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To: Cllr Ian Roberts (Leader)

Councillors: Glyn Banks, Chris Bithell, Derek Butler, Dave Hughes, Christine Jones, Billy Mullin and Carolyn Thomas

13 November 2019

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 19th November, 2019 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

This agenda is subject to restrictions on content due to the Election Period which runs from 7th November to 13th December

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any declarations and advise Members accordingly.

3 MINUTES (Pages 7 - 18)

Purpose: To approve the minutes of the meeting held on 22nd October 2019.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 COUNCIL PLAN 2019/20 – MID YEAR MONITORING REPORT (Pages 19 - 194)

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

Purpose: To agree the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20.

5 CAPITAL PROGRAMME 2020/21 – 2022/23 (Pages 195 - 228)

Report of Chief Executive, Chief Officer (Housing and Assets), Corporate Finance Manager - Cabinet Member for Finance

Purpose: Present the Capital Programme 2020/21 – 2022/23 for recommendation to Council.

6 HOUSING REVENUE ACCOUNT (HRA) CAPITAL PROGRAMME 2020/21 (Pages 229 - 236)

Report of Chief Officer (Housing and Assets) - Cabinet Member for Finance, Cabinet Member for Housing

Purpose: To present, for recommendation to Council, the proposed Housing Revenue Account (HRA) Capital programme for 2020/21.

7 CAPITAL STRATEGY INCLUDING PRUDENTIAL INDICATORS 2020/21 – 2022/23 (Pages 237 - 256)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: To present the Capital Strategy 2020/21 – 2022/23 for recommendation to Council.

8 CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN 2020 - 2026 (Pages 257 - 286)

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

Purpose: To present the Asset Management Plan 2019 – 2026 for recommendation to Council.

9 **21ST CENTURY SCHOOLS CAPITAL PROGRAMME** (Pages 287 - 308)

Report of Chief Officer (Education and Youth), Chief Officer (Housing and Assets) - Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education

Purpose: To provide details of the funding commitment to support the continuation of band B programme as key decisions are required from Cabinet in order for a programme to progress.

10 **CEMETERY PROVISION AND STRATEGY** (Pages 309 - 316)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

Purpose: To seek approval for the future extensions to the burial provisions at the existing cemeteries within Flintshire.

11 **DENBIGHSHIRE AND FLINTSHIRE JOINT ARCHIVE PROJECT** (Pages 317 - 364)

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

Purpose: To approve the creation of a single shared Archive service for Denbighshire and Flintshire and the allocation of Council funds to provide contribution toward the match funding requirement for National Lottery Heritage Fund grant bid and project management for the delivery of a new purpose built archive building and associated activity plan.

12 **ADAPTATIONS TO FOSTER CARERS HOMES POLICY** (Pages 365 - 386)

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

Purpose: To present the updated Adaptations to Foster Carers Homes Policy.

13 **REGIONAL TECHNICAL STATEMENT FOR AGGREGATES SECOND REVIEW CONSULTATION** (Pages 387 - 426)

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

Purpose: To present the Consultation Response and Endorsement of Document which Guides Aggregate Provision in Local Development Plan Policy.

OPERATIONAL REPORTS

14 **REVENUE BUDGET MONITORING 2019/20 (MONTH 6)** (Pages 427 - 452)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: This regular monthly report provides the latest revenue budget monitoring position for 2019/20 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.

15 **CAPITAL PROGRAMME MONITORING 2019/20 (MONTH 6)** (Pages 453 - 480)

Report of Corporate Finance Manager - Cabinet Member for Finance

Purpose: To provide the Month 6 (end of July) capital programme information for 2019/20.

16 **COUNCIL TAX BASE FOR 2020/21** (Pages 481 - 488)

Report of Chief Officer (Governance) - Cabinet Member for Finance

Purpose: To approve the Council Tax Base for the financial year 2020/21 as part of the process of the revenue budget setting and Council Tax setting process for the new year.

17 **PROGRESS FOR PROVIDERS UPDATE** (Pages 489 - 500)

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

Purpose: To provide information on progress to date and the work underway in 2019/20 to expand the programme further.

18 **REGIONAL LEARNING DISABILITY PROGRAMME: REPORT ON PROGRESS** (Pages 501 - 578)

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


Purpose: Following the setting up of the Regional Service, this report gives an update on progress to date as well as planned activity over the next 12 months.

19 **EXERCISE OF DELEGATED POWERS** (Pages 579 - 580)

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

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CABINET
22ND OCTOBER 2019

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 22nd October 2019.

PRESENT: Councillor Ian Roberts (Chair)

Councillors: Glyn Banks, Chris Bithell, Derek Butler, Dave Hughes, Christine Jones, Billy Mullin and Carolyn Thomas.

IN ATTENDANCE:

Chief Officer (Governance), Corporate Finance Manager, Chief Officer (Streetscene and Transportation), Chief Officer (Housing and Assets), Chief Officer (Social Services), Corporate Business and Communications Executive Officer, Early Years and Family Support Manager, and Team Leader – Democratic Services.

APOLOGIES:

None.

OTHER MEMBERS IN ATTENDANCE:

None.

67. DECLARATIONS OF INTEREST

None.

68. MINUTES

The minutes of the meeting held on 24th September 2019 were submitted and approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

Councillor Roberts paid tribute to the North Wales Fire and Rescue Authority and officers of Flintshire County Council for their swift action following the recent incident in Bollingbrook Heights in Flint where a number of flats had been flooded due to a burst water pipe. Work was ongoing to restore the use of the lift before residents could return.

69. MEDIUM TERM FINANCIAL STRATEGY AND BUDGET 2020/21

Councillor Banks introduced the Medium Term Financial Strategy and Budget 2020/21 report which provided a summary of the forecast and changes to the position previously reported.

The national position was highlighted, together with the Council's high level strategy to meet the forecast gap. The risks associated with that, in particular on the requirement to ensure that settlements from Welsh Government (WG) included

additional allocations to the formula to meet the costs of increased pay and pensions, demand led services and legislative requirements.

It was essential that adequate funding was provided by WG from the additional funding announced in the UK Spending Review. In the absence of the additional funding the Council would be at significant risk of not being able to set a safe and legal balanced budget.

The Corporate Finance Manager highlighted the changes to the pressures from those reported in April, and details of new pressures and strategic solutions, all of which were detailed in the report.

Councillor Roberts commented on the amount of work that had been undertaken with the Welsh Local Government Association (WLGA) during the year, with the Council supporting the position of the WLGA on the budget. He expressed the importance of pay and pensions for Council and school-based employees being fully funded as part of the national agreement for pay awards.

RESOLVED:

That the changes to the forecast be noted.

70. ANNUAL PERFORMANCE REPORT 2018/19

Councillor Mullin introduced the Annual Performance Report 2018/19 which reviewed progress against the Council Priorities as detailed in the Council Plan 2018/19.

The Corporate Business and Communications Executive Officer explained that the report reflected the overall progress that had been made against the Council's priorities and the level of confidence the Council had in achieving the desired outcomes. It also showed the position against the 44 risks, with 1 risk increasing in significance during the year and 15 risks reducing in significance by year end.

Performance against the Council Plan measures were positive with 92% of agreed key activities being assessed as making good progress and 89% likely to achieve the desired outcome. In addition, 70% of the performance indicators met or exceeded the target for the year, whilst 73% showed improvement or remained stable.

Risks were also being successfully managed with the majority being assessed as moderate (64%), or minor/insignificant (25%). 11% of risks showed a high risk status at year-end, mostly due to the lack of financial resourcing. Both Cabinet and Corporate Resources Overview and Scrutiny Committee had continued to consider performance areas which under-performed throughout 2018/19. Members welcomed the reporting, including the details on the areas of under-performance.

The report would be considered at County Council later that day and would be available on the Council's website.

RESOLVED:

That the 2018/19 Annual Performance Report be endorsed prior to approval by County Council.

71. STRATEGIC EQUALITY PLAN ANNUAL REPORT 2018/19

Councillor Mullin introduced the Strategic Equality Plan (SEP) Annual Report 2018/19, including the Performance Progress Report.

The Corporate Business and Communications Executive Officer explained that the current SEP would come to an end in March 2020 and a new SEP would be produced for 2020/24.

Details of areas of achievement in meeting the equality duties during 2018/19 were highlighted in the report. Although there were positive areas of progress, some issues remained as areas for improvement which were also detailed in the report.

RESOLVED:

- (a) That Cabinet be assured that progress has been made during the year to meet our statutory duties; and
- (b) That progress made against the Strategic Equality Plan 2018/19 be endorsed, prior to publication of the annual report on the Council website.

72. CARE INSPECTORATE WALES (CIW) ANNUAL PERFORMANCE REVIEW LETTER

Councillor Jones introduced the Care Inspectorate Wales (CIW) Annual Performance Review Letter report which provided details of the letter published on 28th June 2019.

The letter summarised CIW's evaluation of performance in relation to Adults and Children's Services during the financial year and reported against the four key principles of the Social Services and Well-being Act.

The letter was a positive review of the statutory Social Services provided by the Council with full details of the areas of performance being outlined in the report.

The Chief Officer (Social Services) said it was pleasing to receive such a positive letter, particularly in relation to the recognition of the progress on the Micro-Care Pilot and the implementation of the Mockingbird Foster Care Model.

Members welcomed the report and commended the service and staff. Councillor Bithell commented on the inclusion of care experienced children in the development of services by being members of the Children's Services Forum which he said was invaluable and pleased to see had been recognised by CIW.

RESOLVED:

- (a) That the content of the Annual Performance letter and Care Inspectorate Wales assessment of the authority's performance during the year 2018/19 be noted; and
- (b) That the Care Inspectorate Wales Performance Review Plan for 2019/20 be noted.

73. ON STREET CAR PARKING IN TOWN CENTRES

Councillor Thomas introduced the On Street Car Parking in Town Centres report which provided a solution which would balance the provision of free short stay parking spaces in Buckley to more closely reflect that available in other towns across the County. The report also sought approval for a pilot scheme to remove the existing pedestrianisation order which was currently in place in Buckley town centre, to further improve access to the town. The proposal would be subject to receiving the support of Buckley Town Council to the proposal.

The availability of a small number of free, short stay, on-street parking spaces in a town centre was essential to allow shoppers to make short visits to collect shopping. The local road layout in the area around Buckley did not permit the provision of on-street parking. It was proposed to re-designate a section of Brunswick Road car park to offer free car parking for up to half an hour, which would provide an additional 18 spaces for short visits to the town centre.

Since publication of the agenda, a meeting had taken place with the Chief Officer (Streetscene and Transportation), the Deputy Leader and Cabinet Member for Streetscene and Countryside, the Enterprise and Regeneration Manager and representatives from Buckley Town Council. At that meeting the proposals were put to the Town Council who indicated they supported the proposal, but requested the short stay be for 1 hour instead of half an hour. Work was being undertaken to assess the costs of that suggestion and that it was within the scope of the Car Parking Strategy.

The Chief Officer (Streetscene and Transportation) said the removal of the pedestrianisation order would be undertaken as a pilot with the success of the pilot being measured, similar to what had recently been undertaken in Holywell where business accounts were submitted before and after the pilot scheme to assess the difference in the figures.

RESOLVED:

- (a) That approval be given for the re-designation of a section of Brunswick Road car park in Buckley to provide some free, short stay car parking to compensate for the shortage of on-street, short stay spaces within the town centre; and
- (b) That support be given for the pilot de-pedestrianisation of Buckley town centre and approval for the introduction of such an arrangement for a fixed period,

which is sufficient to measure the impact on footfall in the town. The introduction of the pilot scheme would be subject to receiving support for the proposals from Buckley Town Council.

74. HOUSING STRATEGY AND ACTION PLAN

Councillor Hughes introduced the Housing Strategy and Action Plan report and explained that the Housing Strategy built on the achievements delivered through the previous strategy, and set out the Council's vision *'to work with key stakeholders to inform and deliver the right type of quality housing and most appropriate support to meet the needs of our population'*.

The Strategy set out 3 priorities with key areas for action within each priority. They were:

Priority 1: increase supply to provide the right type of homes in the right location through new builds, use of the private rented sector, and better use of existing stock.

Priority 2: provide support to ensure people live and remain in the right type of home through support which will prevent vulnerable people becoming homeless and sustain them in their own home.

Priority 3: improve the quality and sustainability of our homes including addressing fuel poverty through energy efficiency measures.

The Chief Officer (Housing and Assets) commented on the importance of the document and he thanked the officer who had prepared the Strategy and Action Plan.

In response to a question, the Chief Officer explained that a Housing Needs Assessment determined what was required in an area and that linked in to the Local Development Plan (LDP) to ensure that the mix of homes was correct.

Councillor Bithell asked if there was anything the Council could do to bring empty homes back into use. The Chief Officer explained that a lot of work had been done previously to bring empty homes back into use but it was very challenging. On a further question from Councillor Bithell on housing for individuals with specific special needs who lived with elderly parents, there was an element in the housing register that held those details and suitable accommodation was sought at the appropriate time. The service worked closely with colleagues in Social Services to help identify those needs.

RESOLVED:

That the Housing Strategy and Action Plan for 2019/2024 be supported and adopted.

75. DISABLED FACILITIES GRANT POLICY

Councillor Hughes introduced the Disabled Facilities Grant Policy report and explained that as part of the Internal Audit review of the Disabled Facilities Grant service in June 2018, it was identified that the current policy required a review in order to make the process and detail clearer and easier to understand.

The Chief Officer (Housing and Assets) explained that the review identified that the previous policy, which included the Disabled Facilities Grant process, was out of date and did not align to current practices in operation within the services. It was unclear as to processes and criteria that were required in order to qualify for the grant.

Work had been ongoing to address and implement the recommendations contained within the report and to review service delivery in order to make improvements. A significant amount of work had also been carried out to ensure that customers, and the professionals who supported them, had all the relevant information at the earliest opportunity. He provided assurance that there would be a significant improvement to the delivery of Disabled Facilities Grants which would be evident in the forthcoming reporting periods.

RESOLVED:

That the revised policy be supported.

76. REVIEW OF PROCUREMENT STRATEGY

Councillor Mullin introduced the Review of Procurement Strategy report and explained that, whilst the strategy ran from 2016 to 2021, there had been changes in the wider policy context that justified a review now.

The Chief Officer (Governance) said that significant changes since the strategy was adopted were:

1. Welsh Government published, and the Council signed up to, the Code of Practice on Ethical Employment in Supply Chains;
2. Welsh Government had published Prosperity for All – A Low Carbon Wales, committing the public sector to being carbon neutral by 2030; and
3. The Council has revised its own approach to achieving social value from procurement with the adoption of a new social value policy earlier in the year.

Those changes needed to be reflected within the Procurement Strategy and in the performance measures contained within it.

Members welcomed the report, particularly the Council's commitment to Prosperity for All – A Low Carbon Wales which committed the public sector to providing leadership on reducing mankind's impact on climate change by reducing its carbon footprint.

In response to a question from Councillor Bithell, the Chief Officer (Governance) said he would ask the Chief Officer (Planning, Environment and Economy) if the aim to seek to increase the impact that spend had within the local economy by directing spend to businesses within Flintshire and more broadly within the geographical area of the Mersey Dee Alliance, was reciprocal.

RESOLVED:

- (a) That the revised Procurement Strategy be adopted; and
- (b) That further reports be brought back to Cabinet on the changes that are proposed to Procurement Strategy in order to reduce the Council's carbon footprint.

77. PUBLIC SERVICES OMBUDSMAN FOR WALES ANNUAL LETTER 2018/19

Councillor Mullin introduced the Public Services Ombudsman for Wales Annual Letter 2018/19 report which provided details of the annual performance of the Council in relation to complaints against services which were received and investigated by the Ombudsman during 2018/19.

The Chief Officer (Governance) explained that the number of complaints received by the Ombudsman about local authorities across Wales increased from 794 to 912 in 2018/19. However, the Ombudsman was pleased that local authorities continued to work with his office to resolve many of the complaints at an early stage.

Appended to the report was a full copy of the Annual Letter, detailing the Council's performance and comparative data.

The Council was undertaking work to reduce the number of complaints to the Ombudsman and planned to undertake further action as soon as the outcome of the Ombudsman's current consultation on the principles and procedures relating to the new powers created by the Public Services Ombudsman (Wales) Act 2019 were known.

The Council's actions included:

- Targeted training sessions with Planning officers to learn lessons from Ombudsman decisions over the last 12 months;
- A review of the Council's complaints procedure in response to the Customer Standards Authority (Wales) model concerns and complaints policy for public providers in Wales;
- Redesigned workforce training to support officers to effectively resolve complaints first time;
- Improving the quality of complaint responses through the introduction of house-style and improved guidance for officers;
- Training for Town and Community Councils to promote awareness and the importance of the Code of Conduct where there is evidence of

conflict between its members to help reset the boundaries of behaviour for its members;

- Timely performance data for distribution and discussion at senior departmental meetings; and
- Working with Councils from across North Wales and the Ombudsman to collectively record complaints data which may be used to drive improvement in public service for citizens in Wales.

RESOLVED:

- (a) That the annual performance of the Council and the number of complaints resolved at an early stage be noted;
- (b) That the actions to reduce the number of complaints to the Ombudsman's office be supported; and
- (c) That a review of the Council's complaints procedure upon receipt of the Complaints Standards Authority (Wales) model concerns and complaints policy for public service providers in Wales be supported.

78. REVENUE BUDGET MONITORING 2019/20 (MONTH 5)

Councillor Banks introduced the Revenue Budget Monitoring 2019/20 (Month 5) report which provided the second detailed revenue budget monitoring position for 2019/20 for the Council Fund and the Housing Revenue Account for the financial year and presented the position, based on actual income and expenditure, as at Month 5. The report 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 £3.042m which was a negative movement of £0.059m from the deficit figure of £2.983 reported at Month 4; and
- A projected contingency reserve balance as at 31st March 2020 of £1.827.

Housing Revenue Account

- Net in-year expenditure forecast to be £0.108m higher than budget which was a negative movement of £0.027m from the deficit figure of £0.081m reported at Month 4; and
- A projected closing balance as at 31st March 2020 of £1.215m.

The Corporate Finance Manager explained that at the last meeting, Members considered reports on the two areas of major variance – Out of County Placements and School Transportation. Members confirmed that they were satisfied that there was very limited scope for mitigation to reduce the in-year overspend and that there

would be an inevitable impact on the budget position from 2020/21 and that it would need to be factored into the Medium Term Financial Strategy.

To assist with mitigating the overall projected overspend the following measures were being introduced:

1. All non-essential spend would be reviewed and challenged with a view to ceasing/delaying where possible; and
2. Further Portfolio Management Team challenge of recruitment to vacancies.

The outcome of the review would be included in the Month 6 Budget Monitoring Report.

The Corporate Finance Manager also provided details on the projected position by portfolio; tracking of in-year risks and emerging issues; achievement of planned in-year efficiencies; other in-year issues; MTFs impact and risks; reserved and balances and earmarked reserves.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2020 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

79. AROSFA UPDATE

Councillor Jones introduced the Arosfa Update report which outlined plans to refurbish an unused wing of the building to provide two additional bed spaces at the facility.

Arosfa was a well-established service providing short term breaks/respite for children with disabilities. The two additional beds would bring capacity to accommodate two permanent long-term residents and provide a quality local service as an alternative to Out of County Placements. This would be in addition to the current short term break, respite provision for up to three children.

The Chief Officer (Social Services) explained that, together, the plans would enable the Council to support a maximum of five children at any one time and would provide a good quality, cost effective and local service as a clear alternative to Out of County Placements.

The revenue implication was £200k per annum which would be fully funded by the Intermediate Care Fund (ICF). The minimum annual cost for an Out of County Placement was £182k with many placements exceeding that. Supporting two young people through the open market would therefore cost a minimum of £364k a year so this was a cost avoidance for the Council.

RESOLVED:

That the refurbishment plan be supported.

80. SUPPORTING FAMILIES TO ACCESS THE FREE CHILDCARE OFFER

Councillor Jones introduced the Supporting Families to Access the Free Childcare Offer report which provided an update on the 3-4 Year Old Funded Childcare Offer, and the work undertaken to support families to access the Offer.

The Early Years and Family Support Manager explained that the aim of the Offer was to support families with quality, flexible and affordable care. It also supported economic regeneration and reduced pressures on family income, helping parents to participate in work and reducing a family's risk of poverty. It was also helping to sustain and remodel the childcare sector.

The Childcare Offer had been successful in Flintshire and the number of children who had accessed the Offer since September 2017 was outlined in the report.

Information, advice and assistance was available to parents and childcare providers through working with the childcare sector and partners.

RESOLVED:

That the report be received and the work being undertaken to support families to access the Free Childcare Offer be acknowledged.

81. SUPPORTING PEOPLE SERVICE ANNUAL REPORT AND USER FEEDBACK QUESTIONNAIRE

Councillor Hughes introduced the Supporting People Service Annual Report and User Feedback Questionnaire report which provided a snapshot of results from an on-line Supporting People questionnaire for the period 2nd December 2018 to 31st March 2019.

Direct quotes from service users were provided in the report and provided evidence to demonstrate the direct positive impact the Supporting People programme had on lives which was welcomed.

RESOLVED:

That the information on how Supporting People funding is helping people be noted.

82. WINTER MAINTENANCE AND SEVERE WEATHER POLICY

Councillor Thomas introduced the Winter Maintenance and Severe Weather Policy report which updated the current policy and explained the legislative requirements of providing such a service, and the actions taken by the Streetscene and Transportation portfolio to deliver the winter maintenance service. In addition,

the report outlined the Council's response to other adverse weather events, such as flooding and high winds.

The Chief Officer (Streetscene and Transportation) said it was good practice to regularly review the policy and the report outlined the changes to the most recent version of the 'Winter Maintenance Policy' for approval. The key areas considered by officers were outlined in the report.

