and support to help them to manage the difficulties the reduction in their household budget will generate.
2.03	Delivery of Personal Budgeting Support has provided the Council with challenges in delivering in line with the funding arrangements to provide basic financial advice. Experience has shown that at least 80% of appointment time is spent dealing with and trying to resolve UC related issues, time spent contacting DWP Service Centres often resulting in the need for further appointments rather than delivering personal budgeting advice.
2.04	In addition, the latest welfare reforms will impact on new Flintshire households, for example, working households, who may also seek advice and support on how to manage their loss of income.
2.05	To manage the increased demand from Flintshire households experiencing social welfare problems, the Council has supported the development of the Flintshire Local Advice and Housing Support Gateways.
2.06	Both Gateways aim to reduce pressures on internal and external providers by effectively triaging referrals to ensure a person is referred to the most appropriate service provider.
2.07	There are clear risks to the Council around increasing rent and council tax arrears.
	Financial Implications
2.08	The DWP have provided a grant to the Council to provide UC customers with Personal Budgeting Support and Assisted Digital Support. This funding is based on volumes determined by DWP.
2.09	For 2018/2019 an advance payment of 50% of the grant funding is made available to the Council and adjustments to this funding will be made for actual volumes for more than 20% above forecasted volumes. Additional quarterly payments based on actual volumes delivered will be paid for Q1, Q2 and Q3 where take up is more than 50% of each quarter's relevant

	target.
2.10	Following the DWP announcement on 1st October, consideration will need to be made around the loss of funding for Universal Support from April 2019. Further details will be made available to Cabinet at the earliest opportunity once the implications have been worked through.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Not applicable with this report.

4.00	RISK MANAGEMENT
4.01	For some Flintshire households the financial impacts of UC is yet to be fully felt in terms of the time taken to receive the first payment of UC. However, the activities that have taken place and are underway to mitigate the negative impacts as far practicably possible have been noted in the main report.
4.02	The increase in the Welfare Reform Response Team will assist residents in dealing with the financial pressures felt as a result of the implementation of UC. The team work to directly target advice and support for households throughout Flintshire whom, due to the impact of the ongoing welfare reforms, are at most risk of losing household income, those facing increasing difficulties in maintaining their rent payments, and those at an increased risk of homelessness.
4.03	The team will, with the extra resources be able to identify, plan support and undertake pro-active activities to assist residents in order to mitigate welfare reforms in 2018/19
4.04	The DWP announcement regarding the removal of funding for the Local Authority to provide Universal Support from 1st April 2019 will put the work of the team at risk in terms of providing "wrap around" support from a single point of contact from this date.

5.00	APPENDICES
	Appendix 1 - UC End of Year Report 2017-18

Appendix 2 – Letter to Local Authority regarding 1st October announcement |

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	https://www.gov.uk/government/news/citizens-advice-to-provide-support-to-universal-credit-claimants?utm_source=4f4a9ae5-2d1e-4c58-acad-f05b19d5849e&utm_medium=email&utm_campaign=govuk-notifications&utm_content=immediate
6.02	**Contact Officer: Jen Griffiths** **Telephone:** 01352 – 702929 **E-mail:** Jen.Griffiths@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Housing Benefit** - helps tenants pay all, or part of their rent if they have a low income. Housing Benefit is administered by Local Authorities. **Universal Credit (UC)** – is an integrated means-tested benefit for people of working age whose income is below a specified minimum amount. UC can be claimed by working age people in and out of employment. **UC Full Service** – in a full service area, UC will be claimed by all working age claimants who make a new claim for a means-tested benefit. **UC Live Service** - access to UC within a live service area is controlled by an 'eligibility gateway' which, predominantly, restricts new UC claims being made unless the claimant is a newly unemployed single person. **Universal Support** – Helps claimants through every step of making a UC claim. Offers people comprehensive and practical support they need to get their first payment on time and be ready to manage it when it arrives. It has a focus on personal budgeting advice and digital support. **Working Age** – for social security benefits 'working age' ends for both men and women at the female statutory retirement pension age. In May 2016 this is 63 years old The female statutory retirement age is gradually increasing to equalise with men (65 year old) in October 2018. The pension age for both men and women will then increase to 66 in 2020. **Welfare Reforms** – changes being introduced to a range of social security benefits and tax credits, which aim to ensure that the United Kingdom has an affordable benefit system.

Flintshire County Council
Universal Credit and Welfare Reform

End of Year Report 2017-2018

Contents

1.0 Background

Universal Credit, which is one of the UK Governments Flagship reforms, has been operating in Flintshire since 2014. From April 2017 Universal Credit Full service was rolled out in Flintshire job centres.

2.0 Universal Credit – Wales Picture

Following the latest release of the GB UC statistical data by DWP, a snapshot confirms Flintshire's Universal Credit caseload for December 2017 and January 2018 and the percentage of those employed:-

Chart Title

	Dec-17	Jan-18	Feb-18	Mar-18
Caseload	3181	3333	3629	3908
% Employed	41.8%	40.8%	41.3%	41.9%

Legend: Caseload — % Employed — Linear (Caseload)
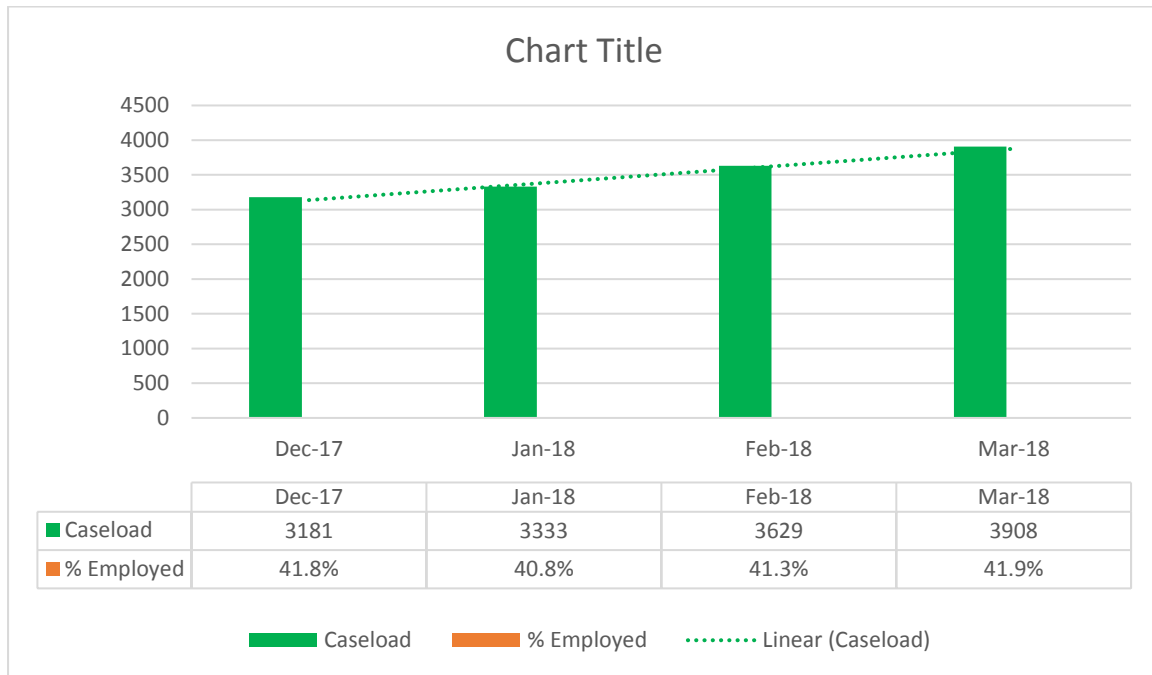
The chart shows a steady increase of caseload volume with still less than 50% of people who are employed.