The review concluded that the current operating model was adequate in responding to the risk presented during periods of adverse weather and was effective in the deployment of resource, whilst limiting the impact of the disruption to the service and wider service users. There were no significant changes following the review, however in recent years the service had looked to improve the communication during periods of severe or prolonged adverse weather, and the approach had been captured within the policy.

The policy had been amended to reflect the change in weather forecast provider, from MeteoGroup to MetDesk, following procurement of the forecast service by Welsh Government (WG).

RESOLVED:

That the reviewed Winter Maintenance Policy 2019/21, which contains the procedures and processes for delivering the Council's winter maintenance and adverse weather service, be approved.

83. FLINTSHIRE CONNECTS ANNUAL REPORT

Councillor Mullin introduced the Flintshire Connects Annual Report which detailed the annual performance of Flintshire Connects, the service which was responsible for providing face to face and digital access to Council services in 2018/19.

The Chief Officer (Governance) said Flintshire Connects was integral to the Council's Customer and Digital Strategies in terms of providing high quality, accessible, responsive and cost effective public services. As part of the Council's business planning process, Flintshire Connects completed a review of its structure in 2018/19 which led to a £46k efficiency, whilst avoiding any detrimental impact on customer access to services.

The report detailed an overview of performance in 2018/19 and information relating to customer demand following the implementation of the revised structure.

RESOLVED:

- (a) That the high performance and customer satisfaction across Flintshire Connects Centres be noted;
- (b) That the review of the services supported by Flintshire Connects in 2019/20 be supported; and

- (c) That the important role of Flintshire Connects, to support the Council's Customer and Digital Strategies, be noted.

84. 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

- **The Flintshire County Council (A5104 Corwen Road, Ffordd Y Rhos and Roads Adjacent, Treuddyn) (40mph and 50mph Speed Limit) Order 201x**
To advise Members of an objection received for the proposed 40mph and 50mph speed limit on the A5104 Corwen Road, Ffordd Y Rhos and road adjacent, Treuddyn.

Social Services

- **Formal Notification to Declare Glanrafon Day Centre in Queensferry as Surplus to Service Requirements**
The report provides formal notification that Glanrafon Day Centre in Queensferry became surplus to Social Services needs from Monday 24th June 2019, following the completion of the new Learning Disability Adult Day Centre at Hwb Cyfle, Queensferry. The Glanrafon building is to be returned to Valuation and Estates Team for decommissioning or for refurbishment and re-let.

Housing and Assets

- **Council Rent – Application to Write Off Tenancy Arrears**
Financial Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member. The decision to write off is in respect of one tenant who is subject to a Debt Relief Order (DRO). Rent arrears of £7,300.96 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

85. 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 11.55 a.m.).

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Chair



CABINET

Date of Meeting	Thursday, 19 th November 2019
Report Subject	Council Plan 2019/20 Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council Plan 2019/20 was adopted by the Council in June 2019. This report presents a summary of performance at the mid-year point.

This mid-year monitoring report for the 2019/20 Council Plan shows that 88% of activities are making good progress with 90% likely to achieve their planned outcomes. 78% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 14% being assessed as major and 40% of risks decreasing in significance.

This report is an exception-based report and concentrates on under-performance.

RECOMMENDATIONS

1	<p>To note and endorse:</p> <ul style="list-style-type: none"> • The overall levels of progress and confidence in the achievement of activities within the Council Plan • The overall performance against Council Plan performance indicators • The current risk levels within the Council Plan.
2	To be assured by plans and actions to manage the delivery of the 2019/20 Council Plan.

REPORT DETAILS

1.00	EXPLAINING THE COUNCIL PLAN 2019/20 MID-YEAR MONITORING REPORT
1.01	The Council Plan monitoring reports provide explanation of the progress being made toward the delivery of the priorities set out in the 2019/20 Council Plan. The narrative is supported by information on performance indicators and/or milestones. In addition, there is an assessment of the strategic risks and their control.
1.02	This report is an exception-based report and concentrates on under-performance.
1.03	<p>Monitoring Activities</p> <p>Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. 'Progress' shows action against scheduled activity and is categorised as:</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity and, not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track <p>A RAG status is also given for the assessment of our current level of confidence in achieving the 'outcome(s)' in-year for each sub-priority. Outcome is categorised as:</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) in-year • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) in-year • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	<p>In summary our overall progress against activities is:</p> <p>Progress</p> <ul style="list-style-type: none"> • We are making good (green) progress in 152 (88%). • We are making satisfactory (amber) progress in 20 (12%). <p>Outcome</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 154 (89.5%) outcomes. • We have a medium (amber) level of confidence in the achievement of 17 (10.0%) outcomes. • We have a low (red) level of confidence in the achievement of 1 (0.5%) outcomes.

1.05	<p>Monitoring our Performance</p> <p>Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as:</p> <ul style="list-style-type: none"> • RED - under-performance against target. • AMBER - where improvement may have been made but performance has missed the target. • GREEN - positive performance against target.
1.06	<p>Analysis of current levels of performance against target shows the following:</p> <ul style="list-style-type: none"> • 49 (78%) have achieved a green RAG status • 9 (14%) have an amber RAG status • 5 (8%) have a red RAG status
1.07	<p>The five performance indicators (PIs) which show a red RAG status for current performance against target are:</p> <p>Caring Council Access to sanitary products in schools (percentage) Contract in place to deliver products with PHS. Deliveries made to all secondary schools on an ongoing basis. A total of 11 secondary schools have had deliveries with Primary School deliveries to begin in the coming months. We expect to be on target at the end of the year. Primary school deliveries and reusable products are yet to be dispatched (Autumn term onwards).</p> <p>Number of individuals supported through the mentoring service that enter employment, learning or volunteering Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Q3 and Q4. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Q3. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and 3 into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.</p> <p>Number of employees supported through Project Search Project Search is an internship for young people up to the age of 25 who have a learning disability, with the aim of providing a range of skills for individuals to apply in the workplace. It is hoped that the end of the intership, full paid employment will be achieved. The first intake was in September of this year, with nine young people involved against a mid-year target of 12.</p> <p>Green Council The number of Quality Bus Partnerships along Core Network</p>

	<p>The ongoing development of the Quality Bus Partnership along the Deeside corridor is progressing with the expectation that associated parties will reach an agreement within the following quarter.</p> <p>The percentage variance between the revenue budget out-turn and the budget set The M5 Revenue monitoring report is reporting a projected overspend of £3m against budget.</p>
1.08	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> • 3 (7.1%) are insignificant (green) • 6 (14.3%) are minor (yellow) • 27 (64.3%) are moderate (amber) • 6 (14.3%) are major (red) • 0 (0%) are severe (black) <p>40% of the 42 risks have decreased in significance.</p>
1.09	<p>The six major (red) risks are: -</p> <p>Priority: Caring Council Demand outstrips supply for residential and nursing home care bed availability. The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021. We were actively involved in Care Week in September, with promotion sessions undertaken across the county, resulting in a significant number of expressions of interest from prospective care staff from non-traditional profiles. One care home is currently in escalating concerns.</p> <p>Insufficient supply and escalating cost of placements for children with complex needs We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on 3 core work streams:</p> <ul style="list-style-type: none"> • To safely reduce the number of children who need to be looked after • To support looked after children in local high quality placements • To improve outcomes for looked after children <p>This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance. The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures.</p>

Management controls are in place to mitigate the risk, which at the present time is rising to RED.

Priority: Learning Council

Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets

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 year's capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Priority: Green Council

Funding will not be secured for priority flood alleviation schemes

The Flood Risk Management Team continue to identify and secure funding for priority flood alleviation schemes. A service review is to be undertaken to find a more effective approach/structure that can both secure funding and resources to deliver flood alleviation works with the delivery of statutory duties under the Flood and Water Management Act. The intended implementation of Schedule 3 of the Flood & Water Management Act has compounded the matter further by placing an additional statutory duty on the team to act as the Sustainable Drainage Approving Body (SAB) as of January 7th 2019.

Priority: Serving Council

The scale of the financial challenge

Council considered the final stage three of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21. An update to the financial forecast for 2020/21 reported to Cabinet in October 19 shows that following an increase in pressures the gap has increased to £16.2m. Strategic solutions to meet the gap include Portfolio Business and Corporate Finance efficiencies, currently anticipated to be £1.784m, Local Taxation and Income, Organisational change and National funding from Welsh Government. The Council is anticipating receipt of the Provisional Settlement from Welsh Government at the end of November which will give an initial indication of the level of funding the Council will receive from Welsh Government in 2020/21.

Fully funding demand led services and inflationary pressures

The Council has developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA) the priorities for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.

The provisional financial settlement for 2020/21 is due to be received from Welsh Government at the end of November and this will determine whether

	these priorities have been funded whether in part or in full.
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2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT														
3.01	<p>Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.08 and 1.09 above.</p> <p>The mid-year summary of the risk position will be shared with the Audit committee in November.</p> <p>Overview & Scrutiny Committees are following through areas of risk concern within their forward work programmes.</p>														
3.02	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td rowspan="5">Throughout all of the Mid-Year Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2019/20 (October 2020).</td> </tr> <tr> <td>Prevention</td> </tr> <tr> <td>Integration</td> </tr> <tr> <td>Collaboration</td> </tr> <tr> <td>Involvement</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td rowspan="6">Throughout the Mid-Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.</td> </tr> <tr> <td>Resilient Wales</td> </tr> <tr> <td>Healthier Wales</td> </tr> <tr> <td>More equal Wales</td> </tr> <tr> <td>Cohesive Wales</td> </tr> <tr> <td>Vibrant Wales</td> </tr> <tr> <td>Globally responsible Wales</td> </tr> </table> <p>Council's Well-being Objectives The Council's wellbeing objectives will be included in the Annual Report for 2019/20.</p>	Long-term	Throughout all of the Mid-Year Monitoring Report there are demonstrable actions and activities which relate to all of the Sustainable Development Principles. Specific case studies will be included in the Annual Performance Report for 2019/20 (October 2020).	Prevention	Integration	Collaboration	Involvement	Prosperous Wales	Throughout the Mid-Year Monitoring Report there is evidence of alignment with the Well-being Goals. Specific strategic and policy reports include impact and risk assessments.	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales
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Healthier Wales															
More equal Wales															
Cohesive Wales															
Vibrant Wales															
Globally responsible Wales															

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	The Council Plan Priorities are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest.
4.02	Chief Officers have contributed towards reporting of relevant information.

5.00	APPENDICES
5.01	Appendix 1: Mid-year progress report against Council Plan 2019/20.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Council Plan 2019/20.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact officer: Karen Armstrong Email: karen.armstrong@flintshire.gov.uk Telephone : 01352 702740</p>

8.00	GLOSSARY OF TERMS																																													
8.01	<p>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 Improvement Objectives and publish a Council Plan.</p> <p>Risks: These are assessed using a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td></td> <td></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood & Percentage of risk happening</td> </tr> </table>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)			Likelihood & Percentage of risk happening					
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8.02	CAMMS – An explanation of the report headings																																													
	Actions																																													

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A ‘downward arrow’ always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an ‘upward arrow’ always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

<p><u>Current Risk Rating</u> – The level of the risk at this quarter.</p> <p><u>Trend Arrow</u> – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow).</p> <p><u>Risk Status</u> – This will either show as ‘open’ or ‘closed’. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.</p>
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2019/20 Mid-Year Performance Progress Report

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Flintshire County Council



Print Date: 04-Nov-2019



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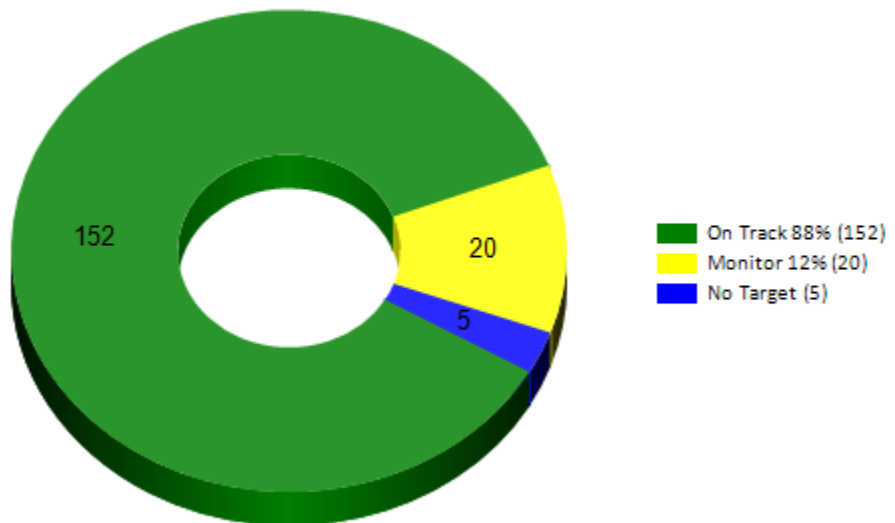
- Caring Council** 4
 - Actions 4
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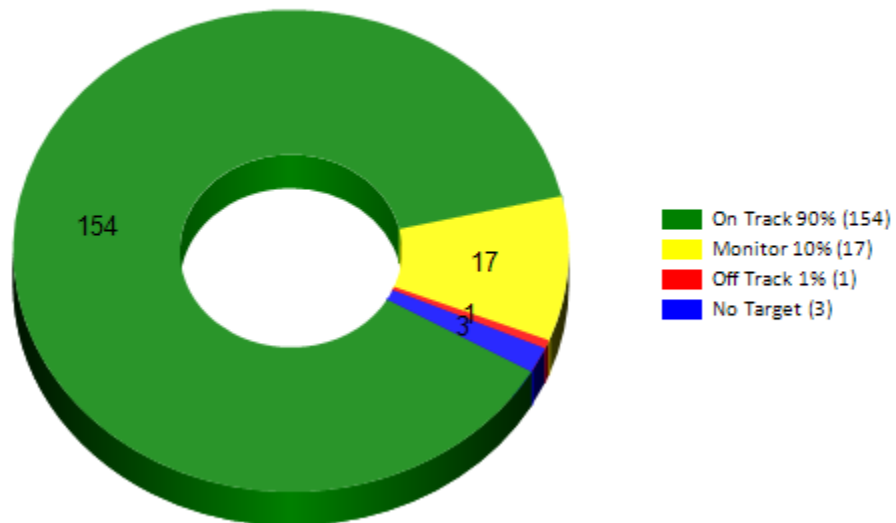
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Performance Indicators	149
Risks	155



Action Progress RAG Status



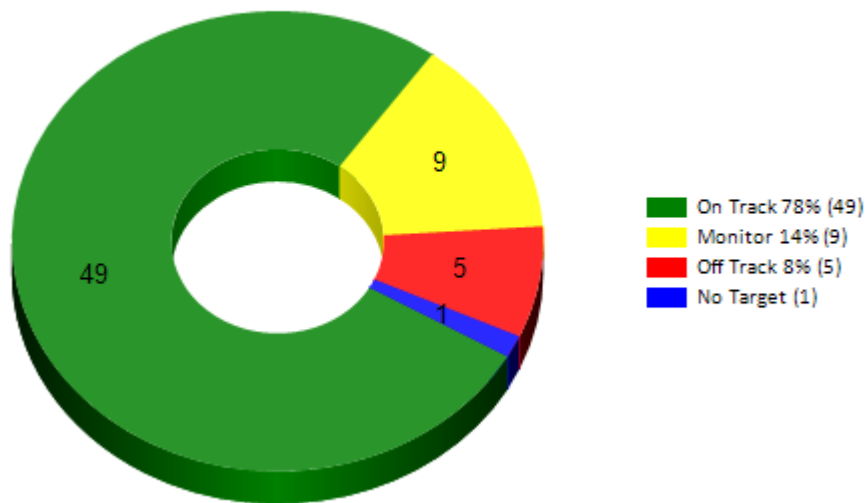
Action Outcome RAG Status



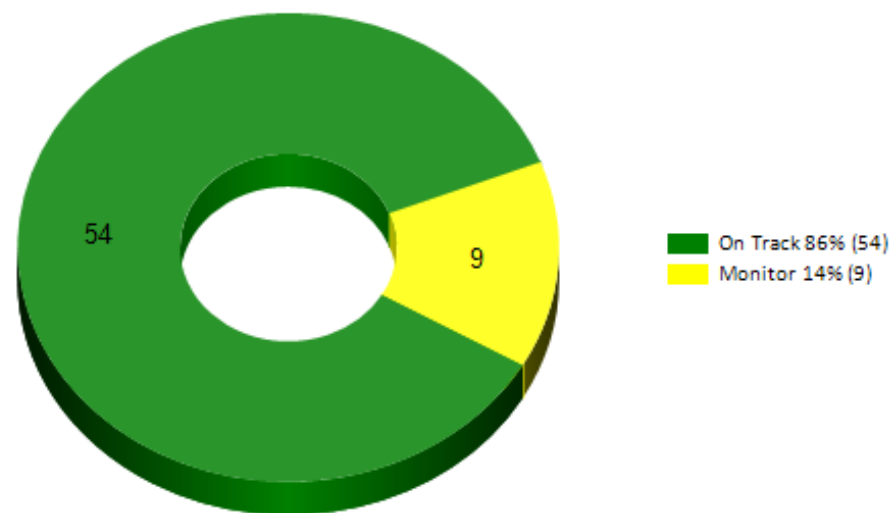
'No Target' for Action Progress and Action Outcome denotes Action has not started.



KPI Progress RAG Status



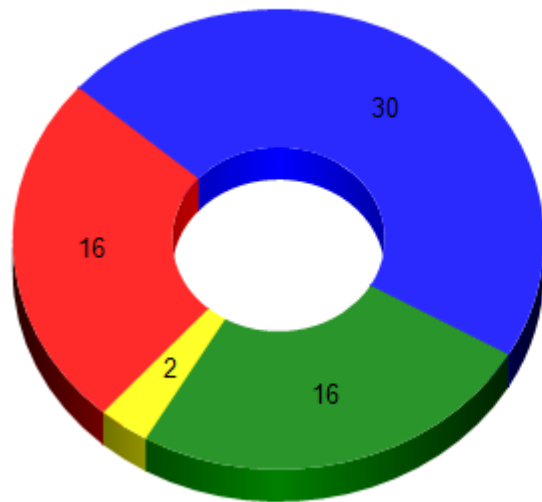
KPI Outcome RAG Status



'No Target' for KPI denotes this is a new KPI and a baseline year is being established.



KPI Trend Status



- Improved 47% (16)
- Maintained 6% (2)
- Downturned 47% (16)
- Not Applicable (30)

Current Risk Status







- Insignificant (1) 7% (3)
- Minor (2) 14% (6)
- Moderate (3) 64% (27)
- Major (4) 14% (6)

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'Not Applicable' denotes that there is not KPI Trend as this is a new KPI and a baseline year is being established.

Caring Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 (CP) Opening of the Holywell Extra Care Scheme to extend supply in another community area	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Plas Yr Yrwn is due to open in February 2020. Open days are taking place and applications are being taken. Recruitment has been completed to manager and assistant manager positions, and a training programme has been developed.</p> <p>Last Updated: 08-Oct-2019</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 (CP) Agreement of a preferred option to further extend supply in a further community area with Buckley as the priority	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Discussions are still ongoing regarding a further community area for extra care.</p> <p>Last Updated: 10-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 (CP) Implementing a Quality Framework for Microcare	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 Development Officers are drafting a Quality Framework to support the implementation of Microcare, which aims to support older people in rural communities with direct care needs, through the development of small, locally based, person centred provision. We are awaiting the outcome of Foundation Economy Grant Application to bring in further support for the development of the Quality Framework.

Last Updated: 30-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 (CP) Seed funding developed to support the startup and development of new microcare services	Dawn Holt - Commissioning Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 Seed funding for Microcare is incorporated into the Foundation Economy Grant Application (FEGA), although development officers are also looking for alternative sources of funding that might support business startup.

Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 (CP) Recruitment of Microcare Development Officer	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 As of early September 2019, through Flintshire's financial contribution and funding from the LEADER fund via Cadwyn Clwyd, two Officers have been recruited to deliver the Microcare programme.

Last Updated: 22-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.4 (CP) Adopting a new approach to Homecare recruitment using value based recruitment processes	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: We were actively involved in the WeCare Wales event for value based recruitment in each of the 5 key localities. This has generated interest across the represented areas. Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.1 (CP) Increase the number of people who access the social prescribing / third sector service through the Single Point of Access	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Between April – September 2019, the two SPOA based workers providing a Social Prescribing response responded to 202 referrals for support. The number of referrals from GPs is increasing due to the targeted activity that has been a feature of this reporting activity. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centred and bespoke to their individual needs. Last Updated: 11-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.3.2 (CP) Increase the number of domiciliary providers working towards the silver standard for Progress for Providers	Jacque Slee - Team Manager Performance	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Three in house and four independent sector domiciliary providers are working towards achieving the Silver standard for Progress for Providers, the quality standard for domiciliary care. Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.1 (CP) Implementation of a system for collecting and evaluating feedback from adults involved in the safeguarding process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Feedback from adults involved in the Safeguarding process is currently included in our regular case file audits. An annual audit is planned for March to look at themes arising from the case conference, including the experience of adults who go through the process. Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.2 (CP) Include the recommendations from Strategy Meetings in the case file audit process	Jayne Belton - Children's Safeguarding Manager	In Progress	01-Apr-2019	31-Dec-2019	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Questions related to reviewing the actions from Strategy Meetings have been included in our case file audit tool. The first audit will take place in January 2020. Last Updated: 09-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.4.3 (CP) Implement electronic monitoring for recommendations from Strategy Meetings	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The Looked After Review document is on our Client Information System (Paris); the tracking of recommendations is included in this document. Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.1 (CP) Meeting the annual inflationary costs care providers	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The North Wales fee setting group are working on the Laing and Buisson national model for fee setting, with a view to having it ready in Autumn 2019/20. We have consultation events in place before the end of this calendar year. An open book exercise with 3 or 4 providers will be used to base our fee structure for 2020/21. As part of this, we are also looking at fees for Supported Living providers, and a fee structure for Microcarers. We are also considering fee setting for Direct Payments and High cost Low Volume placements. This all needs to fit within the envelope of the cost pressure in the Council's Medium Term Financial Strategy. Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.2 (CP) Implement active use of digital mapping to assist in the brokerage of domiciliary care	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The digital map is in place, and being used actively to broker packages of care across the County. Last Updated: 09-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.3 (CP) Marleyfield House planning phase completed	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The extension of Marleyfield House is on track, with no further changes to the design formally agreed, and construction due to start. Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.5.4 (CP) Introduction of an online financial self-assessment to give people the opportunity to arrange their own self-funded care	Jacque Slee - Team Manager Performance	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Individuals are now able to complete an initial assessment online to determine their eligibility for care funding. Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.6.1 (CP) Successful application to become a Dementia Friendly Council	Dawn Holt - Commissioning Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Flintshire is the first Dementia-Friendly Council in North Wales, supporting intergenerational work and alternative therapies. The Council was recognised as 'Working Towards Becoming Dementia Friendly' in August 2019. Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 (CP) Implementing an agreed Placement Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Dec-2019	66.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Our Support and Placement Strategy 2019 to 2022 was agreed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee on 25 July 2019, for implementation in Quarter Three. Last Updated: 23-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 (CP) Agreed provider and implementation plan	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: The Regional North Wales Market Positioning Statement for children and young people in residential care, fostering and secure accommodation was formerly launched at the National Social Care Conference on 11 September 2019. Last Updated: 03-Oct-2019							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 (CP) Testing and agreeing new regional models of support to extend and complement local provision	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: We have identified a regional provision in North Wales as an appropriate alternative to hospital admission for children with mental health issues, and have entered into initial dialogue with the market following the publication of the Market Position Statement. Last Updated: 08-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.1 (CP) Ensure that pre-birth assessments are included in the regular audit process	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Questions on the Pre-Birth Risk Assessment have been included in the case file audit tool for Children's Services, and are reviewed on a quarterly basis. Last Updated: 08-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.2.2 (CP) Implement a system to track data on children who are reported missing	Jayne Belton - Children's Safeguarding Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: This has been implemented through our Client Information System (Paris). Current data is regularly extracted and reported to Missing, Exploitation, Trafficking (MET) Panel. Last Updated: 09-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.3.1 (CP) Test and evaluate the Mockingbird Model of Fostering in 2019/2020 with the aim to have a proposed model ready for full implementation in 2020/2021	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A comprehensive evaluation on the Mockingbird Model of foster care has been produced and the benefits of the model are clearly evidenced. A comprehensive business case has been developed, proposing the development of a sustainable model. Cost options for the delivery phase are now being developed.</p> <p>Last Updated: 03-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.3.2 (CP) Approval of regional fostering manager to take forward the work on the National Fostering Framework across North Wales	Peter Robson - Service Manager, Children's Resources	In Progress	01-Apr-2019	31-Dec-2019	66.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A funding model for the regional post has been agreed, along with host arrangements through Gwynedd Council. The recruitment process will begin in Quarter Three.</p> <p>Last Updated: 23-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.4.1 (CP) Agree with Welsh Government a local strategy for effective and cost-efficient edge of care services	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Our proposals for supporting children on the edge of care, reducing the need for children to enter care where appropriate and improving outcomes for children who are looked after have been submitted to Welsh Government. A request is being made to ensure sufficient central funding for high cost placements, along with proposals for Invest to save money to rebalance the reliance on high cost placements.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.4.2 (CP) Achievement of the actions and targets within our Corporate Parenting Strategy	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Specific actions for delivery in 2019/20 were endorsed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee, with a progress report being taken to the Children's Services Forum in Quarter Three.</p> <p>Last Updated: 23-Oct-2019</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 (CP) Opening of Hwb Cyfle, the new learning disability day service in Deeside on time, on budget and to standard	Jo Taylor - Disabilities Services Manager	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 Construction of the new Learning Disability Day Centre was completed in May 2019. The Council’s Service Delivery partner, Hft, moved into the new building on 24th June, transferring the day service from the ageing day centre at Glanrafon, Queensferry. The building provides a modern, accessible and vibrant place for people with learning disabilities to develop skills, increase independence and broaden social relationships.



Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
Page 14 3.1.2 (CP) Achievement of the actions and targets for the Regional Learning Disability Service Transformation project both regionally (as the lead authority) and locally	Jo Taylor - Disabilities Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 North Wales Together Learning Disability Transformation programme have concluded the first phase of their project plan and have identified themes to take forward. The next phase is to take bids from potential providers which achieve the outcomes identified in the Learning Disability Strategy.

Last Updated: 22-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 (CP) Establishing a permanent emergency bed provision in Flintshire	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The pilot emergency bed provision commenced in December 2018 and ended in September 2019. The pilot was successful and established a demand for an emergency bed provision in Flintshire to help alleviate rough sleeping. The pilot also informed that the model needs to consider day provision and increased access to support services. The service is currently working towards an alternative provision as a priority and this will help to engage service users and providers to inform the permanent model to ensure it is fit for purpose and meets local needs.

Last Updated: 21-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 (CP) Supporting rough sleepers through the employment of an Outreach Worker	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Outreach provision is in place and contracted until the end of the financial year. This provision enables the service to engage with rough sleepers, offer support and assistance and link them in with support services available in the area. The provision also works well in terms of the ability to react to reports of rough sleeper in a more efficient way and isn't restricted to office working hours.

Last Updated: 29-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 (CP) Completion of a feasibility study for short term emergency provision for young people with follow-up actions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	30.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Initial scoping work has been undertaken to better understand the requirement of a provision specifically for young people. A number of options are currently being investigated to determine feasibility. This work is complex in nature with a number of pieces of activity which need to be developed, visits to facilitate which have worked well would need to be a pre-requisite of it's work stream.

Last Updated: 29-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 (CP) Completion of feasibility study for a housing First approach in Flintshire for people with complex needs with follow up actions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Demand for a housing first approach in Flintshire has been established. Funding for this work stream was awarded by Welsh Government on 28 August 2019. Work is now progressing in terms of recruitment to be completed November 2019 for project commencement in December 2019. This is a model of delivery which supports some of our most complex and difficult to reach individuals. The pilot will look to a number of concepts and visit existing models of delivery.

Last Updated: 29-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.5 (CP) Increasing the number of available rented properties in the Private Rented Sector (PRS) to provide housing solutions	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: HAWS letting agency are proactively working in Flintshire to increase the number of Private Rented Sector (PRS) properties available to meet housing demand. A Private Rented Sector Landlord event is planned for November 2019 to re-engage with this sector and understand landlords concerns and the barriers to housing some client groups, i.e unemployed applicants. This event will help the service to identify the areas landlords require support and assistance to make the Private Rented Sector more accessible to all applicants.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.1 (CP) Meeting the targets within the comprehensive capital delivery programme of modernisation and refurbishment work to our housing stock	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: On target to meet the programme set within the comprehensive capital delivery programme to ensure our housing stock achieves the Welsh Housing Quality Standards (WHQS) by 2020.</p> <p>Last Updated: 29-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.2 (CP) Achieving WHQS for the total stock by 2020/21	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: We are on target to achieve the Welsh Housing Quality Standards for all Council owned properties by 2020/21. Work currently focused upon external envelope work. Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.2.3 (CP) Capital Expenditure is within budget for housing work.	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Our current Capital Expenditure is on track with our projections and our Capital Programme will be delivered within the allocated budget. Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.3.1 (CP) Meeting the in-year aims and targets of the Housing Strategy and Action Plan for 2019-2024	Lesley Bassett - Housing Strategy Manager	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
ACTION PROGRESS COMMENTS: The Housing Strategy has now been adopted by the council, being endorsed by Cabinet in October 2019. Work to deliver on actions the strategy will now be delivered. There are a large number of activities which will need to be delivered upon over a number of financial years. Last Updated: 29-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.1 (CP) Providing new social and affordable housing (1) as set out in the Housing Revenue Account (2) through NEW Homes Development Plans and (3) through the commitments of our Housing Association partners drawing on Welsh Government funding where possible	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Development of this work stream has a long delivery time so end of year reporting will provide a more definitive figure. Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.4.2 (CP) Maximising the provision of affordable housing through market led schemes and developer obligations in line with planning policy requirements	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Ongoing negotiations with developers as an when planning applications are submitted to ensure the council maximise the provision of affordable housing. Last Updated: 29-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.1 (CP) The availability of suitable housing through new build social housing developments and other supported housing provision	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are currently on target to deliver 79 new social units of accommodation through our partner Registered Social Landlords (RSL) this year.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.2 (CP) Effective implementation of the Welsh Government's recommended Service Standards for Delivery of Housing Adaptations	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Housing Adaptations Best Practice Group has now been established which includes representatives from the Local Authority, Registered Social Landlords and Third Sector. The group has established a terms of reference which sets the overarching role of the group: "to improve the access to housing that meets people's health needs, regardless of tenure, provide a platform for sharing best practice and help develop new ways of delivering adaptations." The group is scheduled to meet on a monthly basis and work has already started on the development of an action plan to deliver the recommended service standards within Flintshire.</p> <p>Last Updated: 25-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.3 (CP) Supporting people to remain in their homes through the provision of housing support and advice	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Prevention work continues to be a priority for households who are potentially at risk of becoming homeless. Households are identified as soon as possible and support is put in place to resolve the issues faced and minimise the risk of homelessness. This work is carried out through a number of functions including the Supporting People Team and Housing Solutions Team.

Last Updated: 29-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.4 (CP) Adoption of a renewed strategy for our sheltered and supported housing schemes following review	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Currently undertaking the review with a report due early 2020. We are on target to produce a draft strategy by March 2020.

Last Updated: 29-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.5.5 (CP) Effective management of the Specialist Housing register in partnership with Housing Associations to ensure the housing needs of vulnerable households are met	Jenni Griffiths - Homeless and Advice Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The specialist housing register currently has 59 applicants of which 41 require specialist adapted properties and 8 require large properties. At the end of quarter two, eight households from the specialist housing register were successfully rehoused into suitable accommodation. The Single Access Route to Housing (SARTH) partnership continue to work closely to meet the needs of vulnerable households and representatives from all organisations meet every six weeks to review current voids against specialist housing register needs to identify properties that can be adapted.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 (CP) Forming a new social food enterprise with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



The Council and its partners have been exploring a number of options which will see progress maintained through the development of a longer term and sustainable solution to food poverty. In order to address these issues in the long term, a local social-food-enterprise is in the process of being developed. The mission of the company will be to “connect everyone with good fresh food”. A primary aim will be to reach and develop sustainable models for people to access good affordable fresh food, particularly linking in with work we do and services we provide such as:



- Domiciliary care and linking food provision with care services.
- Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families.
- To link in with services which support residents and embed support around food provision within those services.
- To use food provision as a catalyst to begin to tackle loneliness and isolation.



This work is progressing well and is in the final stages of implementation.

Last Updated: 29-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.2 (CP) Mapping / detailing areas where there are gaps in provision and then developing solutions	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Good Food Flintshire group is now well established and its membership includes public, private and third sector representation. Work has commenced on mapping need and activity in the County so that we can take a more targeted approach to areas with greater need.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 (CP) Setting a food insecurity / food poverty action plan for Flintshire with partners with short and medium term objectives and targets	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2019	31-Mar-2020	40.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Flintshire Food Poverty Strategy was adopted by the Public Services Board in 2018 and work is now in progress to develop a detailed action plan for the County. The action plan is in the early stages currently and the Good Food Flintshire group are working around agreed themes in order to collate the information and develop this into a progressive action plan for 2019 and beyond.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.1 (CP) Agreeing a funded action plan to support those in greatest fuel poverty	Leanna Jones - Energy Projects Coordinator	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Fully funded plan agreed for the next 18 months including Warm Homes Fund, Crisis Fund, Arbed, Clwyd Alyn and FCC social housing stock.</p> <p>Last Updated: 23-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.2 (CP) Improvement of the energy efficiency ratings of current housing in Flintshire measured through Energy Performance Certificate Scores	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	30-Sep-2019	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Increased Energy Performance Certificate (EPC) rating by two bands or more in majority of households assisted in both the private and social sectors. Last Updated: 22-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.3 (CP) Implement solutions to extend gas supplies to those communities with no gas service including Ffynnongroyw	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	30-Sep-2019	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Successfully bid for Welsh Government Arbed grant to fund gas connections, new heating systems, and other energy efficiency measures in Ffynnongroyw. Working in partnership with Arbed Am Byth to deliver the project. Gas connection projects also completed to parts of Holywell, Mostyn, Penyffordd, and Treuddyn where gas was not previously available. Last Updated: 22-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.2.4 (CP) Increasing the take up of solar, water and electricity systems by supporting their installation in vulnerable households	Leanna Jones - Energy Projects Coordinator	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Continued installation of air source heat pumps (air to water) systems in public and private fuel poor households through Warm Homes Fund. Installed solar panels to vulnerable social housing and identified further schemes in Cilcain and Gwernaffield.							



Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.1 (CP) In-year mapping and assessment of child poverty to inform future programme and strategy development	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	45.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

New group arrangements are in place involving the key stakeholders for delivering anti-poverty programmes and welfare reforms and the offer of appropriate services that meet need. Terms of Reference and Membership have been updated. Mapping and assessment are ongoing and aligning with the Funding Flexibilities and Early Years Pathfinder projects.

Last Updated: 22-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.2 (CP) Outline our commitments in working with partner agencies to target interventions to reduce levels of child poverty	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



The Flintshire Tackling Poverty Partnership meets twice a year with the Denbighshire Partnership. There has been a change in Chair, revised Terms of Reference; a review of Membership and the development of a forward work plan including mapping.

Last Updated: 09-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.3.3 (CP) Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		
<p>ACTION PROGRESS COMMENTS: Uptake of Childcare places has exceeded expectations, with a request to Welsh Government for a successful increase in the Grant. Flintshire has an agreement in place with the cross border English counties. Bids against the Capital Grant were successful. Flintshire has been awarded £6.46 million (14 schemes). This also includes £500,000 for small grants. There are challenges around the Capital Framework and we are using the Education framework, which is proving costly. Alternative options are currently being considered.</p> <p>Last Updated: 22-Oct-2019</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.4.1 (CP) Access to sanitary products in schools and youth clubs to support wellbeing and school attendance	Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding	In Progress	01-Apr-2019	31-Mar-2020	50.00%		
<p>ACTION PROGRESS COMMENTS: Joint procurement exercise with Wrexham CBC for 2 years funding up 2018-2020. This was awarded to PHS. The Products provided to secondary schools, youth clubs and foodbanks are sanitary towels and tampons. Additional funding has been awarded (up until March 2020) with specific criteria regarding reusable products. These have been procured and will be issued to all primary and secondary schools alongside traditional sanitary products and tampons in the autumn and spring terms.</p> <p>Last Updated: 29-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.5.1 (CP) Residents being supported to sustain their tenancies, pay their rent and remain in their property	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The service has stabilised collections and prevented overall arrear levels from escalating further, despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit. The early interventions and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.</p> <p>Last Updated: 29-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.1 (CP) Effective deployment of the two new grants under new governance and management arrangements	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: New governance arrangements are in place with a Chief Officer Group, Lead Officer Group, and proposals developed for a Partnership Group involving the key stakeholders for delivering the Flexible Funding Programme.</p> <p>Last Updated: 09-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.2 (CP) Meeting need through streamlining services and developing new methods of delivery and commissioning	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:
 Four key actions were agreed through a Partnership Group workshop on 17 September 2019; these included preparing a demand analysis and detailed service mapping to inform service development and commissioning. Opportunities for increased co-location of multidisciplinary, multiagency decision makers and statutory and not-for-profit services offering early help, prevention and support will be explored as part of the associated work programme for 2019/20.

Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.3 (CP) Successful engagement of stakeholders to inform choices on new service models	Craig Macleod - Senior Manager, Children's Services & Workforce	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The Partnership Group workshop held on 17 September 2019 identified the priorities for service delivery.



Last Updated: 09-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.6.4 (CP) Measured performance using new and meaningful performance measures	Gail Bennett - Early Intervention Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:
 A new national outcome framework is awaited from Welsh Government. Once shared, work will be undertaken to ensure national and local measures are developed to enable timely and effective reporting.

Last Updated: 08-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.7.1 (CP) Achievement of targets for supporting individuals to enter employment, learning or volunteering	Sharon Jones - Communities For work	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Quarter three and Quarter four. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Quarter three. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and three into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.</p> <p>Last Updated: 29-Oct-2019</p>							

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	164	202	0	 GREEN	↑	202	0	 GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: Two social prescribing officers worked with 202 individuals between April and September. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.

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Last Updated: 11-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M02 (SS011) The number of admissions to step up / step down beds.	99	108	0	 GREEN	↑	108	0	 GREEN



Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults

Reporting Officer: Jacque Slee - Team Manager Performance



Progress Comment: Between April and September there were 108 admissions to step down beds. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.

Last Updated: 22-Oct-2019







KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M03 (SS012) The number of in house and independent sector domiciliary providers working towards the silver standard for Progress for Providers	No Data	7	5	 GREEN	New Measure	7	5	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: There are three in house and four independent sector domiciliary providers working towards the Silver standard in Progress for Providers.</p> <p>Last Updated: 09-Oct-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M04 (SS015) Percentage of urgent requests for equipment that meet or exceed the national 1 Day response standards	No Data	93	New Measure	 GREEN	New Measure	93	New Measure	 GREEN
<p>Lead Officer: Jacque Slee - Team Manager Performance Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Equipment is managed by the North East Wales Community Equipment Service (NEWCES). The National standard for urgent requests is 90% within one day.</p> <p>Last Updated: 10-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M05 (SS016) Percentage of requests for equipment that meet or exceed the national 7 Day standard	No Data	100	80	 GREEN	New Measure	100	80	 GREEN
<p>Lead Officer: Jacque Slee - Team Manager Performance Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The National standard for the provision of equipment requests within 7 days is 80%.</p> <p>Last Updated: 10-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M06 (SS017) Percentage of equipment that is re-used	No Data	91	70	 GREEN	New Measure	91	70	 GREEN
<p>Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The national standard for the reuse of equipment is 70%.</p> <p>Last Updated: 10-Oct-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M01 (PM18) [SEP] The percentage of adult protection enquiries completed within 7 days	97.26	97.59	78	GREEN	↑	96.66	78	GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The Safeguarding Unit continue to prioritise and act on adult safeguarding reports in a timely manner.</p> <p>Last Updated: 16-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.4M02 The percentage of adult safeguarding reports which proceeded to an enquiry	No Data	93.79	89	GREEN	New Measure	93.79	89	GREEN
<p>Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The Safeguarding Unit continue to work with partner agencies to improve the quality of adult safeguarding reports.</p> <p>Last Updated: 16-Oct-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M01 (SS001) The percentage pre-birth assessments completed within timescales.	No Data	100	New Measure	 GREEN	↑	100	New Measure	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: All pre-birth assessments were completed within timescales.</p> <p>Last Updated: 09-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M02 (SS002) The percentage of children who were reported as having run away or gone missing from home who had a return interview	No Data	77.78	New Measure	 GREEN	↑	77.78	New Measure	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: 47 out of the 55 children who were reported missing had a return interview completed and shared with North Wales Police. The remaining eight young people were offered an interview but declined.</p> <p>Last Updated: 09-Oct-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M03 (SCC/034) The percentage of reviews of children on the Child Protection Register due in the year that were carried out within the statutory timescales	100	100	98	 GREEN	↔	100	98	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Two siblings from one family had their review delayed in Quarter one, to await results of a medical in preparation for deregistration.</p> <p>Last Updated: 09-Oct-2019</p>								



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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.2M04 (SCC/014) The percentage of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	82.5	100	95	 GREEN	↑	100	95	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: In Quarter One, conferences for four families were delayed due to diary capacity through the Easter period. All conferences were completed in timescales in Quarter Two.</p> <p>Last Updated: 09-Oct-2019</p>								





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.3M01 (SS003) Number of new foster carer approvals in the year	No Data	9	5	 GREEN	New Measure	9	5	 GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Nine new foster carer approvals were completed in the half year period; five connected persons, three general fostering / respite, and one specialist.
 Last Updated: 09-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
P1.2.4M01 (SS004) Number of referrals to the Family Group Meeting Service	No Data	90	70	 GREEN	New Measure	182	140	 GREEN



Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: 182 referrals were made to the Family Group Conference Service in the first half of this year. A further 66 families were identified as likely to benefit from the service, but declined.
 Last Updated: 09-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.2.4M02 (SS005) Number of Special Guardianship Orders made	No Data	1	1	 GREEN	New Measure	3	2	 GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Special Guardianship orders are awarded as an alternative to being a looked after child, for those children who cannot live with their birth parents and who would benefit from a legally secure placement.

Last Updated: 16-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	New Measure	 GREEN	New Measure	9	New Measure	 GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.

Last Updated: 24-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M02 (SS014) Number of people transitioning into Hwb Cyfle	No Data	54	50		New Measure	54	50	

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: This figure represents the average number of individuals attending the day service at Hwb Cyfle in the first half of this year. A further 215 people with a learning disability attended other day services in the County.



Last Updated: 22-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
1.4.1M01 Number of Private Rented Sector (PRS) properties available via HAWS Lettings contract for Housing Solutions	No Data	3	New Measure		New Measure	3	New Measure	

Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: HAWS Lettings have secured three properties in the Private Rented Sector where the tenancy has been issued to a homeless household. This is a new service and is ongoing in terms of promoting HAWS Lettings as managing agent in Flintshire to build up their portfolio. Currently working towards a Landlord Forum/drop in session to aid promotion of services and better understanding of the challenges in the local Private Rented Sector market.