For Wales, the overall caseload picture is 28,549 – an increase of 1,423 of which 40.2% are employed. These figures are indicative of the roll out for further job centres. More recently Wrexham and Denbighshire areas which border Flintshire postcodes.

Flintshire's Picture

Universal Credit – Stats March 2018

Volume of UC Caseload by Job Centre = 3974 (see breakdown below)

Please Note: There are some variances in data due to minimising risk of identification of individuals.

Job Centre	Total people on UC
Flint	1137
Mold	1098
Shotton	1739

Source of information: Universal Credit: Official Statistics Dept. for Work & Pensions.

Flintshire Snapshot - March 2018

Category	Value
Preparing for work (limited capability for work related to disability or health condition but expected to…	149
Planning for work (able and available to work)	97
No Work requirements (earnings above threshold, LCWRA due to caring responsibiltiies)	657
Working - no requirements	816
Working - with requirements (available & looking for work)	566
Searching for work (claimant comitment to looking for work)	1624

This graph is based on a total of 3,909 caseload, and indicates 83% of UC cases either are searching for work or have conditionality and contact with work coaches.

3.0 Personal Budgeting Support (PBS)

Personal Budgeting and Support is to help Universal Credit claimants to manage their own budgets in order to prepare them for moving back to work, and to help support the financial changes that UC brings.

Due to an increase in demand for the service, 6 PBS sessions are offered over five days a week, working within Jobcentres and Connects offices across Flintshire.

Some of the outcomes achieved in 2017/18 include:

2017/18

Pie chart values:
- Understanding UC: 294
- Working out Monthly Income: 215
- Budget Plan: 51
- Help with monthly outgoings: 103

Legend: ■ Understanding UC ■ Working out Monthly Income ■ Budget Plan ■ Help with monthly outgoings
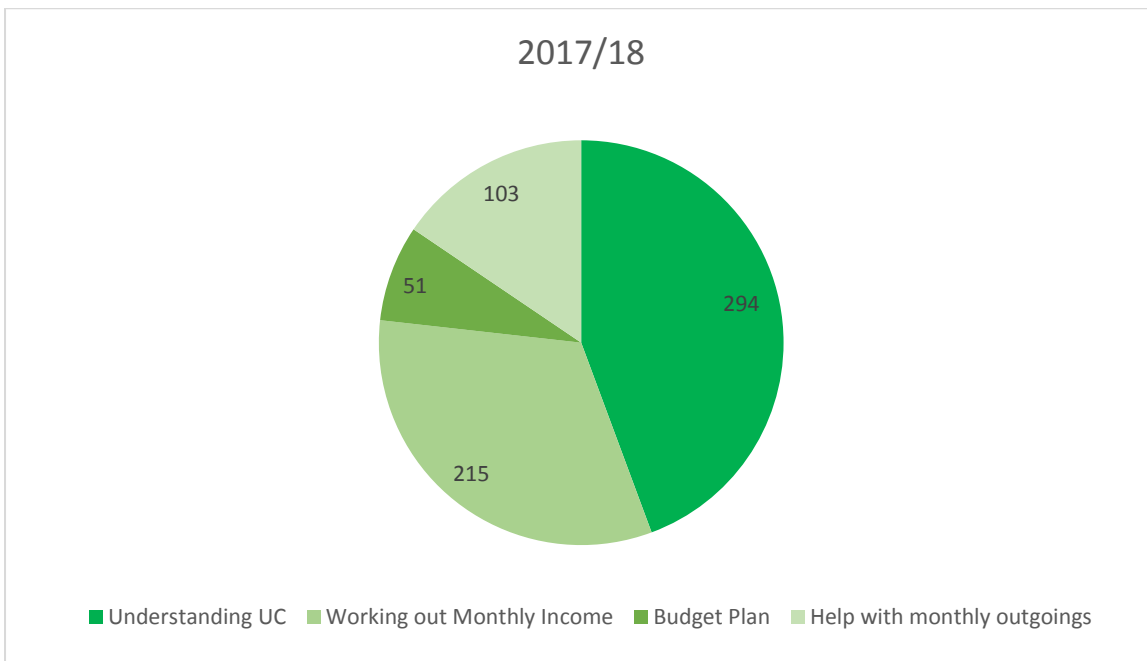
The referral sources are shown below for 2017/18, the other includes other support agencies and partners.

Referral Sources 2017/18
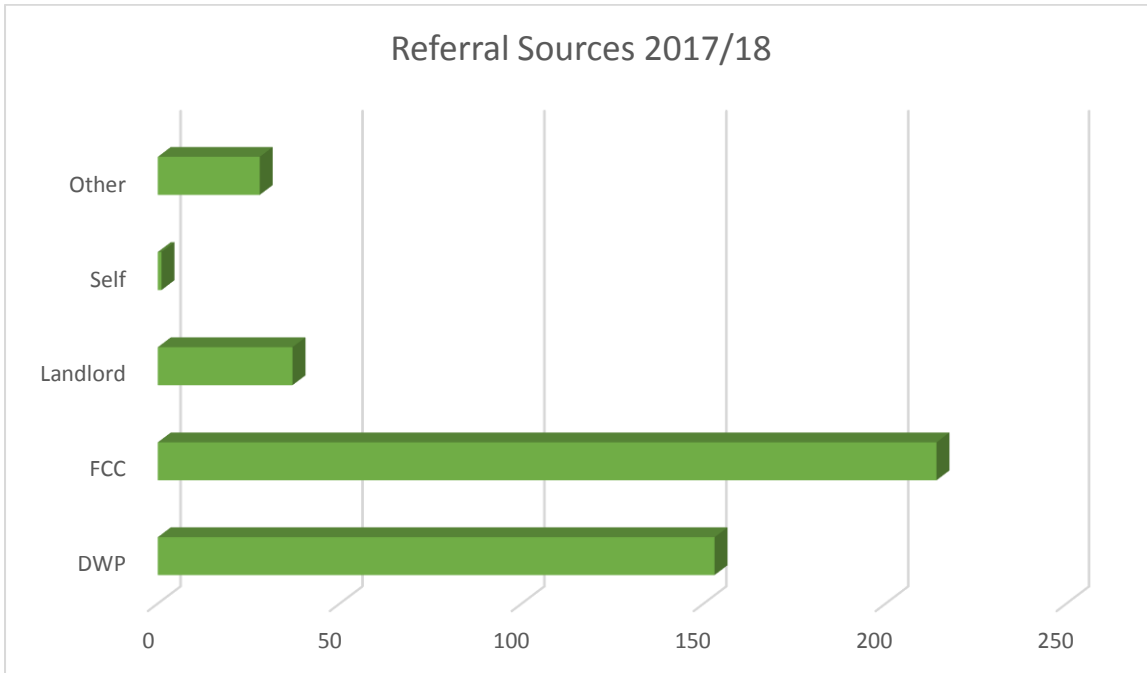
During PBS appointments our experience has shown that there many customers who are experiencing difficulties relating to :-

- Delays in telephone response whilst trying to contact UC,
- Incorrect calculations of housing costs etc.