Last Updated: 31-Oct-2019





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M02 Number of additional Private Rented Sector (PRS) properties available via HAWS lettings contract	No Data	1	New Measure	 GREEN	New Measure	1	New Measure	 GREEN



Lead Officer: Jenni Griffiths - Homeless and Advice Manager
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Aspirational Target:
Progress Comment: New Indicator - Baseline year. HAWS have secured one property in the Private Rented Sector where viewings are currently underway but tenancy has not yet been agreed.
 Currently working towards a Landlord Forum/drop in session to aid promotion of services and better understanding of the challenges in the local Private Rented Sector market.

Last Updated: 12-Nov-2019



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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.1M03 (PAM/012) Percentage of households successfully prevented from becoming homeless	80.6	81.82	85	 AMBER	↑	81.82	85	 AMBER
<p>Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets Reporting Officer: Jenni Griffiths - Homeless and Advice Manager Progress Comment: The percentage of households in the quarter where homelessness was prevented.</p> <p>Last Updated: 15-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
1.4.2M01 The percentage of council houses that meet the Welsh Housing Quality standards within our annual programme	No Data	103.35	100	 GREEN	New Measure	105.63	100	 GREEN
<p>Lead Officer: Denise Naylor - Housing Programmes Support Manager Reporting Officer: Sean O'Donnell - Contract Surveyor Progress Comment: We are currently ahead of programme on a number of workstreams due to good weather and early engagement with tenants. The mid-year target was to complete 895 properties. We have completed 925 properties, 30 properties ahead of our target.</p> <p>Last Updated: 14-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.2M02 Tenant satisfaction level	New Measure	92.81	95	 AMBER	New Measure	92.81	95	 AMBER

Lead Officer: Denise Naylor - Housing Programmes Support Manager
Reporting Officer: Sean O'Donnell - Contract Surveyor
Progress Comment: We are currently experiencing some delays on one workstream and this is impacting on the overall satisfaction levels being scored by the tenants on this workstream. We have engaged with the Contractor and have addressed some of the communication issues they have been experiencing onsite with our in-house Flintshire County Council Tenant Liaison Officers. Early indications are proving positive.



Last Updated: 14-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.4M01 The number of Council homes completed or under construction through the Strategic Housing and Regeneration Programme (SHARP)	No Data	54	45.5	 GREEN	New Measure	54	45.5	 GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes
Reporting Officer: Denise Naylor - Housing Programmes Support Manager
Progress Comment: 54 council homes have been completed or are currently under construction in Llys Dewi, Penyffordd (Holywell), Dobshell, Mold and Garden City. There has been a delay at the scheme in Nant y Gro, Gronant which once approved will see the construction of a further 37 council homes.



Last Updated: 15-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.4.5M01 (PAM/015) Average number of calendar days taken to deliver a DFG	257.89	202.64	247	 GREEN	↑	202.64	247	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Progress Comment: Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence.
 The service has been working to implement improvements to processes and controls and to the wider adaptations system in the Council.



Last Updated: 15-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M01 Delivery of energy efficiency measures to domestic properties in Flintshire	No Data	538	250	 GREEN	New Measure	857	500	 GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: This figure is made up of a mix of measures including mains gas installs, air source heat pumps, meters, and insulation on all tenure properties.

Last Updated: 14-Oct-2019





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.2M02 Number of vulnerable households supported through the Healthy Homes Healthy People programme	No Data	647	250	 GREEN	New Measure	1127	500	 GREEN

Lead Officer: Leanna Jones - Energy Projects Coordinator
Reporting Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Progress Comment: At the end of Quarter Two, 167 households were supported. For the six month period, a total of 647 households were supported. Based on reports provided by the Warm Homes Fund Healthy Homes Healthy People project (category 3 of the funding) which assists people with advice and support in their homes.

Last Updated: 31-Oct-2019



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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M01 Number of children who accessed the Childcare offer	No Data	1298	625	 GREEN	New Measure	1298	1250	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Data provided indicates the number of children who accessed the Childcare Offer between 1 April and 31 August 2019.

Last Updated: 09-Oct-2019





KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.3M02 Number of childcare providers	No Data	189	New Measure	 GREEN	New Measure	189	New Measure	 GREEN

Lead Officer: Gail Bennett - Early Intervention Services Manager

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: The data represents the number of providers taking part in the Childcare Offer between 1 April and 31st August 2019.

Last Updated: 09-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M01 Access to sanitary products in schools (percentage)	No Data	14	50	 RED	New Measure	14	50	 GREEN

Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding



Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support

Progress Comment: Contract in place to deliver products with PHS. Deliveries made to all secondary schools on an ongoing basis. A total of 11 secondary schools have had deliveries with Primary School deliveries to begin in the coming months. We expect to be on target at the end of the year.



Primary school deliveries and reusable products are yet to be dispatched (Autumn term onwards)

Last Updated: 01-Nov-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M02 Access to sanitary products in youth clubs (percentage)	No Data	100	100	 GREEN	New Measure	100	100	 GREEN



Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: Contract in place to deliver products with PHS. Deliveries made to central location and then dispatched to all youth clubs on an ongoing basis.
 Last Updated: 18-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.4M03 Access to sanitary products in Foodbanks	No Data	100	100	 GREEN	New Measure	100	100	 GREEN

Lead Officer: Claire Sinnott - Learning Advisor, Health, Wellbeing and Safeguarding
Reporting Officer: Kim Brookes - Senior Manager - Business Change and Support
Progress Comment: Contract in place to deliver products with PHS. Deliveries made to central location and then dispatched to all the food banks on n ongoing basis.
 Last Updated: 18-Oct-2019



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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.5M01 Average number of days to process new claims for housing benefit and council tax reduction	20.79	16.76	20	 GREEN	↑	17.99	20	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment Progress Comment: The service has completed recruitment and training and now has a full complement of staff. Some key processes have been reviewed and changes implemented. This has enabled the target of 20 days to process new claims to be achieved.</p> <p>Last Updated: 31-Oct-2019</p>								

Page 87	KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
	CP1.5.5M02 Average number of days to process change in circumstances for housing benefit and council tax reduction	10.7	3.83	8	 GREEN	↑	3.83	8	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment Progress Comment: The service has completed recruitment and training and now has a full complement of staff. Some key processes have been reviewed and changes implemented. This has enabled the target of eight days to process change in circumstances to be achieved.</p> <p>Last Updated: 31-Oct-2019</p>									






KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.5.7M01 Number of individuals supported through the mentoring service that enter employment, learning or volunteering	No Data	41	65	 RED	New Measure	41	130	 GREEN

Lead Officer: Sharon Jones - Communities For work
Reporting Officer: Lynne Fensome - Management and Support Manager
Progress Comment: Although currently below target for the six month period we are confident that the full year target is achievable. Both the Communities For Work and Communities For Work + teams are now fully staffed and engagement activity and events are due to increase in Quarter three and Quarter four. Successful Employability Roadshows were held at Broughton Park and Mold in June and further roadshows are planned in Quarter three. Roadshows bring together local employers with those seeking opportunities and have proved a highly successful route into work or further education for our mentorees. The teams have helped support our mentoring scheme participants with 17 entering employment and 21 accessing further training and three into work placements. Employment outcomes include Administration, Customer Services, Security and Retail.

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 Last Updated: 15-Oct-2019

RISKS

Strategic Risk

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	Jenni Griffiths - Homeless and Advice Manager	Lesley Bassett - Housing Strategy Manager				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.

Management Controls:




The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWs will commence in May 2019. The emergency beds provision is in place and is proving to be in demand. In addition there is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and individuals who attend the emergency bed provision.

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 decreased slightly this quarter and requires close monitoring. The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector and a strategic partnership with HAWs Lettings Agency commenced in May 2019. The emergency beds provision pilot established a demand but unfortunately this pilot has ended and there is currently no emergency bed provision in place. This is a service priority for quarter three. There is an Outreach Worker in post, employed through Clwyd Alyn, who follows up on street homeless and offers support and assistance to access services.

Last Updated: 15-Oct-2019



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				Open

Potential Effects:

- i) Increase in homelessness.
- ii) Increased pressure on the Housing Options Team.
- iii) Increase in people sleeping rough.

Management Controls:

A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes.

Lead Supporting Officer Comments:

This is an ongoing risk as the shortfall of affordable housing to meet local housing need as identified in the Local Housing Market Assessment is 238 per annum, which is rarely met year on year, therefore is a cumulative shortfall of affordable housing each year. Therefore, whilst the Council, our Housing Association partners and developers are committed to delivering significant number of affordable housing there will continue to be a shortfall for the foreseeable future.


To this effect, the Council's SHARP has delivered a total of 172 new social (110) and affordable rent (62) homes to date, whilst a further 102 units are under construction or scheduled to start. There have been issues at the scheme at Nant y Gro, Gronant which once resolved and approved will deliver a further 41 council and affordable homes. Three further schemes which will deliver a further 111 units are being worked up.

The Housing Associations are committed to delivering 229 affordable housing by 2021 through the Social Housing Grant programme. In addition, NEW homes has a Council approved Development Strategy which is looking to deliver a further 200 units over the next two years.

In light of the findings of the Welsh Government's Affordable Housing Review, the Council is now working with other local authorities and North Wales Housing Associations to develop a North Wales Procurement Framework with North Wales based contractors which could enable it to deliver new housing schemes under new arrangements post the SHARP contract. This could enable the Council to engage with local developers and partner housing associations to deliver sites locally. It is proposed that the new Framework will be operational by April 2020.

Last Updated: 15-Oct-2019



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 Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Strategic Risk	Cheryl Marland - Housing Access and Sarth Team Leader	Denise Naylor - Housing Programmes Support Manager, Lesley Bassett - Housing Strategy Manager				Open

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 from 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.

Management Controls:




Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms.

Lead Supporting Officer Comments:

This risk will be reviewed to consider whether the Welfare Reform Programme directly impacts the increasing demand for social and affordable housing.

Last Updated: 24-Oct-2019



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




Potential Effects: Reduction in number of housing units delivered

Management Controls: On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.

Lead Supporting Officer Comments: To date the number of new Council and affordable homes completed, being built or scheduled to be built has reached 305. The target of 500 by 2021 is within reach with work underway to identify land suitable for the construction of the remaining 195 new affordable and council homes. This could include development on sites which are not council owned in partnership with local developers and housing associations through the North Wales Development Framework.

Last Updated: 21-Oct-2019



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				Closed

Potential Effects:

Reduction in construction and delivery of Council houses.

Management Controls:

- i) Submit application to Welsh Government for increase in borrowing cap relating to specific schemes.
- ii) Lobby Welsh Government to remove borrowing limits following removal in England.
- iii) Seek increase in borrowing cap with the UK Government through the Growth Deal.

Lead Supporting Officer Comments:

The cap on borrowing within the housing revenue account ended May 2019. The ending of the cap means that Flintshire will continue to invest in building council homes.

Last Updated: 10-Oct-2019

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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	Neal Cockerton - Chief Officer - Housing and Assets	Jen Griffiths - Benefits Manager	Amber	Amber	↓	Open

Potential Effects:

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

Management Controls:

- i) Monitoring and management of adaptation cases.
- ii) Ongoing process review.
- iii) Continually seek ways to further increase cost-efficiency.
- iv) Increase in budget allocation to meet demand.




Lead Supporting Officer Comments:

The performance on DFG timescales has been an area of challenge over time and a management board was established to improve and monitor progress. The budget for the programme is currently on track. There has been improved performance in relation to timescales for completing adaptations, which also improves the outcomes for our customers

Last Updated: 31-Oct-2019

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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: by working in partnership with the Department of Working Pensions (DWP) and other stakeholders to manage any negative impact from falling upon both residents and Council services.	Strategic Risk	Jen Griffiths - Benefits Manager	Dawn Barnes - Welfare Reform Manager				Open

Potential Effects:

The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to unprecedented levels. Potential increases in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services.

Management Controls:

Welfare Reform is undoubtedly impacting services. Work is taking place to identify why rent arrears have increased. Collaborative working is taking place to improve communication across the teams. This will help to identify opportunities for early intervention. Council Tax Collection continues to be under pressure and currently reviewing the claims process for Council Tax Reduction to make it easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and will continue to monitor the rate of homelessness. From 1st April 2019 the Council will not be funded by the Department for Works & Pensions for providing Personal Budgeting and Assisted Digital Support which will be a risk for 2019-20. From April 2019, the Welfare Reform Response Team will continue to provide assistance and support to residents who are impacted by Welfare Reform.

Lead Supporting Officer Comments:

Work is now well underway to identify and manage the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears.




There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the Council or directly to the tenant) are made in arrears.

In April 2019 funding by the Department for Works & Pensions for providing Personal Budgeting Support and Assisted Digital Support ended. During 2019/20 the Welfare Reform Team continue to provide assistance and support to residents who are impacted by Welfare Reforms with a focus on early identification and intervention to prevent the problem from escalating.

Commencement in July 2019 of a Department for Works & Pensions Pilot of moving those in receipt of existing benefits or tax credits onto Universal Credit known as managed migration will be a risk of an increase in demand in services for 2019/20.

We are currently improving communications across teams to help identify customers who will require further support and guidance. Council Tax Collection remains under pressure.

Last Updated: 29-Oct-2019

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	Sian Humphreys - Welfare Reform Manager				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.

Management Controls:




The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.

Lead Supporting Officer Comments:

The Council's Welfare Reform Response Team provides assistance and support with the implementation of Universal Credit. Referrals to wider support services remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits continue to work together to develop early intervention strategies.

Last Updated: 18-Oct-2019



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	David Barnes - Manager - Revenues	Sheila Martin - Income Team Leader				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 debt owed to the Council for Rent and Council Tax.

Management Controls:

The deployment of Mobyssoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The formation of an early intervention team and the ongoing joint working between Housing teams in Rent Income and Supporting People is helping to ensure tenancies are sustained by preventing arrears building up and ensure tenants with complex needs or those in financial difficulty receive 'fast-tracked' support they need to address their rent payments.

Lead Supporting Officer Comments:

Rent arrears are starting to stabilise and being brought under control, as a result of the measures introduced to tackle rent arrears through early intervention with tenants, but where necessary, also escalating cases to court quickly for those tenants who fail to engage or pay.




To ensure the rent recovery process is more efficient to meet the challenges of the future, the investment and 'go-live' deployment of the Mobyssoft Rent Sense solution in June 2019 now allows the Rent Income service to track and monitor rent arrears much more quickly through systems that will offer predictive analytics, trend-analysis and risk profiling, meaning that officer time will not be wasted on cases that do not require contact.

The unprecedented additional work generated by the launch of Universal Credit full service rollout from April 2017 continues to create a changing and challenging rent collection environment but on a positive note, the increasing reliance of managed/direct payments through the Department of Work and Pensions (DWP) is helping to stabilise the increase in rent arrears by ensuring those in receipt of UC are able to meet their obligations to pay rent, even though as a social landlord, the Council receives managed payments in arrears

Council Tax collection rates have not been majorly impacted by the introduction of Universal Credit. In 2018/19, the Council collected 'in-year' 98.2% of council tax which resulted in Flintshire achieving the highest collection level of any Welsh local authority.

Last Updated: 22-Oct-2019



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	Sian Humphreys - Welfare Reform Manager				Open

Potential Effects:

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

Management Controls:

The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.




Lead Supporting Officer Comments:

Welfare Rights and Supporting People teams continue to work with residents during the year to explore areas of income maximisation for residents of the County. This work is critical to ensure residents receive the correct levels of Social Security Benefits. Therefore allowing residents to be in a position to contribute more widely to the local economy.

Last Updated: 09-Oct-2019

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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				Open

Potential Effects:

Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.

Management Controls:

Working with Corporate colleagues to use capital investment to support the development of our in-house provision. Increase bed and extra care capacity for dementia/ learning disabilities. Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach. Rolling out the value-based recruitment programme to make advertising for care staff more appealing to a wider audience.




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Lead Supporting Officer Comments:

- The expansion of Marleyfield House to support the medium term development of the nursing sector remains on track, with a target date of 2021.
- We were actively involved in Care Week in September, with promotion sessions undertaken across the county, resulting in a significant number of expressions of interest from prospective care staff from non-traditional profiles.
- One care home is currently in escalating concerns.

Last Updated: 09-Oct-2019



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					Open

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.

Management Controls:




Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.

Lead Supporting Officer Comments:

Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-learning modules have been launched and are available for employees to complete. All Portfolios contribute to the corporate safeguarding training budget which will fund a drama style workshop being developed by AFTA Thought. North Wales Police has provided County Lines and Modern Slavery training to ensure employees recognise the signs and know how to make a report.

Last Updated: 08-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST210	Insufficient supply and escalating cost of placements for children with complex needs	Strategic Risk	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Open

Potential Effects:

Increasingly difficult to secure appropriate placements for children with complex needs within budget constraints.

Management Controls:

Supporting resilient families through the Early Help Hub Targeted support to families on the edge of care Combat exploitation through the Strategic and Operational MET (Missing, Exploitation, Trafficking) group Policies and models to attract new foster carers and expand the type of placements offered Working with local providers to reshape the residential market Maximising local housing options.

Lead Supporting Officer Comments:

We have recently developed a Support and Placement Strategy 2019 – 2022 which was endorsed by a joint Social Services Education and Scrutiny on 25 July 2019. The Strategy centres on three core work streams:




- To safely reduce the number of children who need to be looked after.
- To support looked after children in local high quality placements.
- To improve outcomes for looked after children.

This Strategy will support the reduced reliance on future residential placement needs and therefore be key to securing cost avoidance.

The continued costs associated with the current cohort of children and young people living in expensive residential placements is a significant financial challenge. Any move from a placement will need to be carefully managed, be focussed on the child/young person and secure better medium/long term outcomes for them. There is scope to step some children to alternative arrangements but this is limited leaving continued financial pressures.

Last Updated: 29-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST211	Demand outstrips supply for domiciliary care	Strategic Risk	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open

Potential Effects:

Delayed discharge from hospital; unable to fulfil need for care packages at home.

Management Controls:

Utilising the Care@Flintshire portal to promote vacancies. Working with providers to establish appropriate fee rates. Regional Domiciliary Care Agreement in place. Value Based Recruitment Investment in the Microcare model.

Lead Supporting Officer Comments:




We are rolling out training on value based recruitment both in house and in the independent sector, and a task group is looking at recruitment and retention with Communities for Work.

Fee rates are being developed for 2019/20, with providers being consulted in December.

Recent work has focused on using our in house domiciliary and reablement resources flexibly to meet the demands of the market. This has enabled us to reduce the waiting list for domiciliary care. This has allowed us to review the current level of the risk to AMBER. However, pressures remain and with winter approaching, demand on services will inevitably increase.

Last Updated: 09-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST217	Relationship issues of families under stress and the impacts on relationship quality could increase due to additional financial pressures	Strategic Risk	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open

Potential Effects:

Deteriorating parental relationships and a resulting instability and negative experience for children, and possible escalation into statutory services. Exposure to parental conflict is estimated to feature in the lives of more than 1.2 million children nationally. It does huge damage to children through emotional and behavioral problems during childhood and impact on life chances. It is estimated that for 'intact' families 11% of all children are affected by parental conflict, rising to 28% in workless families. In separated families 50% of children experience levels of parental conflict that are potentially damaging and have longer term impacts on individuals, families, communities and services.

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Management Controls:

3 year mapping and assessment of child poverty to inform future programme and strategy development ensuring maximizing income and reducing family outgoings. Outline commitments working with partner agencies to target interventions to reduce levels of child and family poverty. Effective planning, performance and implementation as the 'Delivery Authority' for the Childcare Offer for Flintshire, Wrexham and Denbighshire and of its supporting capital programme.




Lead Supporting Officer Comments:

We are undertaking a high level mapping exercise to help us understand the issues around relationship conflicts
 Plans going forward include the use of an element of the grant to increase the knowledge and skills of the workforce to meaningfully support parents with relationship difficulties, to reduce stress on the family and raise awareness and educate into the implications that parental conflict has on the child.

The grant will also be used to support innovative provision such as parenting groups and peer support groups.

Last Updated: 15-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST224	Failure to secure sufficient funding to meet the needs of vulnerable families	Strategic Risk	Gail Bennett - Early Intervention Services Manager	Jacque Slee - Team Manager Performance				Open

Potential Effects:

Shows us that age 5 is the key age for intervention, before the opportunity is lost. Children’s developmental needs will not be met.

Management Controls:

In-year mapping and assessment of pathways to ensure that the needs of families are met. Outline our commitments working with partner agencies to target interventions to reduce levels need. Effective planning of services at various tiers of need.





Lead Supporting Officer Comments:

Welsh Government (WG) continue to progress the Funding Flexibilities Agenda, with two new Grants with 10 programmes of activity – Housing Support (3) and Children and Communities (7). This new approach is changing our way of thinking in terms of delivery and how grants operate and are managed. It is recognised by WG that this is not an easy task. An outcomes framework is being developed nationally with the aim to support strategic, cross-organisational alignment and ways of working across programmes to enhance the delivery of early intervention, prevention and support services whilst still meeting the terms of the Grant. Flintshire has been successful this year, through Early Years of becoming an Early Years Pathfinder and securing additional funding of £550k, as well as £16k for relationship support. We continue to use these Grants and additional Grants and funding, such as the Transformation Fund to build upon core services and keep in the fore our commitment to integrated services that support the needs of the vulnerable children and adults in our communities through a range of early intervention, prevention and support mechanisms. Despite funding reductions we aim to mitigate or remove disadvantages to vulnerable people to enable them to have the same life chances as others, contributing to a more equal Flintshire and Wales. We continually keep our eye on population needs and opportunities for funding.



Last Updated: 21-Oct-2019



Ambitious Council

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 (CP) The Region reaching agreement of a Heads of Terms with the governments of UK and Wales to unlock a Growth Deal for the region and for Flintshire	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Outline Heads of Terms have been signed with UK Government (UKG) and Welsh Government (WG) enabling Growth Deal projects to enter the next stage of development; the preparation of detailed business cases for investment.</p> <p>Last Updated: 24-Oct-2019</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 (CP) Assessment of the priority needs of Flintshire for improved digital connectivity to contribute to regional digital strategy	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A digital action plan for Flintshire has been produced and its priorities are included within the overarching regional digital connectivity strategy.</p> <p>Last Updated: 09-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 (CP) Agreement and the first stage of implementation of a digital strategy for the region which improves connectivity (access and processing capacity / speed) for businesses, public sector partners and communities in Flintshire)	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Dec-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>The digital strategy for North Wales is now in place. There are four main work streams underway:</p> <ol style="list-style-type: none"> 1) Connection of all public buildings across North Wales to the fibre network to future-proof connectivity - currently being delivered following a successful bid to the UK Government (UKG) Local Full Fibre Network programme. 2) Support for rural communities to connect to faster broadband - currently recruiting a shared officer with Wrexham County Borough Council (WCBC) following successful bid to Rural Development Plan programme. 3) Developing projects to provide leading-edge connectivity infrastructure into strategic employment sites and along strategic transport routes - Growth Deal project under development. 4) Seeking further Welsh Government (WG) support to improve connectivity infrastructure for rural communities. <p>Last Updated: 24-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 (CP) The introduction of a regional hub by Welsh Government (WG) and North Wales Economic Ambition Board (NWEAB) to co-ordinate inward investment and respond to the demands of businesses	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>The regional business hub is still at an early stage of development by Welsh Government and the North Wales Economic Ambition Board. The Council has contributed to the development process and remains committed to strengthening business support and inward investment through increased regional working.</p> <p>Last Updated: 21-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 (CP) Planning of new infrastructure schemes to provide business growth in Flintshire (Deeside Enterprise Zone (DEZ) etc.) for the medium-term	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	20.00%		

ACTION PROGRESS COMMENTS:

The medium term Integrated Transport Plan for the Deeside Ind. Est. involves providing multi model sustainable transport which includes the provision of a Park & Ride/Share facility, Shuttle Interchange and the Deeside Parkway Station. Shared use walking and cycling infrastructure, to Active Travel Standards, provides access to the entrance to every place of employment in the park. In addition to this, Deeside Parkway Station is in the options appraisal stage along with the proposed shuttle interchange.

Last Updated: 10-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 (CP) Maximise opportunities to achieve available funding for scheme improvements whilst also achieving timely grant submissions	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		



ACTION PROGRESS COMMENTS:

We are currently in the process of identifying schemes for submission to Welsh Government via a number of grant funding streams, pending the submission of applications for the forthcoming financial year (2020/21).



Last Updated: 10-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 (CP) Provision of a new Park and ride facility within Deeside Industrial Park	Ian Bushell - Technical and Performance Manager	In Progress	01-Apr-2019	31-Mar-2020	5.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Currently the project is in detail design stage with an appointed contractor as part of a design and build contract. Vegetation clearance has started to allow access for detailed survey and drainage investigation. Expected start date of full construction is February 2020</p> <p>Last Updated: 24-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
Page 68 2.1.2.5 (CP) Preparation of a support plan for businesses to manage the eventuality of a transition out from the European Union (Brexit)	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Council has developed a transitional plan which will take effect once the outcome of the Brexit process is known. This includes:</p> <ol style="list-style-type: none"> 1) Monitoring vulnerable business sectors to identify potential impacts and work with WG and North Wales Economic Ambition Board to develop bespoke support. 2) Accelerating support for the development of local supply chains. 3) Increasing support for local businesses to build resilience. In the meantime, the Council is sharing all Brexit information with businesses to ensure that they can base their preparations on the latest information. <p>Last Updated: 09-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3.1 (CP) Placing the LDP on deposit on time in quarter two for consultation with stakeholders and the public as the next step towards adoption of the Plan	Adrian Walters - Team Leader	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Deposit LDP was approved by Council on 23/07/19 and 11/09/19 and the Plan was made available for public consultation for a 6 week period commencing 30/09/19 and ending 11/11/19.</p> <p>Last Updated: 22-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3.2 (CP) Final preparation of the Plan for submission to Welsh Government by June 2020	Adrian Walters - Team Leader	In Progress	01-Apr-2019	30-Jun-2019	10.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Deposit Local Development Plan (LDP) opened for public consultation on the 30th September 2019. The next stage will be consideration of the outcome of the public consultation. The volume and nature of representations will influence the time-scale for the submitting the Plan to Welsh Government for examination.</p> <p>Last Updated: 31-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.1 (CP) Adoption of a strategy by quarter one to ensure long term sustainability of town centres leading to updated bespoke local town plans	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Strategy was adopted in May 2019 by Cabinet. Discussions are underway in a number of towns to review the current approach to supporting them. In addition, the Council has worked with the Town Council and business community in Holywell to secure WG resources to re-open the High Street to vehicles to encourage more customers into the town. The Council is also supporting Mold businesses in developing a Business Improvement District for the town centre.</p> <p>Last Updated: 09-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.4.2 (CP) Testing of the model of a Business Improvement District for Mold (through a local ballot of rate paying businesses) as a pilot exercise	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Council has engaged Mosaic Partnership (with experience of developing over 100 successful BIDs) to support the businesses in Mold to develop their BID. The businesses will be developing their business plan for the BID during October and November 2019 with the draft being ready at the end of November. It is anticipated that the ballot of businesses that will determine whether the BID is approved will take place in March 2020.</p> <p>Last Updated: 09-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.1 (CP) Key interventions for cycleways, active travel, highway improvements, bus network and rail improvements	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A number of key integrated transport interventions are currently being developed for inclusion within pending applications to Welsh Government for the forthcoming financial year (2020/21). Long term aspirations will see the methodology utilised in Deeside being replicated across the County as a whole in order to develop a fully integrated transport solution.



Last Updated: 10-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.2 (CP) Key interventions for accessing employment, health, leisure and education facilities by accessing national funds with winning business cases	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The core aim of the Authorities Integrated Transport Strategy is to facilitate access to sites of employment, health, leisure & education. The Council seeks to replicate the methodology utilised in Deeside across all strategic locations of the County thus achieving a fully integrated transport solution for the County as a whole and cross border. Streetscene's forward work programme ensures that applications for numerous funding streams are prepared in advance thus ensuring highest chance of bid success.

Last Updated: 10-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.5.3 (CP) The LDP Deposit Plan making provision for local growth which will be supported by new or improved infrastructure	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



The Deposit LDP is accompanied by an Infrastructure Plan which identifies the approach the preparation of the Plan has taken in terms of engaging with infrastructure providers and ensuring appropriate infrastructure either exists or can be provided. The Infrastructure Plan will be reviewed and updated as the Plan progresses.

Last Updated: 18-Oct-2019







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.1 (CP) Sustainability of the social enterprises supported/created by the Council	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council continues to provide a dedicated resource to support the social enterprise sector. This includes intensive one to one support for new social enterprises to help them to establish themselves as well as ongoing support.</p> <p>Last Updated: 09-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.6.2 (CP) Implement Project Search with Hft to achieve real jobs for people with a learning disability	Niall Waller - Service Manager - Enterprise and Regeneration	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Project Search is an internship for young people up to the age of 25 who have a learning disability, with the aim of providing a range of skills for individuals to apply in the workplace. It is hoped that the end of the internship, full paid employment will be achieved. The first intake was in September of this year, with nine young people involved.</p> <p>Last Updated: 29-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 (CP) National financial support secured (from Welsh Government and Arts Council for Wales) for major capital investment for refurbishment of Theatr Clwyd	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Formal application made to Welsh Government for strategic funding in Quarter Two. Arts Council of Wales funding (£6m estimate) already secured.</p> <p>Last Updated: 29-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 (CP) Reaching an agreement between the Board of Theatr Clwyd, the Council and the Arts Council of Wales on the most sustainable, legal, governance and financial / commercial model for the Theatr for the future from 2021/22	Colin Everett - Chief Executive	In Progress	17-Sep-2019	31-Dec-2019	25.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: Cabinet, on the recommendation of the Theatre Board, has agreed in principle to transition to an independent trust model in April 2021. A full project plan in place is in place with the support of a dedicated project manager. A further report is due to Cabinet in December 2019.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 (CP) Performance of the theatre against its adopted business plan targets (reported quarterly to the Board of Theatr Clwyd)	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Theatre is performing well against its annual and medium-term business plan aims, objectives and targets. Quarterly reports are made to the Theatre Board.</p> <p>Last Updated: 29-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.2.1 (CP) Agreement of a Masterplan for the County Hall campus, recognising the needs of existing and future occupiers, with agreed aims and objectives, timelines, financing and a preferred solution for a future civic hub.	Lisa McLellan - Asset Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Masterplan has yet to be developed in any detail, however, we have undertaken an initial officer workshop to seek initial views and potential options. The civic hub will fall out of this study and we are exploring with other public sector bodies, their appetite to be part of a wider building strategy which will include location. This project has a long lead in time, is complex and will require extensive discussions and consultation with a wide number of stakeholders.

Last Updated: 29-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.1 (CP) Complete construction projects at Connah's Quay High School (Phase 2) and Ysgol Penyffordd on time, to budget and to standard	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Dec-2019	95.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The new school in Penyffordd opened to pupils and staff in September 2019 (Phase1), demolition of former school, external works and car parking provision (phase 2) will be complete by November 2019. Connah's Quay high school (phase 2) will be complete by November 2019. Both projects will be completed on time and within budget.



Last Updated: 29-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.2 (CP) Commencement of investment projects at Ysgol Glan Aber, Ysgol Castell Alun	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	30-Sep-2019	40.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The construction project at Ysgol Glan Aber has commenced with the anticipated project completion during March 2020. The proposed construction project at Ysgol Castell Alun is in detailed design stage, the anticipated completion date for construction is August 2021.



Last Updated: 24-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.3 (CP) Commencement of investment projects at Queensferry CP (linked to the Plas Derwen project) and Ysgol Glanrafon, Mold (Welsh Government Welsh Medium Grant)	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:
 A detailed feasibility study of the proposed project at Ysgol Glanrafon, Mold has concluded that additional funding will be required. A request for this additional funding has been submitted to Welsh Government. Queensferry Campus project - A contractor has been engaged to take the project through detailed design stage and to cost certainty.

Last Updated: 24-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.3.4 (CP) Successful navigation of the proposed remaining Band B through both Council democratic process and Welsh Government Business case process	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	15.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Cabinet have previously approved the Council's Strategic Outline Plan which was submitted (and approved in principle) by WG for the 21st Century schools investment programme (Band B 2019-2025) The Council's band B programme has already started with approved projects at Connah's Quay high school nearing completion and the proposed Queensferry Campus project at design development stage. Cabinet will require further papers to approve area reviews and or projects identified within this programme.</p> <p>Last Updated: 24-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.1 (CP) Creation of a single joint Archives service between Flintshire and Denbighshire County Councils	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Memorandum of Understanding to create joint service formally signed by both Local Authorities. Recruitment process underway to create temporary Joint Service Manager post. Expected completion by December 2019.</p> <p>Last Updated: 29-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.4.2 (CP) Securing national support from the Heritage Lottery Fund for capital funding for a new regional Archives facility	Claire Harrington - Principal Archivist	In Progress	01-Apr-2019	31-Mar-2020	25.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Expression of Interest to National Heritage Lottery Fund submitted by deadline. Awaiting decision by 14.11.19. Last Updated: 29-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.1 (CP) Entering a framework agreement and beginning the design and development phase of a new combined educational facility at Shotton	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	10.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: The proposed project is at detailed feasibility stage. Construction (in full or part) will need to take place in 2020/21 to meet the terms of Welsh Government childcare grant which is part-funding this project. Last Updated: 24-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.5.2 (CP) Obtain cost certainty and submit a Full Business Case to Welsh Government to release capital funding	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2019	31-Mar-2020	50.00%	GREEN	GREEN
ACTION PROGRESS COMMENTS: Project currently at detailed design stage, post design freeze, cost certainty is established. Thereafter, a Full Business Case can be submitted to Welsh Government (WG) to release capital. Last Updated: 24-Oct-2019							



Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.3.1M01 / CP2.1.6M02 (SS013) People with a learning disability accessing Project Search to improve their employability skills	No Data	9	New Measure	 GREEN	New Measure	9	New Measure	 GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: Nine young people enrolled in Project Search in the September intake. No target has been set as we are establishing a baseline for the year.

Last Updated: 24-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.2M01 Number of businesses supported through the regional hub	No Data	394	10	 GREEN	New Measure	394	60	 GREEN

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration

Reporting Officer: Lynne Fensome - Management and Support Manager

Progress Comment: The regional hub is not in place although development work is well underway. The year to date figure provided is the local figure for businesses supported.

Last Updated: 23-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.6M01 Number of Social Enterprises supported	13	21	15	GREEN	↑	35	28	GREEN

Lead Officer: Niall Waller - Service Manager - Enterprise and Regeneration
Reporting Officer: Mike Dodd - Social Enterprise Development Lead Officer
Progress Comment: This involves 179 business support sessions including: Business development, Social Enterprise Network Events, Supporting social enterprises with external business awards; Morgan Foundation (RainbowBiz winners) Wales Coop (Aura Leisure Winners) Business breakfast with national contractors where four Flintshire Based Social Enterprises secured contracts as part of supply chain. Supporting Social Enterprises with successful funding applications (£47,000 secured)
 Conversion of a private enterprise into a social enterprise, scoping work with residents exploring social enterprise development and developing the Flintshire application for Social Enterprise Places accreditation

Last Updated: 24-Oct-2019

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP2.1.6M02 Number of employees supported through Project Search	No Data	9	12.5	RED	New Measure	9	25	AMBER

Lead Officer: Jacque Slee - Team Manager Performance
Reporting Officer: Michael Jones - Planning and Development Officer
Progress Comment: Nine young people enrolled in Project Search in the September intake.

Last Updated: 09-Oct-2019

RISKS

Strategic Risk

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

Potential Effects:

Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate.

Management Controls:




Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure.

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: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST214	Failure to obtain grant funding.	Strategic Risk	Kim Brookes - Senior Manager - Business Change and Support					Open

Potential Effects:

Larger class sizes in all phases and potential breach of infant class size regulations Challenge in meeting WG recommendations on staffing levels to deliver Foundation Phase curriculum Reduction in standards achieved by pupils – risk to Council reputation and risk of Estyn follow up for Education Services Reduction in quality of education delivered by schools resulting in more schools in Estyn categories Reduction in support for vulnerable pupils e.g. FSM, LAC, ALN Higher deficit budgets in schools – corporate finance risk Unsustainable schools in some communities Increasing redundancy costs for Council as schools cut staff Increasing challenge in recruiting senior leaders in schools Increasing sickness absence in the school workforce.

Management Controls:

Regular finance monitoring through various channels e.g. Cabinet; Chief Officer Team; Overview & Scrutiny; School Budget Forum; Portfolio Finance Team Regular interface with Headteachers & Chairs of Governors to maintain open communication to support strategic planning by school leaders Regular interface with Welsh Government and Welsh Local Government Association to maintain high profile on education spending Management of school estate through School Organisational Change Strategy Timely referrals to Occupational Health & Care First.



Lead Supporting Officer Comments:

The risk remains the same overall in that if we do not receive grant funding then core service delivery and impact on learners remains the same. However, at this time, there is no specific example of where we have not received a grant as expected.



Last Updated: 22-Oct-2019



Learning Council

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 (CP) Pupil performance in 2019 assessment/examination outcomes at ages 7, 11, 14, 16 and 18 years exceeding the Wales national average	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS:</p> <p>National changes in the reporting of teacher assessments have been introduced over the past two years. This supports the key objectives of the Welsh Government in delivering robust assessment, evaluation and accountability arrangements to support a self-improving system. As part of this, data that has traditionally been aggregated upwards for comparison at Foundation Phase (FP), Key Stage 2 and Key Stage 3 has been removed. New interim Key Stage 4 measures have been introduced for 2019 as part of the significant education reform programme in Wales. The data provided for individual schools, once verified in December 2019, will be based on first entry results and so, across several indicators, it will not be possible to compare 2019 figures with previous performance. An interim annual report on outcomes for 2019 will be presented at the November meeting of the Education and Youth Overview Scrutiny Committee.</p> <p>Last Updated: 24-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 (CP) Following the Estyn inspection of the Local Authority in June, completion of the post inspection action plan and commence implementation	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Dec-2019	80.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The local authority was inspected by Estyn in June 2019 and the report was published on 9th August 2019. The Council is required to update its plans within three months of the publication of the report to address the four recommendations made. Development of the Post Inspection Action Plan (PIAP) has included consultation with key stakeholders including teams within the Education Portfolio and Head teacher Federations. The Estyn report and recommendations made were presented to the October 2019 meeting of the Education and Youth Overview Scrutiny meeting. The PIAP is currently in draft format and will be presented at the November meeting of the Education and Youth Overview Scrutiny Committee.</p> <p>Last Updated: 24-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.1 (CP) Schools making suitable preparations for the transition to the new curriculum	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All schools are engaging positively with the changes currently underway in education, particularly with the new curriculum. They have responded very positively to working within the "clusters of schools" model adopted regionally to implement the new curriculum. They have good representation at national and local leadership development programmes. GwE and the six regional local authorities have consulted with head teacher representatives and are working with schools to establish a regional peer engagement model.</p> <p>Last Updated: 24-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.2.2 (CP) Teaching staff receiving quality professional development through the self-evaluation system	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2019	31-Mar-2020	33.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The regional professional development offer available to schools is targeted to ensure that all schools deliver a transformational and engaging curriculum. Local workshops were delivered during the summer term for head teachers and teachers to begin to explore the new Areas of Learning Experience (AoLEs) in more detail as part of the national consultation on the draft curriculum. Flintshire schools are positively engaged in the regional action research project and also with the peer engagement work being developed across schools.</p> <p>Last Updated: 24-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.1 (CP) Effective implementation of the new corporate and schools system to support pupils with Additional Learning Needs	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Welsh Government have revised the timetable for their implementation plan. The new statutory roles created by the ALN Act are to commence in January 2021 and the new ALN system will commence, on a phased basis, from September 2021. Flintshire's ALN transformation Plan is currently being revised to take account of the revised timetable. Officers are continue to engage in collaborative work across the region, working on a number of work streams related to the ALN Act. There are ongoing discussions regarding potential procurement of a new IT system for the Local Authority and schools to implement the requirements of the Act.</p> <p>Last Updated: 24-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.3.2 (CP) Training completed for all key employees as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Welsh Government have revised the timetable for their implementation plan. The new statutory roles created by the ALN Act are to commence in January 2021. The Additional Learning Needs Code and Regulations will go to the National Assembly for approval in 2020. Officers are continue to engage in collaborative work across the region, working on a number of work streams related to the ALN Act. A steering group and early years steering group have been established. These are multi-agency, including health and social care representatives. Flintshire are using Welsh Government Implementation Grant money to train eight people to become Person Centred Practice trainers. This will enable the Local Authority to have sufficient trainers to deliver a comprehensive training programme to schools. The North Wales region has successfully negotiated additional funding to pilot the middle leadership element of ALNCO training on behalf of the Welsh Government.

Last Updated: 24-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
9.1.3.3 (CP) Effective implementation of the Communications Strategy as part of the implementation	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:



Additional Learning Needs (ALN) transformation updates are regularly raised and discussed at various events, including head teacher federation meeting, head teacher conference, Flintshire School Governors Association, ALN forums and school cluster lead meetings.

Last Updated: 24-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.4.1 (CP) Policy change agreed by quarter one and implementation of a revised and sustainable policy	Damian Hughes - Senior Manager, School Planning & Provision	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Cabinet agreed that that the Home to school transport policy be amended. Policy has been amended and published. Measures will come into effect for pupils/students from September 2020.</p> <p>Last Updated: 24-Oct-2019</p>							

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP3.1.1M09 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	55	54	55	 AMBER	↓	54	55	 GREEN

Lead Officer: James Warr - Operations Manager

Reporting Officer: Louisa Greenly - Performance Management & Information Officer




Aspirational Target: 80.00

Progress Comment: This measure looks at those young people undertaking 16 hours or more of education, training and/or employment. The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. There were 26 young people above Statutory School Age who had a Youth Justice intervention end in the period. Of these 14 were offered at least 16 hours of education, training or employment. The YJS recognises the emerging trends within schools and colleges regarding pupils bringing substances (alcohol and drugs) or weapons onto educational premises. The YJS and partners recognise that county lines and child criminal exploitation may also impact on these issues. The YJS is working with a number of projects for young people offering alternative educational provision in order to increase their employability and provide constructive diversion from offending behaviour. For example, the Youth Justice Service has been offered an Apprenticeship opportunity for one of its post-16 young people with a local stonemasonry contractors. The company is keen to give a young person the opportunity to work for them as an apprentice Stonemason with a view to sending them to Stonemasonry college in York. A young person was supported by the YJS and is now undertaking this apprenticeship.

Last Updated: 29-Oct-2019

RISKS

Strategic Risk

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					Open

Potential Effects:

The fabric of Education and Youth buildings will continue to decline.

Management Controls:

Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, Implementation of Band A and Band B 21st Century Schools programmes and any other external funding which becomes available.

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: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST215	A failure to meet the duties on schools and the Council by the Additional Learning Needs and Education Tribunal (Wales) Act 2018	Strategic Risk	Jeanette Rock - Senior Manager - Inclusion and Progression		Amber	Amber	↓	Open

Potential Effects:

The Council does not have sufficient staff to discharge its duties in line with the published timelines and is challenged through the Education Tribunal system. The duties are extended to cover a wider age range, from 0-25 (previously 3-19) and to also now include young people who engage with further education. The Council currently has no funding allocated to cover the additional learning provision that may be required by the individuals covered by the extended age range. Failure to provide is challengeable through the tribunal system. This is likely to create a corporate financial risk. There are officer capacity issues associated with the transfer of responsibility for commissioning Post 16 specialist provision. Whilst a methodology for funding transfer is being developed, any provision costs which exceed the allocation will need to be funded through the Council's own budget creating a volatile financial risk similar to the current 'Out of County' expenditure. Schools do not have sufficient capacity to meet their duties towards pupils with ALN resulting in additional workload for Council officers and potential redress through tribunal. Increasing sickness absence in the workforce due to increase workload demands.