PBS Referral/Attended
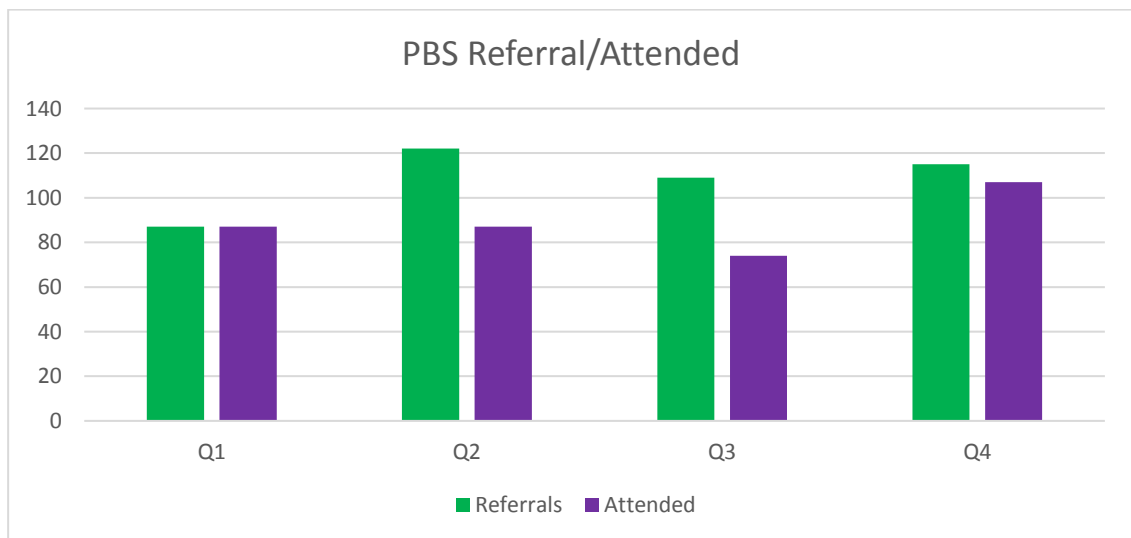
As part of Personal Budgeting Support (PBS), budget plans are completed, and discussions around potential DHP can be considered for any shortfalls in rent liability as a method of supporting customers faced with financial difficulties.

In addition, recognising UC customers who receive managed payments to landlords are being referred for PBS as this is a potential indicator of someone who may require further support to manage finances.

To continue improving communication links between the Job Centres and Flintshire, the customer is asked to inform the work coach via their journal of Discretionary Housing Payment awards to inform the work coach of support in place.

Customers are reminded of appointments prior to the session, and work coaches are informed of appointments made which is updated on the customer's journal which aides discussion around financial management. We have seen an increase in Q4 (refer to chart above) which seems to indicate that this approach has increased customer's attendance.

Personal Budgeting Attended - 2017/18

Universal Support	Estimated Numbers	Actual Numbers
Personal Budgeting	487	355

73% of the estimated numbers actually attended Personal Budgeting Appointments.

Digital Support

- Q1 - Q2 - Q3 - Q4
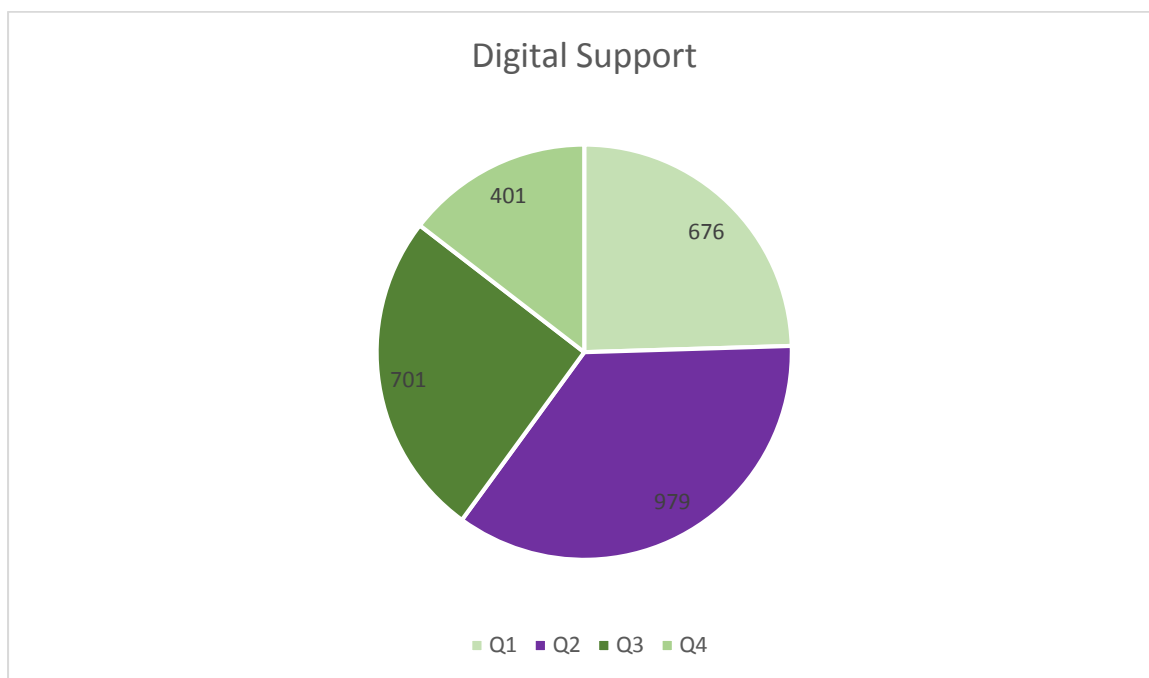
Funding arrangements from DWP are based on estimated numbers Personal Budgeting and digital support. For the digital support, FCC current exceeds the estimated numbers.

Universal Support	Estimated Numbers	Actual Numbers
Assisted Digital	510	2757

People accessing Assisted Digital Support exceeded estimated numbers by 462%.

For Assisted Digital Support, Local Authority receiving funding based on providing access to digital support for up 102 mins per customer.

Personal Budgeting Advice – Repeat Appointments 2017/18

The funding receiving by Flintshire Council from the Dept for Works & Pensions is paid based on one appointment for a customer, however, analysis has confirmed that a person may visit more than once however, for the purposes of MI this attendance is only recorded once.

Analysis below confirms from a total of 452 customers seen during the year, 48 of those were repeat appointments which equates to 11% of the appointments.