Management Controls:

Development of Transformation Plan outlining actions against key WG/Council milestones, particularly in relation to finance. Monitoring of Plan activity on a monthly basis through DMT and Portfolio Finance meetings. Development of a communication strategy to ensure all key stakeholders are informed in a timely manner Escalation when factors become known to forums such as Programme Board and Overview & Scrutiny Committees. Monitoring through cross Portfolio Meetings/events to ensure wider corporate awareness and understanding of the potential implications.

Lead Supporting Officer Comments:

Implementation of the Bill has been delayed by a year which will reduce the risks associated with implementation.

Last Updated: 23-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST216	Schools not have planned effectively for the introduction of the new curriculum and assessment model	Strategic Risk	Vicky Barlow - Senior Manager - School Improvement Systems		Yellow	Yellow		Open

Potential Effects:

Schools unprepared for significant changes to the curriculum and assessment models Lack of clarity for schools and individual teachers around areas of learning and experience Increasing challenge in recruiting and retaining senior leaders and teachers in schools Reducing standards in quality of education and learner outcomes Poor Estyn outcomes for LA and for schools Reputational damage to Council.

Management Controls:

Regular interface with the Regional School Improvement Service (GwE) and Welsh Government to maintain overview of progression of new curriculum introduction Identification of future school leaders & engagement in Regional School Improvement Service (GwE) professional offer for school leadership Regular monitoring of progress of individual schools in mapping and evaluation progress in line with national timelines through G6. Regular interface with Headteachers & Chairs of Governors to maintain open communication to support strategic planning by school leaders to meet the requirements of the new curriculum Regular Quality and Standards meetings with GwE Core Leads Regular monitoring of vacancies – schools.





Lead Supporting Officer Comments:

All schools are engaging positively with the changes currently underway in education, particularly with the new curriculum. They have responded very positively to working within the "clusters of schools" model adopted regionally to implement the new curriculum. They have good representation at national and local leadership development programmes. GwE and the six regional local authorities have consulted with headteacher representatives and are working with schools to establish a regional peer engagement model.



Last Updated: 22-Oct-2019

Green Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 (CP) Establishment of an officer group by quarter three to lead on the Council's commitment to be carbon neutral by 2030	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: Chief Officer for Planning Environment and Economy has responsibility for the Climate Change Theme and following discussion at Public Services Board the Council is to take forward this action starting with a themed discussion at the Senior Leader Academi on 6th November where representatives for the officer group will be sought. Following this the first meeting of the officer group will be convened.</p> <p>Last Updated: 29-Oct-2019</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.2 (CP) Completion of a 'state of play analysis' of current Council activities on carbon reduction underpinned by the mapping of existing activity data	Sadie Waterhouse - Energy Conservation Engineer	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<p>ACTION PROGRESS COMMENTS: Once the officer group for carbon reduction has been established following the meeting of the Senior Academi on 6th November. Terms of reference for the group will be agreed which will include responsibility to report back on current carbon reduction activities within their service areas.</p> <p>Last Updated: 24-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 (CP) Completion of a greenhouse gas inventory covering scope 1, 2 and 3 emissions and greenhouse gas sequestration across the Council's land assets	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Research on calculating Council's carbon footprint ongoing; awaiting guidance from Welsh Government who are developing a public sector baselining tool for all public sector organisations in Wales to follow and complete. Organisational and operational boundary determined as per the guidance set out in the Greenhouse Gas Protocol.

Last Updated: 18-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 (CP) An agreed plan to design and resource further energy efficiency and sustainable energy schemes such as the ground mounted solar PV schemes in Flint and Connah's Quay	Sadie Waterhouse - Energy Conservation Engineer	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Five sites identified for future ground mounted solar photovoltaic (PV) schemes. Budget estimate quotations requested from Scottish Power (SP) Energy Networks for grid connection costs. These have been returned and are uneconomical. Further assessment of Council owned land next to owned/public/private sector assets is to be completed as this would enable opportunities to provide electricity to these buildings to be explored which improves the economic and financial returns as it can reduce energy spend or generate income. Energy efficiency projects are ongoing; lighting upgrades in two schools and valve jacket insulation in eight sites has been completed.

Last Updated: 31-Oct-2019







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.5 (CP) Completing the renewable energy assessment through the Local Delivery Plan process in support of the future strategy	Sadie Waterhouse - Energy Conservation Engineer	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: Completed by Aecom and planning policy officers for the Local Development Plan. The Assessment highlighted potential locations for solar PV in the south of the County. Also indicated that there were no opportunities for wind at 120 metre turbine height scale.</p> <p>Last Updated: 22-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 (CP) Agreement of a strategy for fleet conversion, away from diesel and petrol vehicles, for the medium and longer-term	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: We are currently in the process of analysing data collected in order to identify our own Fleet that can utilise an alternative fuel source.</p> <p>Last Updated: 10-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.7 (CP) Developing a local plan to meet the need access to E- charging points across the county network	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	35.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: We are working closely with Welsh Government, specialist consultants and SP Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure.</p> <p>Last Updated: 10-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.8 (CP) Completion of the Council's Leader Project to identify commercially viable sites enabling private sector uptake	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	65.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Draft report now complete which has identified strategic locations across the County where the implementation of electric vehicle charging points is deemed viable. The report recommends type of charging units, associated operational models and also costs associated with the required upgrade of existing infrastructure which will assist with future grant applications. Although the aims of the Leader project are predominantly focused to rural areas, the study does cover the entire County.</p> <p>Last Updated: 10-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.9 (CP) Approval of the Council's Strategy to act as an enabler rather than a direct provider for electric charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	30-Sep-2019	71.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Following the identification of commercially viable sites, we will bid to Welsh Government to upgrade the existing electricity network for which can then be offered to the Private sector for uptake. This approach will protect the Authority against the risk of outdated infrastructure within a rapidly advancing market and will ensure the costs of on-going maintenance are not carried by the Council.</p> <p>Last Updated: 10-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.10 (CP) Identification of commercially viable sites for the introduction of appropriate charging infrastructure	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Dec-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are working closely with Welsh Government, specialist consultants and SP Energy Networks in identifying strategic locations across the County where a business case exists for the implementation of electric vehicle charging infrastructure. This will then allow the Authority to bid for funding to upgrade the existing electricity supply to allow private sector uptake in line with the Councils strategy to act as an enabler.</p> <p>Last Updated: 10-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.11 (CP) The adoption of a strategy to reduce the Council's reliance on single use plastics	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
<p>ACTION PROGRESS COMMENTS: The strategy to reduce the Council's use of single use plastic will form part of the wider theme of Climate Change being led by the Chief Officer Planning, Environment and Economy. The Climate Change theme will be discussed at the Senior Academi session on 6th November and following this an officer group will be established to represent all portfolios and terms of reference for the group will be established to include the development of the strategy</p> <p>Last Updated: 24-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.1 (CP) Revise the Waste Management Strategy for the medium-term with aims, objectives and targets	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	35.00%		

ACTION PROGRESS COMMENTS:

The Council are set recycling targets by Welsh Government. Operating to the current waste management strategy, Flintshire are achieving these targets in advance of statutory timescales. Welsh Government have suggested that targets will be increased in the future which would make achieving them difficult with the current services provided. Therefore, there is now a need to review the current waste management strategy. To assist with the review, the Council is currently out to public consultation seeking feedback from residents on current recycling behaviours and asking for consideration on alternative service delivery models. The feedback gained from this consultation will assist in directing the Authority as to a revised waste management strategy.

Last Updated: 10-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.2 (CP) Parc Adfer opened on time and to operational requirements with the diversion of regional and local non-recyclable domestic waste to the new facility	Ruth Cartwright - Regulatory Services Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%		



ACTION PROGRESS COMMENTS:

Parc Adfer began accepting regional and local non-recyclable waste from the 27th August 2019



Last Updated: 18-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.2.3 (CP) The development and implementation of an education programme to promote behavioural change	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The development of a multi-regional education suite is being undertaken at Parc Adfer to educate and inform schools and communities on recycling and waste processes with the aim to influence behavioural change.</p> <p>Last Updated: 10-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
Page 12 4.1.2.4 (CP) Achievement of Parc Adfer commissioning / Environmental permit award	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	90.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Parc Adfer was awarded its environmental permit in October 2015, by Natural Resources Wales, with a permit variation approved in March 2018. The site began accepting non-recyclable waste on 27th August 2019 and is still within the commissioning phase. The commissioning phase is programmed to be complete by the end of November 2019</p> <p>Last Updated: 10-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.1 (CP) Effective management of our natural environment and accessible green space networks to deliver health, well-being and resilience goals	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		
<p>ACTION PROGRESS COMMENTS: The Rights of Way team continue to manage 1200km of Rights of Way including the Wales Coast path and other national and promoted routes. Cabinet have approved the completed Rights of Way Improvement Plan. We have established a joint Flintshire and Wrexham Local Access Forum. Working with Public Health Wales to encourage the use of the outdoors for "Green Health" by facilitating lunch and community walks. Particularly popular is the education and events programme that provide a host of opportunities for our officers to promote activities and encourage greater use of our green spaces. We have established 20 partnerships with local groups and organisations to improve the environment with 38 volunteer days arranged with some 3000 volunteer hours banked to help manage countryside sites and develop skill sets. The Countryside Places team manage 40 green spaces for the benefit of the public and wildlife.</p> <p>Last Updated: 21-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.3.2 (CP) Protecting the resilience of our natural environment by increasing the biodiversity value of council owned or managed land	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%		
<p>ACTION PROGRESS COMMENTS: Section 6 of Biodiversity Duty Plan on track for completion and will be reported back to Welsh Government this winter. Delivered successful Heritage Lottery Fund grant programmes at Talacre and Bagillt and Rural Development Programmes at Halkyn concentrating on footpaths and rural skills. Management agreement signed with Greenfield Valley Trust. The Tree team has also produced an ash dieback plan to address the situation we could face in Flintshire. The winter tree planting programme is on track.</p> <p>Last Updated: 21-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.1 (CP) The success of measures to protect the built and environmental assets through the LDP process	Adrian Walters - Team Leader	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The policies in the Deposit Local Development Plan (LDP) cannot be afforded weight in the determination of planning applications until the Plan is adopted. Once adopted, this indicator and the policies will be monitored as to their effectiveness over the remaining Plan period i.e. up to 2030. However, the consultation representations on the relevant policies in the Deposit Plan will help inform the likely appropriateness and success of policies.</p> <p>Last Updated: 21-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.4.2 (CP) The publication of policies and proposals within the Deposit Plan to protect the built and natural environment	Adrian Walters - Team Leader	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The LDP was placed on deposit for public consultation on 30/09/19 for a six week period, having been approved by the Council at its respective meetings on 23/07/19 and 11/09/19.</p> <p>Last Updated: 22-Oct-2019</p>							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 (CP) The effective introduction of an in-house minibus service as an innovative and sustainable based transport scheme to meet need and demand	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	20.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The Council has obtained a Public Service Vehicle Operators licence and been successful in purchasing four, 16 seat wheelchair accessible, minibuses for the provision of an in-house transport service for providing small areas based Local Travel Arrangements.</p> <p>Last Updated: 10-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 (CP) Development of area based appropriate and sustainable Local Travel Arrangements	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: There are 10 Local Travel Arrangements in service which operate in one of four agreed geographical areas of the County. Following passenger monitoring it has been identified that areas with low passenger numbers may require an alternative transport service, such as demand responsive bus services, to operate sustainably. These options are being developed while the existing bus service still operate.</p> <p>Last Updated: 10-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.2.1 (CP) The range, quality, reliability and frequency of services on the core bus network either through commercially viable services, partnership arrangements or contracted services	Ruth Cartwright - Regulatory Services Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council are working with Local bus operators to develop Quality Bus partnerships along the core bus network, from Rhyl to Chester, to ensure the quality of local bus services encourages increased passenger numbers. The Quality Partnership will deliver integrated ticketing, improved infrastructure (bus stops / highway network) and reliability of services. The current contracted and commercial bus service will be included in future Quality Partnership considerations.</p> <p>Last Updated: 10-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.1 (CP) Maintaining the infrastructure on the highway network to ensure the resilience, efficiency and reliability of road transport	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Following the negative impact of the 2018/19 winter period, pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. Additional resources were contracted during May and June to prioritise the roads in need of repair and improve the overall condition of the network.</p> <p>Last Updated: 10-Oct-2019</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.3.2 (CP) Delivery of the annual Highways Asset Management Plan	Sam Tulley - Road Space Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The capital made available for Highway infrastructure maintenance programmes will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is allocated appropriately, and ensure best value for the expenditure to maintain the highway network. Highways Asset Management Plan (HAMP) schemes are underway as follows: - Resurfacing - Programme of schemes progressing 15 sites completed with 14 sites outstanding - expected completion 31/03/2019 - Surface Dressing - Completed Patching - Completed - Undertake condition surveys to produce the annual resurfacing programme by March 2019 - On-going - Undertake post completion inspections of utility work by March 2019 - On-going Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 29-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.1 (CP) Meeting the statutory requirements of the Active Travel Act measured by the spend on projects	Anthony Stanford - Highways Strategy Manager	In Progress	01-Apr-2019	31-Mar-2020	10.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The introduction and development of Active Travel infrastructure is at the heart of all transport improvements for which our approved Integrated Network Map acts as a forward works programme.



Last Updated: 29-Oct-2019

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.4.2 (CP) Submission of annual report on active travel development across all portfolios to Welsh Government	Anthony Stanford – Highways Strategy Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Annual report submitted to Welsh Government in September of this year. Last Updated: 31-Oct-2019							

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M01 (PAM/030) Percentage of waste reused, recycled or composted	70.98	68.86	70	 AMBER	↓	70.65	70	 GREEN

Lead Officer: Ruth Cartwright – Regulatory Services Manager

Reporting Officer: Gabrielle Povey – Recycling and Compliance Officer

Progress Comment: The recycling rate has achieved set target, with current performance exceeding statutory Welsh Government targets set for 2019/20 (64%).

Last Updated: 31-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.1.2M02 Average recycling rate across all Household Recycling Centres (HRC) sites	78.75	81.49	80	 GREEN	↑	82.71	80	 GREEN



Lead Officer: Ruth Cartwright – Regulatory Services Manager

Reporting Officer: Gabrielle Povey – Recycling and Compliance Officer

Progress Comment: We have seen an increase in our average recycling rates across all HRC sites due to increased meet and greet and improved training on the sites

Last Updated: 14-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.1M01 Provide Local Travel Arrangements in geographical areas of the County	No Data	10	4	 GREEN	New Measure	10	4	 GREEN

Lead Officer: Ceri Hansom - Integrated Transport Unit Manager
Reporting Officer: Anthony Stanford - Highways Strategy Manager
Progress Comment: There are 10 Local Travel Arrangements in place as follows:

- CT1 – Caergwrle - Hope - Higher Kinnerton - Broughton
- CT3 – Northop Hall - Connah's Quay
- CT6 – Cymau - Broughton
- LT1 – Holywell – Lixwm – Rhos Y –Cae
- LT2 – Holywell – Caerwys
- LT3 – Holywell to Greenfield
- LT4 – Buckley
- LT5 – Penyfford to Buckley
- LT6 – Penyfford to Broughton Retail Park
- LT7 – Mold - Treuddyn - Caergwrle - Hope

Work has now been carried out to review the local travel arrangements in place and where arrangements are not well utilised and patronage is significantly low, recommendations for alternative provision such as Demand Responsive Transport have been put forward.

Last Updated: 29-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.2M01 The number of Quality Bus Partnerships along Core Network	No Data	0	2		New Measure	0	2	

Lead Officer: Ian Bushell - Technical and Performance Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: The ongoing development of the Quality Bus Partnership along the Deeside corridor is progressing with the expectation that associated parties will reach an agreement within the following quarter

Last Updated: 10-Oct-2019

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP4.2.3M04 Undertake post completion inspections of utility works	83.72	97.66	90			98.51	90	

Lead Officer: Sam Tulley - Road Space Manager
Reporting Officer: Barry Wilkinson - Highways Network Manager
Aspirational Target:
Progress Comment: Utility companies (such as Welsh Water, BT or Scottish Power) carry out excavation works on the public highway, the repairs to the road are guaranteed by the Utility Company for a period of 2 years. Every Highway Authority is required to inspect 10% of all repairs before the end of this guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. If any defects are identified during the inspection the Utility are required to carry out the required remedial works, preventing the Authority from being burdened with the future repair costs. Inspections are allocated on a weekly basis, and therefore in order to provide a meaningful and reflective report, the data provided for quarter 2 are inspections generated in quarter 1.

Last Updated: 22-Oct-2019

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p>Management Controls: Raised as a pressure for 2017/18.</p> <p>Progress Comment: The grant ceased to exist in 18/19 and was replaced but the competitive Enabling Nature Grant. An application was made but was unsuccessful, therefore the shortfall in funding from the Single Environment Grant is having to be found from service budgets.</p> <p>Last Updated: 04-Nov-2019</p>						



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.

Management Controls:

Review our approach to funding capital projects.




Lead Supporting Officer Comments:

Since 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes. Welsh Government provided the Council with £20 000 to mitigate the impacts of this new responsibility. As the Council reviews the implications of its new role as a SAB, no major schemes will be programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. However, additional funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.

The Service manager is currently reviewing resources in the team and is proposing recruitment to a currently vacant post to support the increased workload following the introduction of SAB.

Last Updated: 22-Oct-2019



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 Network Manager	Lynne Fensome - Management and Support Manager				Open

Potential Effects:

Deterioration of the condition of highways in Flintshire.

Management Controls:

Focused investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.

Lead Supporting Officer Comments:




The funding provided for the highway infrastructure maintenance programmes has been allocated and will be spent by the end of the financial year. This funding remains below the level of funding required to maintain a Steady State in the condition of the road network, which would need to be >£2.7m per annum.

Streetscene & Transportation agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved.

Condition surveys are undertaken and reviewed annually to produce the annual resurfacing programme for financial year. Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 23-Oct-2019



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				Open

Potential Effects:

Decrease in bus services to residents, particularly in rural areas.

Management Controls:

Develop services so that they become more commercially viable.




Lead Supporting Officer Comments:

The bus subsidy is now complete with 10 Local Travel arrangements in place. A review of the local travel arrangements is now taking place and alternative solutions have been recommended where utilisation and patronage on arrangements is particularly low. This will allow the routes to be sustainable going forward.

Last Updated: 30-Oct-2019

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST188	Supply chain resilience of transport providers	Strategic Risk	Ceri Hansom - Integrated Transport Unit Manager					Open

Potential Effects:

Transport services cannot be provided.

Management Controls:

- i) Management of safety compliance checks.
- ii) Management of financially compliant contracts.




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: 15-Oct-2019

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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 Network Manager	Lynne Fensome - Management and Support Manager				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.

Management Controls:

Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

Lead Supporting Officer Comments:

Pothole repairs were undertaken in a countywide programme of patching to ensure that the Highway Network is in a safe condition for the travelling public.

Repairing the Council's roads is a priority for the service and Area Coordinators continue to identify safety defects on the network, and prioritise the roads in need of repair.

Last Updated: 23-Oct-2019



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.
- ii) Decreased passenger numbers on bus services.
- iii) Increase in individual car usage.

Management Controls:

Officer appointed to work full time on the Community Transport / Local Travel arrangement project. Review of schemes to be undertaken 2019/2020.




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.

Officer appointed October 2019 to review local travel arrangements implemented and develop work with demand responsive transport

Last Updated: 04-Nov-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST220	Public acceptance and support for recycling and re-use	Strategic Risk	Ruth Cartwright - Regulatory Services Manager		 Amber	 Amber		Open

Potential Effects:

Increased financial pressure to pay for disposal of residual waste Failure to meet Welsh Government statutory recycling/re-use/composting targets.

Management Controls:

Continued public engagement with Flintshire residents to educate on waste management issues. Monitoring of resident recycling participation rates. The use of enforcement to ensure compliance with recycling collection requirements.

Lead Supporting Officer Comments:





The Council has achieved the statutory recycling target for 2024-5 and is currently consulting residents on the future of the service. Given the level of responses to the consultation process it is clear that residents are engaged and value the current service. Should remain as Amber.

Last Updated: 29-Oct-2019



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Safe and Clean Council

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 (CP) Achievement against the actions of the Regional Community Safety Plan and the Flintshire Well-Being Plan	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The People are Safe Board has undertaken a review of performance in Quarter One and Quarter Two and all actions are on track. Members of the Board attended CROSC in September 2019 to present the current work plan and reflect upon the work that had taken place over the last 12 months. The Plan was supported and endorsed by CROSC. The basis of the People are Safe Plan is derived from the North Wales Community Safety Plan and also through local intelligence and analysis. Achievements are also monitored through the Well-being Plan by the Public Services Board.</p> <p>Last Updated: 30-Oct-2019</p>							
5.1.1.2 (CP) The performance of North Wales Police in partnership with the Council as statutory Community Safety partners	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Flintshire County Council and North Wales Police continue to work effectively together both as individual partner agencies and members of the Community Safety Partnership (whose work is discharged through the People are Safe Board) and the Public Services Board. Both have assumed lead roles in local fora such as the Community Demand Reduction Partnership which considers crime and anti-social behaviour drivers every month, and also through their work in the Multi Agency Risk Assessment Conferences (MARAC) also held monthly. MARACs review the safety of those who are at highest risk of harm from domestic abuse in the County. North Wales Police are also responsive to specific requests for assistance or support when requested by FCC officers.</p> <p>Last Updated: 30-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 (CP) Meeting our responsibilities under the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) programme	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	44.00%	 AMBER	 AMBER



ACTION PROGRESS COMMENTS:
 At the time of writing this update, 44% of employees have completed the first of the Violence Against Women and Domestic Abuse (VAWADA) Welsh Government e-learning modules. We will continue to encourage all employees to complete this module, recognising that some individuals may find the content challenging based on their personal experiences.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.1 (CP) Achievement against the actions and targets of the Corporate Safeguarding Action Plan	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The Safeguarding e-Learning module was launched in September. We are awaiting the final version of the action plan, this will be due for Spring 2020.