No. of customers attended more than one PBS appointment	Additional time spent (Appointment hrs)	% extra hours (due to additional appointments)
48	91 hrs	11%

No. of customers attended 2 appointments	No. of customers attended 3 appointments
43	5

4.0   Welfare Reform Response Team

The Welfare Response Reform Team (WRRT) provides support to Flintshire residents with options to become more financially independent.

The team has recently adapted its processes to incorporate DHP decision making for customers who also are attending Personal Budgeting Support appointments. The aim is to help address demand for DHP and proactively engage in early budgetary discussions.

Work undertaken include:-

➢ Support with budgeting for customers receiving Universal Credit to help manage income and expenses.
➢ Assisting in planned responses through Discretionary Housing Payments to those who are having problems paying their rent, and people who are at an increased risk of homelessness/eviction.
➢ Complete emergency type applications such as Discretionary Assistance Fund (DAF).

➢ Signpost for specialist advice and/or support; including those with employment barriers and referrals to energy advice.

The Team offer PBS appointments for those customers who have "managed payment to landlord arrangements" which require authorisation from landlords and any new Universal Credit customers are offered PBS appointments to help with the financial transition to Universal Credit. This is a recent introduction into the Welfare Reform Response Team work and analysis is currently being undertaken around its success.

As part of the Budgeting and Welfare work undertaken, the team have assisted people who are facing a variety of experiences which have included incorrect housing element. This has resulting in contacting the Universal Credit Service Centre Housing team to escalate. Our findings indicate that it can often be very lengthy to resolve due to reliance on information being provided from landlords or from the information provided Universal Credit's understanding of eligible and non-eligible service charges.

The chart below shows that the majority of support has been provided to those with mental health and rent arrears. There has been a particular growth in Q3 with these issues

For those identified with mental health or rent arrears, support can often be in place, however, our experience shows there is a growing number of support referrals made.
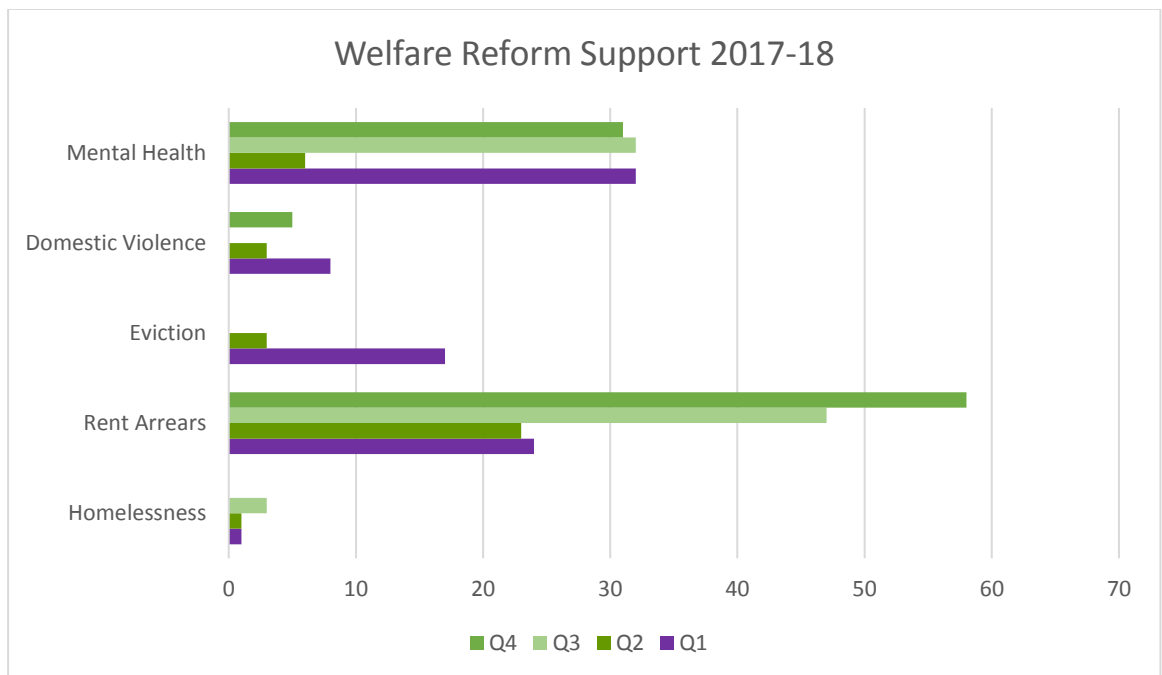
The increase of customers with rent arrears could be related to an increase in volume of customers making new claims for Universal Credit and experiencing delays between their benefits. (From Housing Benefit over to Universal Credit).

The team will continue to work with other departments and closely with the DWP, to identify those cases where rent arrears are starting to increase and financial difficulties are experienced with a view to establishing appropriate options such as offering Personal Budgeting and Support for earlier intervention and longer term outcomes which the LA and customer agrees.

Some key issues for escalation have included:-

- Incorrect housing costs
- Delays in payments

Detailed below are some of the outcomes provided by the Welfare Reform, the team support people effected by a variety of reforms including MRSS (bedroom tax), benefit cap, local housing allowance reform, under 35 LHA etc.

2017/18	Preventing Homelessness	Immediate Needs	Budgeting	Priority Debts	Non priority Debts
Quarter 1	54	25	35	22	25
Quarter 2	41	37	35	45	30
Quarter 3	50	50	33	63	38
Quarter 4	72	54	58	74	57

5.0   <u>Universal Credit Issues raised by Flintshire</u>

Flintshire has played a key role in raising concerns relating to the Universal Credit scheme, specifically in the following areas:-

"Untidy tenancies "

Flintshire has raised concerns around those tenancies where a partner has vacated the property (separation, relationship breakdown etc). In such cases where there are rent arrears, the partner's name remains on the tenancy. Universal Credit will only pay half of the housing costs in these cases, as the partner left in the property will be making a single claim.

A solution has been put forward to consider an approach which mirrors the Council Tax Regulations around joint and several liability. This matter is currently being considered at a national level.

As an interim measure, customers are advised to report the change via their UC journal and ask their Landlord to confirm that they are the only tenant in the property, other customers have provided council tax bills showing the single person deduction as evidence. This has some impact on rent arrears whilst confirmation is agreed, in some cases has taken a few months to resolve.

Deputyship Arrangements

During discussions and reported concerns from deputyship and support service areas within Flintshire Council, it has become clear that Universal Credit does not support those who are unable to deal with their own affairs and have a corporate appointee in place.

To make a claim online the customer requires an individual email address which often they do not have. Corporate appointees/deputyship support who provide support for a number of people have had to supply individual email addresses for each case which makes it difficult to manage and provide the support. This also provides difficulties when supporting people to make new claims for Universal Credit.

Currently, there is a local working arrangement with Mold Job Centre which has been most helpful in assisting appointee/deputyship officers without the need for further consent when supporting customers.

The DWP are currently looking into this issue and it is hoped this will be formally agreed and extended to further Job Centres within the locality and nationally.

Flintshire are currently awaiting an outcome.

Backdating

There is an issue with backdating of Universal Credit claims and this is causing financial hardship for new UC customers. Flintshire has raised this with Dept for Works & Pensions for considering an alternative approach to reduce the impact of this. The local authority are putting measures in place to help identify a customer's "date of claim" when an application for Housing Benefit is made rather than Universal Credit.

Losses for Bed & Breakfast Homeless Placements

For the period 1st April 2017 to 22/1/18 Housing Benefit losses for cases placed in Bed & Breakfast accommodation which if claimed via the Housing Benefit route at the time rather than UC is £59,246.21. However, with the re-introduction of temporary accommodation into Housing Benefit from April 2018 will remove this pressure for 2018/19.

6.0   **Autumn Budget Statement**

Removal of 7 day waiting period

February 2018 sees the removal of 7 day waiting period for Universal Credit claiming process so that the claim starts from the date of application. This reduces the number of weeks from 6 to 5 before a first payment is received.

Additional 2 weeks of Housing Benefit

From April 2018 those already on Housing Benefit will continue to receive their award for the first two weeks of their Universal Credit claim.

Private Landlords can ask for their tenant's Universal Credit housing costs to be paid directly to them without explicit consent from the customer, this can be triggered by the work coach or account manager.

In addition customers who are migrating/starting a new claim from Housing Benefit to Universal Credit whose previous Housing Benefit award was paid direct to the landlord, will be given the option for their Housing Costs to be paid direct to their landlord.

The results of this change will need to be monitored for impact on UC customer's financial ability.

Temporary Accommodation

From April 2018 Temporary accommodation (i.e. B&B, emergency, homeless) will be moved back into main Housing benefit for administration.

18 – 21 Year Olds

In March 2018, it was announced that all 18 -21 year olds, will be able to access support with their Housing Costs through Universal Credit. Currently, changes in legislation are due. The Council are waiting for further announcements.

Couples with three or more children

From February 2019, people with 3 or more children will be signposted to claim Universal Credit.

7.0   Additional Delivery

To help supporting other services throughout the Council and third party organisations Universal Credit awareness training has been provided to the following areas:-

➢ Flintshire County Council, Human Resource & Organisational Development
➢ Flintshire Connects
➢ Community Based Accommodation Support
➢ Drug & Alcohol Team
➢ Community Mental Health Team
➢ Social Services
➢ Housing Team
➢ Rent Income Team
➢ Libraries

In addition, awareness sessions have been delivered to the DWP Work Coaches for Discretionary Housing Payments and Council Tax Reduction Scheme applications.

Workshops and events have been provided to a range of support service providers including Registered Social Landlords, through relevant Landlord Forum events, Flintshire Citizens Advice, Shelter and other third party organisations.

Plans for 2018/19

To re-evaluate the Discretionary Housing Payments Policy to consider impacts for Universal Credit customers.

Miss W Case Study

Customer has various health problems including chronic anxiety, depression and an eating disorder in which she has experienced significant weight loss, mainly due to the recent bereavement of her long term partner. Customer made a claim for Universal Credit as her joint claim with her partner stopped after he passed away.

Chronology of events and issues with UC claim:
Customer made a claim for UC, and had her housing costs verified, housing element was not included in her first UC payment.

UC were contacted and informed her that there was a delay in processing housing costs but the issue should be resolved by her next payment date. On the second payment date there were still no housing costs.

At the PBS appointment, UC was contacted and service centre advised the issue should be resolved shortly the delay was due to a discrepancy. The Service Centre could not confirm what the discrepancy was at this point but she was in rent arrears of two months. The officer advised the customer to submit a tenancy agreement and rent statement to UC, to quicken the process of the discrepancy.

Two weeks later at a second PBS session, the customer had submitted their tenancy agreement as advised, The Service centre was contacted and informed that there was no discrepancy and the Managed Payment to Landlord had been set up and the two payments were sent the previous week. At this point the customer was having £63.56 deducted from her UC award, as there was rent arrears, there were still no payments going direct to the landlord.

The officer applied for a Discretionary Assistance Fund emergency payment and issued a foodbank voucher. This case was escalated through the Department for Works & Pensions, who advised that the payments had been made the week before, again the officer stated that no payments had been received and submitted an up to date rent statement as proof of this.

The arrears which were £780.00 were caused by the delay in the UC housing costs which lasted three months, and although no housing costs were being paid but they were deducting £63.56 for rent arrears, leaving the customer in financial hardship, a Discretionary Housing Payment was discussed and a budget plan completed, it was agreed that when there was housing costs in payment a DHP would cover the shortfall in the rent for a period of six months to further help the customer. The officer again escalated this issue to a DWP manager, three days later the payments were received by the landlord and a DHP was put into payment.

This could have been avoided by the service centre being aware of what the discrepancy actually was and having a time frame in which this would be resolved keeping the customer informed and updated.

Mr S Case Study

Customer and his wife are new benefit claimants and applied to claim UC, they rent a house from the Local Authority.

Chronology of events and issues with UC claim:

Customer had housing costs verified with UC, the landlord completed a social rented sector form with the correct amount of rent and service charges being paid. When the customer received his first UC breakdown the Housing Element was incorrect and higher than the rent. Customer contacted UC to advise.

The customer attended a PBS appointment, UC were contacted who advised that this was correct amount as per the verification received. After rechecking the UC breakdown again against the Rent Verification form, it was noticed that the service charges were included in the housing costs calculation. This was escalated to the DWP, to be re checked. The response from the DWP came back that the calculation was correct, the rent statement was submitted and the customer was becoming increasingly stressed.

There had been no contact from the DWP for two months, this was escalated a third time, the following week there was a positive response from the DWP. The housing costs had been miscalculated and there would be a overpayment of £125.00 the customer attended a second PBS session the DWP Debt Management line was contacted to arrange a lower recovery rate of the Overpayment and a budget plan was completed.

What was learnt from this particular case study was ineligible service items were not deducted by Universal Credit.

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**Department
for Work &
Pensions**

www.dwp.gov.uk

1 October 2018

For the attention of:
Chief Executives,
Local Authorities

You will have seen today that the Secretary of State for Work and Pensions has announced a new partnership between DWP and Citizen's Advice to deliver the important service of Universal Support, from 1 April 2019. This means that Local Authorities will no longer be asked to deliver Universal Support from that date.

We have listened to views and feedback, including from yourselves, about many aspects of Universal Credit including the delivery of Universal Support. From that feedback it is clear that the model as currently configured is not delivering the support for vulnerable claimants as effectively as it could have been. I also know that many Local Authorities were unhappy with the referrals mechanisms and the processes involved.
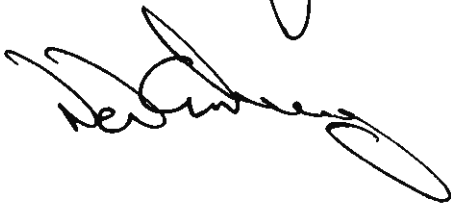
We have been keen to work more closely with third-parties to reach more widely the communities we work with, and as a result our Secretary of State has chosen to establish and launch a new partnership with Citizen's Advice and Citizen's Advice Scotland to deliver Universal Support. Funding arrangements will remain in place for Local Authorities until 31 March 2019, with joint running of the Citizens Advice offer alongside until this date, to ensure that there are no gaps in provision and to ensure that you are able to exit your annually-funded grant arrangements in good order.