Last Updated: 31-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.2.2 (CP) Corporate Safeguarding Policy reviewed and updated	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The Corporate Safeguarding Policy has been reviewed and updated, however, it has not yet been formally signed off.

Last Updated: 31-Oct-2019

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.3.1 (CP) Maintaining the percentage of broadly compliant establishments within the County for public protection	Helen O'Loughlin - Team Leader - Food Safety & Food Standards	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: National Indicator that is reported annually. The team carry out a planned programme of inspections throughout the year to ensure the percentage of compliant establishments remains at a consistently high percentage.</p> <p>Last Updated: 31-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.1 (CP) Performance against current performance standards for front-line Streetscene and Transportation	Barry Wilkinson - Highways Network Manager	In Progress	01-Apr-2019	31-Mar-2020	85.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: The Streetscene Standards have been agreed through a working group of elected members at the implementation of the service. These standards have been set as a minimum standard of service delivery to the county. The operations within Streetscene & Transportation continue to deliver these standards to the highest degree possible whilst responding to the prevailing demands.</p> <p>Last Updated: 23-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.4.2 (CP) Completion of a review and of performance standards for front-line Streetscene and Transportation Services	Katie Wilby - Transportation and Logistics Manager	Completed	01-Apr-2019	31-Mar-2020	100.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: In July 2019, the Council's Cabinet approved the adoption of revised Streetscene service standards detailed, which included the additional service standards as a result of the portfolio changes.</p> <p>Last Updated: 18-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.1 (CP) Levels of enforcement against our standards for car parking, litter and dog fouling	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 Flintshire County Council currently undertake Civil Parking Enforcement and Environmental Enforcement. Civil Parking is the issuing of Penalty Charge Notices, off street and on street. And Environmental Enforcement covers, Fly Tipping, Littering, Side Waste, Public Space Protection Order (PSPO) Dogs Control Orders including dog fouling and abandoned vehicles. The standards for enforcement are set out in the environmental enforcement policy.

Last Updated: 04-Nov-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.2 (CP) Develop and implement five education programmes for environmental awareness	Vicky Plant - Support Services Manager	In Progress	01-Apr-2019	31-Mar-2020	60.00%	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 To date 3 educational campaigns have taken place. Two campaigns relate to specific hot spot area of side waste and fly tipping, these areas are Shotton and Queensferry. Residents have been educated by leaflet drops and door knocking face to face talks with officers from the authority and also local members of the areas. The campaigns have included the installation of camera systems to record evidence and these have so far have proved to be a very successful deterrent and the areas are seeing an improvement in cleanliness. Another ongoing campaign is the education and engagement of residents regarding dog fouling and dog control at specific locations across Flintshire.



Last Updated: 11-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.3 (CP) Patrol Pay and Display Car parks and on street traffic restriction to ensure compliance, monitored via back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 Weekly rota's are produced to ensure that all of the public car parks and on street traffic restrictions are monitored on a consistent and regular basis. On street logs are produced for each officer via their hand held terminals and these can be crossed checked with rota details for further accuracy.

Last Updated: 11-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.4 (CP) Ensure that all Pay and Display infrastructure is operational utilising back office technology and reporting	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Daily checks are made on back office systems to ensure that all car parking machine are up and running and reporting any faults. If a fault does occur and email is sent from the machine to all the enforcement officers to update them. An officer in the area will then attend the machine to troubleshoot the problem. Any issues that cannot be resolved are then escalated to supervisor/manager level to see if they can resolve the issue. The final step would be to call out the Supplier if any issues cannot be resolved.</p> <p>Last Updated: 11-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.5 (CP) Respond to, and monitor, environmental crime complaints (in line with Streetscene standards)	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Streetscene standards for fly tipping require a completion within 24 hours. All incidents are emailed through to the Enforcement Officers via the Customer Contact Centre CRM System. The officer will attend the fly tip and carry out an investigation. Following this the officer will send a return email to confirm that the item(s) are ready for collection.. The Customer Contact Centre will then email the relevant Area Supervisor to arrange collection. Abandoned vehicles will follow a similar process but there is no 24 hour collection standard. In this instance the monitoring will be at the Officer discretion based on the nature of the incident. Both Fly Tipping and Abandoned vehicles are recorded by the Enforcement Team in a spreadsheet to show dates reported and dates visited.</p> <p>Last Updated: 24-Oct-2019</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.5.6 (CP) Ensure all Fixed Penalty Notices / Penalty Charge Notices are progressed to ensure ongoing compliance	Vicky Plant - Support Services Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: For Penalty Charge Notice's (PCN's) the progression includes administrative processes that are carried out via the Partnership company WPPP. To include taking payments, processing appeals, notice to owner, bailiff engagement and Traffic Penalty Tribunal. Fixed Penalty Notice's (FPN's) are logged internally by the Enforcement Team, non-payment within 14 days will instigate a reminder letter giving another 7 days to make payment. Failure to pay in this period will result in a 2nd reminder giving another 7 days to make payment. Failure to pay in this window will result in Single Justice Procedure paperwork being issued. Attendance at court if pursued. The internal spreadsheet gives an up to date record of payments made and current timescales.</p> <p>Last Updated: 29-Oct-2019</p>							



Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.2M02 [SEP] Number of employees who complete the Corporate safeguarding e-learning modules	No Data	69	50	 GREEN	New Measure	69	50	 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: The e-learning module was launched in September. 69 employees have completed it to date.

Last Updated: 11-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.4M01 Achieve minimum level of agreed standards	New Measure	85	New Measure	 GREEN	New Measure	85	New Measure	 GREEN



Lead Officer: Barry Wilkinson - Highways Network Manager

Reporting Officer: Katie Wilby - Transportation and Logistics Manager

Progress Comment: The portfolio continues to support the delivery the service at the standards agreed whilst responding the demands of the service. The service reacted to increasing service requests and pressures within the grass cutting service area through July and August in this period.




Last Updated: 24-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M01 Number of targeted environmental educational campaigns	No Data	1	1.25	 AMBER	New Measure	3	2.5	 GREEN

Lead Officer: Vicky Plant - Support Services Manager
Reporting Officer: Ruth Cartwright - Regulatory Services Manager
Progress Comment: Education and Information campaign for Queensferry for sidewise and fly tipping.

Last Updated: 11-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP7.1.5M02 Progress non-payment of all Penalty Charge Notice (PCN) / Fixed Penalty Notice (FPN).	0	91.63	100	 AMBER		91.63	100	 AMBER


Lead Officer: Vicky Plant - Support Services Manager
Reporting Officer: Ruth Cartwright - Regulatory Services Manager
Progress Comment: Ongoing process involving debt recovery and court actions.

Last Updated: 24-Oct-2019

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RISKS

Strategic Risk

Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST218	Increased demand on enforcement services with introduction of new legislation	Strategic Risk	Ruth Cartwright - Regulatory Services Manager	Vicky Plant - Support Services Manager	Amber	Amber		Open

Potential Effects:

Lack of resilience to respond to parking contraventions or environmental crimes Increased environmental crimes resulting in deterioration of natural environment Decreased Highway safety.

Management Controls:

Review upcoming legislative changes Improved time management of current enforcement team.

Lead Supporting Officer Comments:

Management Control in terms of Improving the Time Management of the Officers. The rota was changed Spring 2018 to effectively change the conflict of crossover within the job roles and allow the continuity of patrol to be more time effective. The team numbers have also increased from four to eight, and flexible working hours have also been introduced.

Last Updated: 30-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST219	Lack of public support for enforcement services	Strategic Risk	Ruth Cartwright - Regulatory Services Manager	Vicky Plant - Support Services Manager				Open

Potential Effects:

Risk Trigger: Negative public perception of the work undertaken by the enforcement team Potential Effects: Lack of support for the enforcement services Rescinding of enforcement action leading to lack of confidence in service Abuse and aggression towards the enforcement team Increased traffic contraventions and environmental crime occurrences.

Management Controls:

Improved engagement with public via education and engagement events Improved understanding of what a parking or environmental crime is.





Lead Supporting Officer Comments:

Ongoing Educational Campaigns have been progressed and the control measures put in place are currently in the process of being supported Corporately. However further work is still required.



Last Updated: 15-Oct-2019



Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 (CP) Achievement of the aims, objectives and targets for: The Holway, Holywell – community-led regeneration	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All agencies have consistently met together to plan local activities, particularly play and fuel poverty initiatives to address community resilience. Some refurbishment of local garden and fencing areas has improved the physical infrastructure and plans are advanced for the opening of a Holway Hub, to provide a multiagency presence in the area.</p> <p>Last Updated: 08-Oct-2019</p>							
ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 (CP) Achievement of the aims, objectives and targets for: Social Value – a social value framework to maximise local investment in communities	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The Social Value Strategy was approved early in 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured. A development officer to support officers and suppliers is being recruited to start before December 2019.</p> <p>Last Updated: 30-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 (CP) Achievement of the aims, objectives and targets for: Social Prescribing – a model for participation by local people with improvements in personal well-being	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Between April – September 2019, the two Single Point Of Access (SPOA) based workers providing a Social Prescribing response responded to 202 referrals for support. The number of referrals from GPs is increasing due to the targeted activity that has been a feature of this reporting activity. The support offered is in response to a discussion about “what matters” to the individual meaning that the responses are person centred and bespoke to their individual needs.</p> <p>Last Updated: 30-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 (CP) Achievement of the aims, objectives and targets for: Get Flintshire Moving – participation by local people with improvements in personal health	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Let's Get Moving aims to develop opportunities for residents to be more active in their communities to achieve improvements in health and well-being. Work has been undertaken to encourage council staff to be more active during the day through lunchtime walks, development and mapping of community walks, and working with Flintshire Public Services Board (PSB) organisations to support their workforce to move more and sit less.</p> <p>Last Updated: 30-Oct-2019</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.2.2 (CP) Delivery of Aura Business Plan 2019/20	Colin Everett - Chief Executive	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 Aura is performing well against its annual and medium-term business plan aims, objectives and targets. Regular reports are made to the Aura Board and to the Partnership Board with the Council. Periodic reports are made to Overview and Scrutiny.



Last Updated: 29-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.3.1 (CP) Adopting a Social Value Framework with an action plan with aims, objectives and targets, to make progressive impact on the value of monetary and non-monetary investment by contractors and suppliers, the geographic spread of investment across communities, and the social policy priorities of the Council and its partners.	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:
 The Social Value Strategy was approved Spring 2019 and sets out the ambitions for generating new social value from Council activities. A software system to record social value generated by suppliers and services is being procured currently. A development officer to support officers and suppliers is being recruited to start before December 2019.

Last Updated: 30-Oct-2019





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.1 (CP) A seamless and successful transition to an Integrated Contact Centre	Rebecca Jones - Customer Services and Registration Manager	Completed	01-Apr-2019	31-Dec-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single Contact Centre is now based at Ty Dewi Sant, Ewloe.</p> <p>Last Updated: 18-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.2 (CP) Improvements in customer service response and resolution times	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Complaints data presented for the first half of 2019/20 shows a positive improvement in performance which 78% of cases responded to within 10 working days. This represents a 17% increase in performance compared to the same time the previous year. Following a review of case handling across portfolios, improved guidance and awareness sessions, there has also been an improvement in handling other cases such as AM/MP enquiries and other service requests. Customer Contact continue to engage with portfolios to ensure timely responses are issued.</p> <p>Last Updated: 18-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.1.3 (CP) Extension of the range of digitised services in Social Services, Education and Revenues and Benefits	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work to increase the range of digital services for residents and visitors continues to progress. The Council launched My Account in May and has received over 7,400 subscriptions since that time. Our digital newsletter “GovDelivery” is being used as a tool to promote online services such as My Account and provides the opportunity for people to subscribe and receive information on services of interest to them. Following the successful integration of tenancy accounts, the next phase of development for My Account is integrating benefit accounts thus providing one access point for customers to access a range of services. The School Admission process has been redesigned with input from an external agency and customers and is successfully launched in September for secondary schools.</p> <p>Last Updated: 30-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.1 (CP) Meeting the aims, objectives and targets of the adopted Strategy	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Housing and Streetscene Contact Centres amalgamated on 7 August, 2019. The single team for telephone calls to Housing and Streetscene services are developing to enable officers to deal with a wide range of services. Flintshire Connects Centres continue to provide a face to face service for our most vulnerable customers and the team continue to offer digital assistance to people who need support to access services online. Digital services continue to develop; the launch of My Account enable to access a range of information at a time that is convenient to them.</p> <p>Last Updated: 18-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.2.2.2 (CP) Meeting the set customer standards	Rebecca Jones - Customer Services and Registration Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Customer Contact continues to make good progress against the Customer Service Strategy. Flintshire Connects continue to support our most vulnerable customers to access services including digital assistance; our largest service areas for telephone contact have amalgamated to create a single Contact Centre for Housing and Streetscene services; more online services are available on the Council's website to enable people to access services at a time and location that is convenient to them.

Last Updated: 18-Oct-2019



Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP1.1.3M01 / CP5.1.1M01 (SS010) The number of people who access the social prescribing / 3rd sector service through the Single Point of access.	164	202	0	 GREEN	↑	202	0	 GREEN

Lead Officer: Susie Lunt - Senior Manager, Integrated Services and Lead Adults

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: Two social prescribing officers worked with 202 individuals between April and September. There is no target for this indicator, it is used to monitor trend only as data is provided by Betsi Cadwaladr University Health Board.

Last Updated: 11-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M01 Call abandonment rate for a combined Housing and Streetscene contact centre	New Measure	11.67	New Measure	 GREEN	New Measure	11.67	New Measure	 GREEN



Lead Officer: Rebecca Jones - Customer Services and Registration Manager



Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Progress Comment: Call abandonment rates for the Contact Centre are less than anticipated. The rate is expected to improve as new Contact Centre Officers are recruited and trained.

Last Updated: 04-Nov-2019






KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M02 Call answering rate for a combined Housing and Streetscene contact centre	No Data	76.73	New Measure	 GREEN	New Measure	76.73	New Measure	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services and Registration Manager Reporting Officer: Rebecca Jones - Customer Services and Registration Manager Progress Comment: Within 30 seconds. No target has been set as a baseline is being established.</p> <p>Last Updated: 24-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP5.2.1M04 My Account sign up and usage rates	No Data	7453	1250	 GREEN	New Measure	7453	2500	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services and Registration Manager Reporting Officer: Rebecca Jones - Customer Services and Registration Manager Aspirational Target: Progress Comment: The number of My Account subscriptions has significantly increased due to the launch of School Admissions and parents/carers requiring an account to track the progress of their application.</p> <p>Last Updated: 14-Oct-2019</p>								

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RISKS

Strategic Risk

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	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

<p>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.</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Lead Supporting Officer Comments: We continue to make progress in growing the social sector through the development of Community Asset Transfers and Alternative Delivery Models. Regular review meetings and partnership board meetings are in place.</p> <p>The strategic role and importance of ADMs is a priority in the Council Plan for 2019/20, with work underway to ensure that the delivery is effective and sustainable.</p> <p>Last Updated: 15-Oct-2019</p>
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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 (ADM's)face	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

Potential Effects:

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

Management Controls:




Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress.

Lead Supporting Officer Comments: Aura, Newydd and Hft have now successfully taken forward their Business Plans. Regular reporting to the Council through the appropriate Scrutiny Committees continues to take place. The level of risk of unsustainability has reduced to yellow.

Last Updated: 30-Oct-2019

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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 (ADM's)	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

Potential Effects:

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

Management Controls:

Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases.

Lead Supporting Officer Comments:

Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate.

Business Plans have been shared with the Council and show that funding levels for organisations moving forward into 2020/21 are sustainable.

The risk has been mitigated to Yellow.

Last Updated: 15-Oct-2019



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	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber		Open

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

Management Controls:
 Open book accounting by key social enterprises with the Council and where issues identified cooperative work to resolve these.

Lead Supporting Officer Comments: Review meetings of Community Asset Transfers (CATs) have been ongoing and through these it has been identified that the new organisations running CATs are sustainable and well regarded social businesses. The programme of CAT review and support is ongoing to ensure that these social businesses continue to offer well regarded services.

Last Updated: 15-Oct-2019

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST225	Community Resilience	Strategic Risk	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber		Open

Potential Effects:
 Communities cannot capitalise on their resources and resort to support from statutory services.

Management Controls:
 Work with communities to identify key challenges and barriers that they face as individuals and collectively; and use a framework of tools to help them to design a local response to address them. Help communities, and leaders from within communities, to develop the skills and confidence to support their community to respond to challenges and optimise opportunities to thrive. Be smarter about securing and linking potential social investment to locally identified priorities. Work proactively with our supply chain to maximise the impact that our investment and collaboration has for communities across Flintshire.



Lead Supporting Officer Comments:
 The Council and other stakeholders have been proactive in maximizing the available funding to invest in communities. We are engaging and working with local alternative delivery models (ADM's) and other alternatives to improve community resilience. We are actively reviewing community asset transfer (CAT) projects to ensure that they are successful and pursue key priorities of the council.

Last Updated: 22-Oct-2019

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Serving Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.1 (CP) Implementation of a compliant and sustainable new pay model within 2019/20	Sharon Carney - Lead HR Business Partner	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The priority for the year has been a fundamental review of our pay model to accommodate the national pay agreement and implement year two of the nationally agreed pay award and maintain a modern, cost-effective, competitive and 'equality proofed' pay model. Year Two of the National Joint Council (NJC) pay agreement included the introduction of a 'new' pay spine with assimilation to newly created spinal column points. The agreement introduces far greater change than a simple cost of living monetary award. If the Council were to implement the second year of the two year NJC pay agreement as per the national model on a straight like for like 'read across' our pay model would be disrupted to such an extent that it would no longer meet our organisational design and pay policy principles, and might also be open to challenge on the grounds of gender inequality. Local agreement was reached on the preferred model in March 2019 which passed the tests of being legal and equitable, workable and sustainable, acceptable and affordable. The target date for implementation was July 2019 which was achieved, backdated to April 2019.

Last Updated: 23-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.1.2 (CP) Retention rates of key personnel through offering competitive pay and reward	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Mar-2020	62.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.

Last Updated: 22-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.1 (CP) Adoption of a Well Being Strategy for the overall well-being of the workforce with aims, objectives and targets	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Dec-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The overarching aim of the strategy is to improve the health, safety and wellbeing of employees and to prevent work associated ill health, for the overall benefit of all. This encompasses the physical, mental and social health of employees and recognises that employees' values, personal development and work across the organisation contribute to their overall wellbeing at work. A draft strategy and action plan has been developed and shared with stakeholders. Feedback has been provided and collated, some of which will be incorporated in the final version.</p> <p>Last Updated: 22-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.2.2 (CP) Reduction in the number of referrals to Occupational Health on the grounds of mental health	Sharon Carney - Lead HR Business Partner	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: Progress for the reduction in the number of referrals to Occupational Health on the grounds of mental health will be reported in March 2020.</p> <p>Last Updated: 31-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.1 (CP) Adoption of a renewed plan for effective succession planning for senior and supporting management positions	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2019	31-Dec-2019	25.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: The progress for succession planning will be reported in March 2020.</p> <p>Last Updated: 24-Oct-2019</p>							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.2 (CP) Maintaining competitive pay and reward, and terms and conditions of employment	Sharon Carney - Lead HR Business Partner	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN
ACTION PROGRESS COMMENTS: The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9 per hour which meets the Foundation Living Wage. We continue to look for non-financial benefits to supplement and extend employee's pay, with recent initiatives which include, relaunch of the VECTIS retail discount cards, and the introduction of Salary Sacrifice Additional Voluntary Contributions (AVCs) Last Updated: 31-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.1.3.3 (CP) Reductions in the local gender pay gap	Sharon Carney - Lead HR Business Partner	Not Started	01-Apr-2019	31-Mar-2020	0.00%		
ACTION PROGRESS COMMENTS: This progress update will be provided annually in quarter four. Last Updated: 09-Oct-2019							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.1 (CP) A report on performance against the adopted set of KPI's is produced alongside the Annual Financial Outturn	Sara Dulson - Corporate Accounting and Systems	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN
ACTION PROGRESS COMMENTS: The annual financial outturn is reported at the end of the financial year (31 March 2020) which is due to be reported in July 2020. A report on the financial performance indicators will be included alongside the outturn report. Selected performance indicators are included in the monthly revenue monitoring reports to Cabinet. Last Updated: 24-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.1.2 (CP) Selected KPI's are reported monthly in the Monitoring Report	Sara Dulson - Corporate Accounting and Systems	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The monitoring of the revenue budget for Council fund and for the Housing Revenue Account (HRA) is reported to Cabinet on a monthly basis. The following KPI's are included specifically in that monthly report: 1) Achievement of efficiencies. 2) Housing Revenue Account closing balance against budget. An additional KPI on the variance between the outturn and the budget are reported as part of the Councils quarterly performance monitoring.</p> <p>Last Updated: 28-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.3 (CP) Achievement of a balanced annual budget which support the policy aims of the Council by March 2020	Sara Dulson - Corporate Accounting and Systems	In Progress	01-Apr-2019	31-Mar-2020	12.00%	 AMBER	 GREEN
<p>ACTION PROGRESS COMMENTS: We have set a cycle of reviewing our Medium Term Financial Strategy (MTFS) on an annual basis. The financial forecast for 2020/21 has been reported to Council in April and October 2019. The latest forecast for 2020/21 is that the Council has a budget gap of £16.2m. The solutions for 2020/21 are split into four quartiles; 1) Portfolio Business Plans and Corporate Finance. 2) The National position. 3) Local Taxation and income. 4) Organisational Change.</p> <p>To date £1.784m has been identified from Portfolio Business Plans and Corporate Finance. The provisional settlement from Welsh Government (WG) is due at the end of November though the final settlement will not be received until 11 February 2020. The Council and the Welsh Local Government Association has called on WG to ensure adequate funding is passported to Councils from the additional funding announced in the UK spending review. Without this additional funding the risk of not being able to set a legal and balanced budget remains significant.</p> <p>Last Updated: 01-Nov-2019</p>							