I know, first hand, that Local Authorities have worked hard to deliver Universal Support, but it is right that we tackle issues that arise as we see them in the spirit of improving our service continuously. It is clear that despite the hard work, the

service as currently configured is not providing consistent support nationwide as the feedback from claimants, their representatives and the NAO has shown.

I would like to thank you sincerely for the hard work and effort you have put in to help us deliver Universal Support to date and your help to ensure the continued Success of Universal Credit. Our relationships will remain critical and I look forward to working with you to continue to deliver for, engage and support those who need it most in our society and I and my teams will continue to support and work alongside you to do just that.

Yours Sincerely

Neil Couling
Director General, Universal Credit Programme

CABINET	

Date of Meeting	Tuesday, 23rd October 2018
Report Subject	Centenary Fields
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

Centenary Fields is an initiative from Fields in Trust, in partnership with the Royal British Legion, to protect and preserve valued, open spaces that have some significance to World War One, in honour of those who lost their lives. The programme is one of a range of initiatives to commemorate the centenary of the end of World War One.

A legal deed of dedication between Flintshire County Council and Fields in Trust will mean those sites designated as Centenary Fields will be protected in perpetuity, providing a legacy for future generations. Designating sites as Centenary Fields will reinforce the Council's commitment to the Armed Forces Covenant and safeguard green spaces for the benefit of the local community.

A range of sites have been considered as potential Centenary Fields; the final list and maps are attached as an Appendix to this report.

RECOMMENDATIONS	
1	Cabinet agree to an application be submitted to Fields in Trust to dedicate the following sites as Centenary Fields: • Green opposite Croes Atti School, Flint • Memorial Gardens, Holywell • Leeswood Memorial Garden • Willows Park, Hope

2	Cabinet authorise the Deed of Dedication with Fields in Trust to be signed on behalf of the Council, if the applications are successful.
3	Cabinet agree to a series of events being held to mark the occasion of the sites being designated as Centenary Fields.

REPORT DETAILS

1.00	**EXPLAINING CENTENARY FIELDS**
1.01	The Centenary Fields programme, launched by Fields in Trust, is an initiative to honour the memory of those who lost their lives during World War One by safeguarding valued, open spaces in perpetuity for future generations. The programme aims to have at least one green space in each local authority area. Coronation Gardens in Buckley, owned by the Town Council has successfully applied to become a Centenary Field.
1.02	There are certain criteria that must be met before a site can be considered a Centenary Field, including a connection with World War One and the site must also be accessible to members of the local community.
1.03	**Process for determining sites** Town and Community Councils were asked if there were any potential sites in their area which they wished to considered as Centenary Fields. Several sites were suggested and following visits to the sites and consultation with the Council's Legal, Estates, Streetscene and Planning services, a final list of sites to be nominated as Centenary Fields was agreed.
1.04	The final list of sites to be considered as Centenary Fields is: • Green opposite Croes Atti School, Flint – an area of green land to remember the local men who fought in World War One, of whom over 120 lost their lives. • Memorial Gardens, Holywell - an existing memorial commemorating those who lost their lives in the Boer War, the First and Second World War • Leeswood Memorial Garden- an existing memorial commemorating those from Leeswood and Pontblyddyn area who died in the First and Second World War • Willows Park, Hope - Hope Parish has researched and published a booklet remembering the local men who fought in the First World War, some of whom lost their lives. Dedicating Willow Park as a Centenary Field will commemorate these men and their contribution to World War One.
1.05	Fields in Trust also made initial visits to proposed sites to assess their suitability prior to the Council submitting applications for each site, following Cabinet approval.
1.06	Fields in Trust will provide a commemorative plaque to be displayed on each

site designated as Centenary Fields to show their new status. These sites will contribute to the Armed Forces Covenant in Flintshire and demonstrate the Council's commitment to the Armed Forces community.

1.07	**Implications** If the application for the sites is successful, the existing arrangements for managing and maintaining the sites will remain the same. Once the Deed of Dedication has been signed the resulting restriction will be required to be registered with the Land Registry.	
1.08	The decision is legally binding, protecting the site from future development or from being considered a disposable asset. Consent will be required from Fields in Trust for any future change to the use of the sites that are outside of the terms agreed in the Deed.	
1.09	**Timeframes** The final date by which all applications for Centenary Fields need to be submitted to Fields in Trust is 11th November 2018. All Deeds of Dedication must be completed by May 2019.	

2.00	RESOURCE IMPLICATIONS
2.01	Changes to the site will need to be registered with the Land Registry at a cost of £80 for up to three titles.
2.02	Plaques will be provided by Fields in Trust but the Council will be responsible for the installation.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation has been undertaken with Town and Community Councils, Estates, Legal Services, Planning and Streetscene.
3.02	Further consultation will take place with the Town and Community Councils prior to the applications being submitted to Fields in Trust.

4.00	RISK MANAGEMENT
4.01	All sites, if the applications are successful will be accessible and affordable to the public as these criteria need to be met as part of the application process.
4.02	The existing arrangements for managing and maintaining the sites will continue.

5.00	APPENDICES
5.01	Appendix 1 List of proposed sites and maps.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Centenary Fields **Contact Officer:** Fiona Mocko, Strategic Policy Advisor **Telephone:** 01352 702122 **E-mail:** fiona.mocko@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	**Centenary Fields**: a programme developed in partnership with The Royal British Legion and Fields in Trust to protect parks, playing fields and other recreational spaces in perpetuity to honour the memory of the millions who lost their lives in World War I. **Deed of Dedication**: applies to land that has been set aside for public use and states exactly what the property will be used for. **Fields in Trust**: a charity established to work in partnership with landowners to protect land through a Deed of Dedication which allows it to be protected in perpetuity for current and future generations to enjoy.

Centenary Fields- Proposed sites

Place	Landowner	Meets Criteria for Centenary Field	Comments
Green opposite Croes Atti school Flint	FCC	✓	An area of green land to remember the local men who fought in World War One, of whom over 120 lost their lives.
Memorial Gardens, Holywell	FCC	✓	An existing memorial commemorating those who lost their lives in the Boer War, the First and Second World War
Leeswood Memorial, Corwen Road, Leeswood	FCC	✓	An existing memorial commemorating those from Leeswood and Pontblyddyn area who died in the First and Second World Wars.
Willows Park, Hope	FCC	✓	Hope Parish has researched and published a booklet remembering the local men who fought in the First World War, some of whom lost their lives. Dedicating Willow Park as a Centenary Field will commemorate these men and their contribution.

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Housing and Assets

- **Warren Drive Garaging Site, Broughton**
  The land is to be sold to the adjoining owner of 40 Warren Drive for Garden Use only, to be secured by way of a Restrictive Covenant.

- **Land Adjoining Unit 2, Spencer Industrial Estate, Buckely**
  This small surplus parcel of land extending to approximately 0.15 acres is to be acquired by the adjoining owner.

- **Community Asset Transfer of Leeswood Community Centre**
  The transfer of Leeswood Community Centre.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 October 2018 TO 31 March 2019

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
October					
Social & Health Care Overview & Scrutiny Committee	4/10/18	Social Services	**Double Click** To inform members of the progress of Double Click since its commencement as a Social Firm	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	4/10/18	Social Services	**Progress for Providers** To receive a report on progress for providers	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	4/10/18	Social Services	**North Wales Learning Disability Strategy** To receive a report on the Learning Disabilities Strategy	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	4/10/18	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Environment Overview & Scrutiny Committee	16/10/18	Planning, Environment and Economy	**Information report - Update on Greenfield Valley Heritage Park** To receive a progress report.	Operational	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	16/10/18	Overview and Scrutiny	**Forward Work Programme (Environment)** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Environment Overview & Scrutiny Committee	16/10/18	Streetscene and Transportation	**Review of Highway and Car Park Safety Inspections and Intervention Levels and Response to Policy.** To review the above Policy in line with the revised national guidelines.	Operational	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	16/10/18	Planning, Environment and Economy	**Budget 2019/20 Stage 2 proposals** To consider the stage 2 budget proposals for Streetscene	Operational	Cabinet Member for Planning and Public Protection, Leader of the Council and Cabinet Member for Finance, Cabinet Member for Economic Development, Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	18/10/18	Overview and Scrutiny	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	18/10/18	Finance	**2018/19 Revenue Budget Monitoring Report (Month 5)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5 and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	18/10/18	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	
Cabinet	23/10/18	Chief Executive's	**Revenue Budget Monitoring 2018/19 (month 5)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 5, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/10/18	Chief Executive's	**Centenary Fields** To provide information on the Centenary Fields Programme and to seek approval for submitting applications to designate specified areas in Flintshire as Centenary Fields.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	23/10/18	Housing and Assets	**Withdrawal of Managed Lettings and Over 55's Schemes by North East Wales (NEW) Homes** To provide information on the process for North East Wales (NEW) Homes for the planned withdrawal from its Managed Lettings and Over 55's schemes.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Cabinet	23/10/18	Housing and Assets	**Welfare Rights** To provide an update on collaboration service delivery and performance.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	23/10/18	Social Services	**Progress for Providers - Creating a Place Called Home Delivering What Matters** To consider and support the nationally recognised approach, Progress for Providers, extending from Residential to Home care settings.	Strategic	Cabinet Member for Social Services
Cabinet	23/10/18	Social Services	**North Wales Learning Disability Strategy** To consider, make comment on and support the Strategy.	Strategic	Cabinet Member for Social Services
Cabinet	23/10/18	Social Services	**Double Click Social Enterprise - Progress Report** To consider the progress made by Double Click, as the first major Social enterprise initiative in the council.	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/10/18	Chief Executive's	**Annual Performance Report 2017/18** To endorse the Annual Performance Report 2017/18 prior to adoption by the County Council.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	23/10/18	Chief Executive's	**Theatr Clwyd - Constitutional Arrangements** To report on the detailed constitutional arrangements recommended for the Theatr Clwyd Board following review.	Operational	Cabinet Member for Economic Development, Cabinet Member for Education
Cabinet	23/10/18	Governance	**Registration Service Fees and Income Generation** To seek approval to review and identify opportunities to extend the range of services offered by the Registration Service, and approval of a new schedule of fees.	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	23/10/18	Planning, Environment and Economy	**Draft Interim Houses in Multiple Occupation (HMO) Developer Advice Note** To present for consideration a draft Interim Houses in Multiple Occupation (HMO) Developer Advice Note to support the use of Unitary Development Plan (UDP) policies to consider applications for the development of HMOs.	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	23/10/18	Chief Executive's	**A Growth Deal for the Economy of North Wales: Proposition Document** To endorse the Proposition Document as the basis for the developing regional strategy for economic growth and for the negotiation of a Growth Deal, with both Governments, which will fund selected programmes and projects within the strategic document.	Strategic	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	23/10/18	Chief Executive's	**Local Democracy and Boundary Commission for Wales Presentation** For officials from the Commission to give a presentation on the Flintshire Electoral Review and respond to Members' questions.		
Flintshire County Council	23/10/18	Chief Executive's	**Annual Performance Report 2017 /2018** To adopt the Annual Performance Report 2017/2018.		Cabinet Member for Corporate Management and Assets
Flintshire County Council	23/10/18	Chief Executive's	**Parliamentary Constituencies Review Outcome** To inform Council of the final recommendations of the Boundary Commission for Wales report.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	23/10/18	Chief Executive's	**Economic Ambition Board and the Proposition Document** To adopt the Proposition Document on the recommendation of Cabinet (1) the basis for the developing regional strategy for economic growth and (2) for the negotiation of a Growth Deal, with both Governments, which will fund selected programmes and projects within the strategic document		Cabinet Member for Corporate Management and Assets, Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Finance
November					
Education and Youth Overview & Scrutiny Committee	1/11/18	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	7/11/18	Housing and Assets	**Welfare Reform Update – Universal Credit Roll Out** To provide an update on the impact of Welfare Reform on Flintshire residents	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Community and Enterprise Overview & Scrutiny Committee	7/11/18	Housing and Assets	**Housing Rent Income** To provide scrutiny with an operational update on rent collection, current arrear levels and the strategies now being adopted to mitigate financial risks to the HRA as welfare reforms and Universal Credit are rolled out by the UK Government.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	7/11/18	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	12/11/18	Governance	**Digital Customer Overview** To update on progress and to provide assurance to members of the design principles underpinning the creation of a single contact centre as part of delivering the digital customer theme of the digital strategy	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Organisational Change Overview & Scrutiny Committee	12/11/18	Overview and Scrutiny	**Council Plan 2018/19 – Mid Year Monitoring** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Corporate Management and Assets, Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	12/11/18	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	15/11/18	Overview and Scrutiny	**Council Plan 2018/19 – Mid Year Monitoring** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Social & Health Care Overview & Scrutiny Committee	15/11/18	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	15/11/18	Finance	**Budget 2019/20 Stage 1 and 2 proposals** To consider the stage 1 and 2 budget proposals for Corporate Services for 2019/20.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15/11/18	Chief Executive's	**Diversity and Equality Policy** To approve the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/11/18	Chief Executive's	**Council Plan 2018/19 – mid year monitoring report** To review the mid year progress of the Council Plan 2018/19 priorities and objectives.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	15/11/18	Chief Executive's	**Public Services Board and the Wellbeing Plan – mid year review** To note and support the work of the Public Services Board and the progress made within the Wellbeing Plan.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/11/18	People and Resources	**People Strategy 2016-2019 Update** To receive an update on the People Strategy.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/11/18	People and Resources	**Workforce Information Report Quarter 1** To consider the Workforce Information Report for Quarter 1 of 2018/19.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/11/18	Overview and Scrutiny	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15/11/18	Finance	**Revenue Budget Monitoring 2018/19 Month 6 and Capital Programme Month 6** The purpose of these reports is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 6) and Capital Programme Monitoring 2018/19 (Month 6)	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15/11/18	Chief Executive's	**Annual Report of the funds supported by the Community Foundation for Wales** To support the work of the Community Foundation in the presentation of their Annual Report.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	15/11/18	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	20/11/18	Housing and Assets	**Continued Provision of the Councils CCTV Service** To approve the joint work proposal with Wrexham County Borough Council for the merging of the County Councils CCTV monitoring service with that of Wrexham.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	20/11/18	Streetscene and Transportation	**Public Convenience Strategy** To provide information on the statutory requirement to produce a Council Public Convenience Strategy.	Strategic	Cabinet Member for Streetscene and Countryside
Cabinet	20/11/18	Governance	**Webcasting Provision** To determine whether to continue with the provision of Webcasting meetings of County Council and Planning Committee.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	20/11/18	Chief Executive's	**Revenue Budget Monitoring 2018/19 (month 6)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 6, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	20/11/18	Governance	**Council Tax Base for 2019-20** To approve the Tax Base of Band D equivalent properties for the financial year 2019-20	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	20/11/18	Chief Executive's	**Capital Programme 2018/19 (Month 6)** To provide Members with the Month 6 (end of September) capital programme information for 2018/19.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	21/11/18	Chief Executive's	**Annual Improvement Report of the Auditor General for Wales** To receive the Annual Improvement Report from the Auditor General for Wales and note the Council's response.	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	21/11/18	Governance	**Audit Committee Self-Assessment** To inform Members of the results of the Audit Committee self-assessment which will feed into the preparation of the Annual Governance Statement 2017/18. It will also form the basis for the provision of any further training required by the committee.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	21/11/18	Chief Executive's	**Use of Consultants** To consider compliance with processes and procedures around consultancy spend, and the accuracy of coding of consultancy spend on the general ledger.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	21/11/18	Governance	**Audit Committee Terms of Reference and Charter** To seek Member's agreement to changes to the Audit Committee Terms of Reference and Charter, Article Seven of the Council's Constitution.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	21/11/18	Governance	**Internal Audit Progress Report** To present to the Committee an update on the progress of the Internal Audit Department.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	21/11/18	Governance	**Action Tracking** To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	21/11/18	Governance	**Forward Work Programme** To consider the Forward Work Programme of the Internal Audit Department.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	27/11/18	Overview and Scrutiny	**Council Plan 2018 / 19 -Mid Year Monitoring** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Streetscene and Countryside, Cabinet Member for Planning and Public Protection
Environment Overview & Scrutiny Committee	27/11/18	Overview and Scrutiny	**Forward Work Programme (Environment)** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
December					
Flintshire County Council	11/12/18	Planning, Environment and Economy	**Gambling Policy Renewal** To inform Members of the mandatory requirements to review the Gambling Policy and seek approval of the reviewed document		
Corporate Resources Overview & Scrutiny Committee	13/12/18	Overview and Scrutiny	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/12/18	Finance	**2018/19 Revenue Budget Monitoring Reports (Month 7)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7 and projects forward to year-end	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/12/18	People and Resources	**Workforce Information Report Quarter 2** To consider the Workforce Information Report for Quarter 2 of 2018/19.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/12/18	Chief Executive's	**Welsh Language Strategy** To note and support the final draft of the Welsh Language Strategy incorporating feedback from consultation.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/12/18	Overview and Scrutiny	**Forward Work Programme** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Social & Health Care Overview & Scrutiny Committee	13/12/18	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	17/12/18	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Cabinet	18/12/18	Chief Executive's	**Diversity and Equality Policy** To seek approval of the Council's updated Diversity and Equality Policy.	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	18/12/18	Chief Executive's	**Revenue Budget Monitoring 2018/19 (month 7)** 'This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.'	Operational	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	19/12/18	Overview and Scrutiny	**Council Plan 2018/19 – Mid Year Monitoring** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Deputy Leader of the Council and Cabinet Member for Housing, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	19/12/18	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	20/12/18	Overview and Scrutiny	**Council Plan 2018/19 – Mid Year Monitoring** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	20/12/18	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
January					
Environment Overview & Scrutiny Committee	15/01/19	Streetscene and Transportation	**Six Month Review of Car Parking Charges Uplift** To receive an update following the review of car parking charges.	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	15/01/19	Overview and Scrutiny	**Forward Work Programme (Environment)** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	17/01/19	Overview and Scrutiny	**Action Tracking** Olrhain Gweithred	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	17/01/19	Finance	**REVENUE BUDGET MONITORING 2018/19 (MONTH 8)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8 and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	17/01/19	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	22/01/19	Chief Executive's	**Revenue Budget Monitoring 2018/19 (month 8)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	23/01/19	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	28/01/19	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Audit Committee	30/01/19	Governance	**Internal Audit Progress Report** To present to the Committee an update on the progress of the Internal Audit Department.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	30/01/19	Governance	**Action Tracking** To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	30/01/19	Governance	**Forward Work Programme** To consider the Forward Work Programme of the Internal Audit Department.	Operational	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	31/01/19	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	31/01/19	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
February					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/02/19	Overview and Scrutiny	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	14/02/19	Finance	**REVENUE BUDGET MONITORING 2018/19 (MONTH 9)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9 and projects forward to year-end	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	14/02/19	People and Resources	**Workforce Information Report Quarter 3** To consider the Workforce Information Report for Quarter 3 of 2018/19.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/02/19	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Chief Executive's	**Prudential Indicators 2019/20 to 2020/21** To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Chief Executive's	**Minimum Revenue Provision - 2019/20 Policy** To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2019/20, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations').	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	19/02/19	Chief Executive's	**Capital Programme 2018/19 (Month 9)** To provide Members with the Month 9 (end of December) capital programme information for 2018/19.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Chief Executive's	**Revenue Budget Monitoring 2018/19 (month 9)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Flintshire County Council	19/02/19	Chief Executive's	**Minimum Revenue Provision - 2019/20 Policy** To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	19/02/19	Chief Executive's	**Prudential Indicators 2019/20 to 2020/21** To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.		
Environment Overview & Scrutiny Committee	26/02/19	Overview and Scrutiny	**Forward Work Programme (Environment)** To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
March					
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Overview and Scrutiny	**Forward Work Programme (Community & Enterprise)** To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	14/03/19	Overview and Scrutiny	**Action Tracking** To inform the Committee of progress against actions from previous meetings.	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Corporate Resources Overview & Scrutiny Committee	14/03/19	Finance	**REVENUE BUDGET MONITORING 2018/19 (MONTH 10)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10 and projects forward to year-end	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/03/19	Overview and Scrutiny	**Forward Work Programme (Corporate Resources)** To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee	18/03/19	Overview and Scrutiny	**Forward Work Programme (Organisational Change)** To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) *(Cabinet only)*	PORTFOLIO *(Cabinet only)*
Cabinet	19/03/19	Chief Executive's	**Revenue Budget Monitoring 2018/19 (month 10)** This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Education and Youth Overview & Scrutiny Committee	21/03/19	Overview and Scrutiny	**Forward Work Programme (Education & Youth)** To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	28/03/19	Overview and Scrutiny	**Forward Work Programme (Social & Health Care)** To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable

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