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.1 (CP) Management of a cost-effective Housing Revenue Account Business Plan for 2020/21	Rachael Corbelli - Finance Manager	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The 2019/20 HRA business plan is currently being delivered to plan with no issues being reported. There may be issues following from the Welsh Government work around rent setting, which is not an issue for the year 2020/21 business plan.</p> <p>Last Updated: 29-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.2 (CP) Maintaining affordable service charges which achieve income targets	Dawn Kent - Senior Sheltered Housing Officer	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: On-going monitoring of customer satisfaction. Consultations due to be undertaken in Oct/Nov 2019 to review current quality and standards for chargeable services. The impact of service charges will be less for households on a low income as most of the service charges are currently eligible to be paid by Housing Benefit/Universal Credit (UC). As part of this work, consideration will need to be given to work through options which consider the impact to any approach to full cost recovery for those not able to access benefits.</p> <p>Last Updated: 29-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.2.3 (CP) Effective management of rent arrears to maintain income targets	David Barnes - Manager - Revenues	In Progress	01-Apr-2019	31-Mar-2020	51.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Sound progress is being made to improve rent collection and reduce rent arrears. The implementation of the Mobysoft 'Rent Sense' module in July 2019 is helping the service to direct resource capacity to those tenants at risk of falling further into arrears and not paying rent on time. The deployment of Mobysoft is also helping to change working practices and target resources through a combination of early interventions to assist tenants in need of help and taking recovery action against tenants who fail to engage or pay. The service has stabilised collections and prevent overall arrear levels from escalating further, despite the ongoing challenges with welfare reform and an increasing number of tenants claiming Universal Credit.</p> <p>Last Updated: 30-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.1 (CP) Re-adoption of a fees and charges policy	Kelly Oldham Jones - Income Generation and Marketing Manager	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council's Income Generation Policy, which was endorsed by Cabinet in 2017, sets the rationale for fees and charges. The objectives and principles of the Policy include: Maximisation of revenue generation with full cost recovery wherever possible; Comparability within the public sector and market; Annual increases in line with inflation; and Transparency in charging. The Income Generation Policy also calls for an annual review of fees and charges, with annual cycles of resetting fees and charges and appropriate delegations for enacting changes. The 2019 annual review of fees and charges was reported to Cabinet in July 2019, along with a number of recommendations to enhance the process and clarify and refine elements such as annual inflation indices. The recommendations made were endorsed, resulting in: Agreed annual inflation indices - CPIH (Consumer Price Index with Housing), market rate/local; Further work to verify whether fees and charges are achieving full cost recovery; A three year staged approach to achieving full cost recovery (or market rate comparison) for all services where it is permissible to do so; and A review of the Income Generation Policy to develop a policy framework for income generation which will include consistent charging and cost recovery structure. The endorsement by Cabinet in July 2019 signifies the re-adoption of the policy on fees and charges. NB: The review, and subsequent revised version, of the Income Generation Policy will document the Council's re-adopted policy for fees and charges.</p> <p>Last Updated: 24-Oct-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.2 (CP) Agreement of a set of new commercial models as part of the collaboration sub priority	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

There are several commercial models under 7.3.1.6 (CP) above. Regional commercial models in digital, land and property, and green energy are also under development within the work on the Growth Deal.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.3 (CP) Achievement of corporate income target	Kelly Oldham Jones - Income Generation and Marketing Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 RED

ACTION PROGRESS COMMENTS:

The £207,000 income target for 2018/19 was not achieved and with an additional £100,000 target for 2019/20 the 2019/20 income target totalled £307,000. Business planning efficiencies for 2019/20 totalled £143,000, requiring a further £164,000 to be found to achieve the 2019/20 income target. The annual review of fees and charges has identified additional income of £13,000 to date, leaving £151,000 to be found in year to achieve the 2019/20 income target.

Last Updated: 24-Oct-2019







ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.2.3.4 (CP) Agreement of a model for cost recovery for application to service level agreements	Kelly Oldham Jones - Income Generation and Marketing Manager	In Progress	01-Apr-2019	31-Mar-2020	80.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: An internal review of service level agreements (SLA) for Council support services commenced in June 2019. As part of the review a model template to support services to calculate the full cost of service delivery (direct and indirect costs) has been drafted. Alongside this, a service specification template (for customers) and a standard SLA template has been drafted. The draft model template was presented to the October meeting of the review group and will be used/tested by service area leads to cost existing SLA provision. The model template will be refined accordingly and a final version used to calculate full cost recovery to inform future/renewal SLAs from 1st April 2020.</p> <p>Last Updated: 22-Oct-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.1 (CP) Maintaining the effective and cost-efficient performance of all principal regional, sub-regional and local collaborative services	Joanne Pierce - Executive Officer (Chief Executives Suite)	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: All collaborations have been collated and are monitored on a six monthly basis by the Chief Officer Team and reported to Corporate Resource Overview and Scrutiny Committee annually.</p> <p>Last Updated: 31-Oct-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.2 (CP) An annual report will be produced with a set of Red/Amber/Green status' of service (1) Performance and (2) Sustainability	Joanne Pierce - Executive Officer (Chief Executives Suite)	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: The final annual report will be published at the end of Quarter Four 2019/20.</p> <p>Last Updated: 31-Oct-2019</p>							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.3 (CP) Successful transition to a combined CCTV monitoring service hosted by Wrexham County Borough Council	Neal Cockerton - Chief Officer - Housing and Assets	In Progress	01-Apr-2019	31-Mar-2020	25.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: Work has commenced to relocate the Control room whilst the fibre cable route to Wrexham is laid. This work is minimal and temporary in nature and designed to mitigate any delay and disruption to the demolition contract relating to phases three and four. Last Updated: 23-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.4 (CP) Agreement to implement a sub-regional sustainable urban drainage system approval body as a new statutory service	Andrew Farrow - Chief Officer - Planning, Environment and Economy	In Progress	01-Apr-2019	31-Mar-2020	50.00%	 AMBER	 GREEN
ACTION PROGRESS COMMENTS: Cabinet approved establishment of a new Sustainable Urban Drainage System approval body as a new statutory service with a commitment to funding of a new post and redesign of an existing post to support the SAB and the current work of the Flood Risk and Coastal Management team. Recruitment has also started to fill a vacant post following retirement of the previous postholder. Last Updated: 24-Oct-2019							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.5 (CP) Successful transition to a new service model for enforcement services	Stephen Jones - Chief Officer - Streetscene and Transportation	Completed	01-Apr-2019	31-Mar-2020	100.00%	 GREEN	 GREEN
ACTION PROGRESS COMMENTS: The new in-house service has taken on the role of enforcement against littering and dog fouling from the previous contractual arrangement. The new arrangement is bedded in and the target for Fixed Penalty Notice (FPN) income are being achieved. Last Updated: 22-Oct-2019							





ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.3.1.6 (CP) Agreement of the scope and objectives of the next phase of Alternative Delivery Models for Council managed services	Colin Everett - Chief Executive	Completed	01-Apr-2019	30-Sep-2019	100.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The second phase of the Alternative Delivery Models for medium-term implementation has been agreed by Cabinet. The various transformation projects are at different stages of maturity according to their respective project plans and time lines.

Last Updated: 29-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1 (CP) Successful implementation of priority projects within the digital programme plan	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council has a rolling list of priority projects within the scope of the Digital Strategy. The Council has completed the projects that it intended to complete in Quarters One and Two. The projects delivered the range of services intended by the deadline set for each project.

Last Updated: 28-Oct-2019

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.2 (CP) Procurement and design of replacement Planning & Environment system	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 This project is scheduled to be concluded by 2021. The Council has specified the system requirements and has advertised the contract to software providers. These actions have been completed by the agreed deadline. The Project Team is now considering the outcome of the procurement exercise.

Last Updated: 28-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.3 (CP) New online Education Admissions process launched and evaluated	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	GREEN	GREEN

ACTION PROGRESS COMMENTS:
 The new Education Admissions process was successfully launched on time.



Last Updated: 28-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.4 (CP) Additional services added to combined contact centre: Education, Social Work, Revenues and Benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Not Started	01-Apr-2019	31-Mar-2020	0.00%		

ACTION PROGRESS COMMENTS:
 This work has not yet started.



Last Updated: 28-Oct-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
7.4.1.5 (CP) Additional services added to My Account: Education, Revs & Bens, Housing Phase 2	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:
 The Council has a programme for phased introduction of additional services. The first planned additional service was Education and this was achieved on time. The next phases are not yet due.

Last Updated: 28-Oct-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.7 (CP) Digital training delivered and available in communities	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Ongoing	01-Apr-2019	31-Mar-2020	-	 AMBER	 GREEN



ACTION PROGRESS COMMENTS:
 The Council is mapping what training already exists and is considering a programme for Council employees to help share digital skills.

Last Updated: 28-Oct-2019

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Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M01 Percentage of permanent employees who have left within first year of employment	No Data	3.78	New Measure	 AMBER	New Measure	3.78	New Measure	 GREEN

Lead Officer: Andrew Adams - Business Information and Compliance Adviser

Reporting Officer: Sharon Carney - Lead HR Business Partner

Progress Comment: HR actively encourage the use of exit interviews so we can continue to monitor and understand individual's reasons for leaving.

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Last Updated: 31-Oct-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.1M02 Percentage of employee turnover (excluding early retirement and voluntary redundancy)	No Data	3.53	4	 GREEN	New Measure	3.53	4	 GREEN

Lead Officer: Andrew Adams - Business Information and Compliance Adviser

Reporting Officer: Sharon Carney - Lead HR Business Partner

Progress Comment: The turnover percentage excluding early retirement and voluntary redundancy for quarter two is 3.53%. HR actively encourage the use of exit interviews so we can continue to monitor and understand individual's reasons for leaving.

Last Updated: 23-Oct-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	2.15	2.22	8	GREEN	↓	2.22	8	AMBER
<p>Lead Officer: Sharon Carney - Lead HR Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Progress Comment: The full time equivalent (FTE) days lost for the Council during quarter two is 2.22. The HR Business Partner team continue to work closely with Portfolios and Schools to ensure attendance is managed consistently and appropriate support and interventions are made available.</p> <p>Last Updated: 23-Oct-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M02 Increase in attendance of managers and employee Stress Management training	No Data	85	50	GREEN	New Measure	85	100	GREEN
<p>Lead Officer: Andrew Adams - Business Information and Compliance Adviser Reporting Officer: Sharon Carney - Lead HR Business Partner Progress Comment: The programme is designed to help employees identify signs of stress in themselves and their colleagues so that it can be dealt with it at the earliest opportunity with support from Human Resources and Occupational Health. We will continue to target specific Portfolios and Services Areas who are likely to benefit most.</p> <p>Last Updated: 23-Oct-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.2M03 Number of accredited Mental Health First Aiders across the organisation	No Data	No Data	10		New Measure	No Data	10	
<p>Lead Officer: Andrew Adams - Business Information and Compliance Adviser Reporting Officer: Sharon Carney - Lead HR Business Partner Progress Comment: The draft Health and Wellbeing Strategy will be reviewed by Chief Officer Team and Academi in quarter three. The Council are working towards agreeing a pledge with 'Time to Change'. This will enable training of mental health champions and recruitment of Mental Health First Aiders across the Council.</p> <p>Last Updated: 22-Oct-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M01 (PAM/044) The number of apprentices (excluding teachers) on formal recognised apprenticeship schemes within the authority during the year per 1,000 employees	No Data	17.63	New Measure		New Measure	17.63	New Measure	
<p>Lead Officer: Annette Bailey - Learning and Development Officer Reporting Officer: Sharon Carney - Lead HR Business Partner Progress Comment: This figure represents those employed by the Council for the purpose of completing an apprenticeship. However, there will be other permanent employees undertaking apprenticeship frameworks. No target has been set as this is a new indicator and the baseline is being established.</p> <p>Last Updated: 24-Oct-2019</p>								







KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M03 Percentage of all direct employees achieving Foundation Living Wage	No Data	100	100		New Measure	100	100	
<p>Lead Officer: Andrew Adams - Business Information and Compliance Adviser Reporting Officer: Sharon Carney - Lead HR Business Partner Progress Comment: The Council's new pay model provides for a competitive salary across the majority of its evaluated positions. The new pay model provides for a minimum hourly rate of £9.00 per hour which meets the Foundation Living Wage.</p> <p>Last Updated: 22-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.1.3M04 Percentage of eligible employees receiving an annual appraisal	85.4	82.91	100		↓	82.91	100	
<p>Lead Officer: Sharon Carney - Lead HR Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Progress Comment: As at 30 September 2019, based on the information recorded in iTrent, the percentage of our eligible workforce who had received an appraisal was 83%.</p> <p>The current appraisal policy, forms and tools in support of performance management are being reviewed with a view to adopting a new, simplified process which is flexible enough to accommodate the diverse range of services, positions occupied across the Council.</p> <p>Last Updated: 22-Oct-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M01 The percentage of planned efficiencies achieved	97	91	95	 AMBER	↓	91	95	 AMBER
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Progress Comment: The 91% is reported within the Month 5 Revenue monitoring report to Cabinet.</p> <p>Last Updated: 28-Oct-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M03 Maximise the collection of Council Tax	57.6	57.8	57.6	 GREEN	↑	57.8	57.6	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: David Barnes - Manager - Revenues Progress Comment: Collection rates are being maintained broadly in line with collections in previous years. The collection rates of 57.8% also compare well to the Quarter One and Two position across the region, which are generally showing collections falling by 0.2%.</p> <p>Last Updated: 23-Oct-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
CP6.2.1M04 The percentage variance between the revenue budget out-turn and the budget set	0.01	1.12	0.5	 RED		1.12	0.5	 AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager


Reporting Officer: Sara Dulson - Corporate Accounting and Systems

Progress Comment: The M5 Revenue monitoring report is reporting a projected overspend of £3m against budget.

Last Updated: 23-Oct-2019

RISKS

Strategic Risk

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

<p>P a g e 1 0 6</p>	<p>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.</p> <p>Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.</p> <p>Lead Supporting Officer Comments: Council considered the final stage three of the budget in February and approved the setting of a balanced budget by utilising additional reserves of £0.321m (to bring the total amount funded from reserves to £2.221m) and an increase in Council Tax of 8.75%. The financial challenge will continue into 2020/21 and beyond with the Cabinet considering the financial forecast for 2020/21 to 2021/22 which is projecting an initial gap of £13.3m for 2020/21.</p> <p>An update to the financial forecast for 2020/21 reported to Cabinet in October 19 shows that following an increase in pressures the gap has increased to £16.2m. Strategic solutions to meet the gap include Portfolio Business and Corporate Finance efficiencies, currently anticipated to be £1.784m, Local Taxation and Income, Organisational change and National funding from Welsh Government.</p> <p>The Council is anticipating receipt of the Provisional Settlement from Welsh Government at the end of November which will give an initial indication of the level of funding the Council will receive from Welsh Government in 2020/21.</p> <p>Last Updated: 23-Oct-2019</p>
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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open

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

Management Controls:
 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.

Progress Comment:
 A detailed programme of works has been developed including all the council's aspirations. This has served to further highlight the very limited levels of resource available to achieve the aims within the current proposed timetable. Many of the projects are needed to support current service delivery and further work is being undertaken on how to find resource to support more transformational projects.

Last Updated: 28-Oct-2019

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST213	Fully funding demand led services and inflationary pressures	Strategic Risk	Sara Dulson - Corporate Accounting and Systems	Gary Ferguson - Corporate Finance Manager	Red	Red		Open

Potential Effects:

Reductions or cessation of services and high increases in Council Tax levels.

Management Controls:

National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes. Maximisation of business planning efficiencies from Portfolios and increases to fees and charges.

Lead Supporting Officer Comments:

The Council has developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WGLGA) the priorities for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.

The provisional financial settlement for 2020/21 is due to be received from Welsh Government at the end of November and this will determine whether these priorities have been funded whether in part or in full.

Last Updated: 18-Oct-2019



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.	Strategic Risk	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme 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.

Management Controls:

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.

Lead Supporting Officer Comments:

A detailed programme of works has been developed including all the council's aspirations. This has served to further highlight the very limited levels of resource available to achieve the aims within the current proposed timetable. Many of the projects are needed to support current service delivery and further work is being undertaken on how to find resource to support more transformational projects.

Last Updated: 28-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST213	Fully funding demand led services and inflationary pressures	Strategic Risk	Sara Dulson - Corporate Accounting and Systems	Gary Ferguson - Corporate Finance Manager	Red	Red		Open

Potential Effects:

Reductions or cessation of services and high increases in Council Tax levels.

Management Controls:

National lobbying for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes. Maximisation of business planning efficiencies from Portfolios and increases to fees and charges.




Lead Supporting Officer Comments:

The Council has developed its case through a Cross Party Working Group of Members and supporting officers to align with the work the Welsh Local Government Association (WLGA) the priorities for improved funding for local government in Wales to include indexation of nationally agreed pay award, increases in demand and Nationally agreed legislative changes.

The provisional financial settlement for 2020/21 is due to be received from Welsh Government at the end of November and this will determine whether these priorities have been funded whether in part or in full.

Last Updated: 18-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST221	Competing priorities and limited organisational capacity slow the pace of change	Strategic Risk	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Open

Potential Effects:

It will delay implementation of projects and the improvements to service or income they might generate.

Management Controls:

The Digital Strategy Board has ranked all the current projects based on organisational significance and is preparing work plan based on the available capacity.




Lead Supporting Officer Comments:

DOT is due to consider the planned work programme based on the prioritisation exercise in November.

Last Updated: 28-Oct-2019

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Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST222	Encouraging our customers to access services digitally results in some people finding it more difficult to get the support or service they need	Strategic Risk	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager	 Amber	 Green		Open

Potential Effects:

Sectors of our population could find it more difficult or be unable to access the services they need.

Management Controls:




The Council will continue to provide services via its telephone contact centre and Connects offices.

Lead Supporting Officer Comments:

Numbers of people accessing digital support from Connects centres continue to rise showing that people are seeking the help they require.

Last Updated: 28-Oct-2019



Risk Ref.	Risk Title	Risk Type	Lead Officer	Supporting Officers	Initial Risk Rating	Current Risk Rating	Risk Trend	Risk Status
ST223	A shift in technical and digital skill-sets is required to ensure we can support new digital ways of working.	Strategic Risk	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Aled Griffith - IT Infrastructure Manager				Open

Potential Effects:

It will sub-optimize the benefits or savings that might be achieved from digital services and will slow the pace of take up of digital services.

Management Controls:

Each project will include its own staff development plan to ensure that skills exist to utilize new digital technology as it is installed. Digital skills will be included as essential criteria when recruiting. The Council will need to consider building a team to support the website.

Lead Supporting Officer Comments:

Each new project has embedded the skills to use the technology. The review of corporate website report has commenced.

Last Updated: 28-Oct-2019

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CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Capital Programme 2020/21 – 2022/23
Cabinet Member	Cabinet Member for Finance
Report Author	Chief Executive Chief Officer (Housing and Assets) Corporate Finance Manager
Report Type	Strategic

EXECUTIVE SUMMARY

This report presents the proposed Capital Programme for the period 2020/21 – 2022/23 for recommendation to Council.

The Council's Capital Programme covers investment in assets for the long term to enable the delivery of high quality and value for money public services. Assets include buildings (such as schools and care homes), infrastructure (such as highways, IT networks, and waste transfer stations) and assets not owned by the Council (such as works to improve and adapt private sector homes). The proposed capital investments outlined within this report are closely aligned to portfolio service business plans and the Council Plan.

The Council has limited capital resources from Welsh Government to support Council priorities, needs and liabilities. However, it has the powers to fund Capital schemes by borrowing - this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long-term impacts on the Council's revenue budget.

The report divides the Council Fund Capital Programme into three sections:-

1. Statutory / Regulatory - allocations to cover regulatory and statutory works
2. Retained Assets - allocations to fund infrastructure works necessary to ensure service and business continuity

3. Investment - allocations to fund works necessary to remodel services to deliver efficiencies outlined in Portfolio business plans and invest in services as outlined in the Council Plan.

Historically, much of the Council's programme has been funded from capital receipts and grants. The Council's ability to generate significant capital receipts is challenging as the assets the Council has available for disposal diminish. Wherever possible every opportunity to identify assets for sale and other sources of funding such as specific grants and revenue contributions will be explored. However, the Council will need to use prudential borrowing to finance more of the programme going forward. In particular, the 21st Century Schools Band B programme, and other schemes included within the investment programme will need to be funded through prudential borrowing.

The Capital Strategy and the Asset Management Plan, which supports the current and emerging longer term Council priorities have been updated and are presented separately on the agenda.

The information in this report refers to the Council Fund (CF) programme only, not the housing programme which is funded from the Housing Revenue Account (HRA) and which is reported separately on this agenda.

RECOMMENDATIONS

1	To approve the allocations and schemes in Table 3 (paragraph 1.09) for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2020/21 - 2022/23.
2	To approve the schemes included in Table 4 (paragraph 1.26) for the Investment section of the Council Fund Capital Programme 2020/21 - 2022/23.
3	To note that the shortfall in funding of schemes in 2020/21 and 2021/22 in Table 5 (paragraph 1.36) at this point in the approval process allows flexibility. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2020/21, and included in future Capital Programme reports.
4	To consider and approve the schemes included in Table 6 (paragraph 1.42) for the specifically funded section of the Council Fund Capital Programme which will be funded in part through borrowing.

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL PROGRAMME 2020/21 – 2022/23
1.01	<p>The Council's Capital Programme encompasses investing significant resources in assets for the long term to enable the delivery of high quality, value for money public services. Assets include buildings (such as schools and care homes), infrastructure (such as highways, IT networks, and waste transfer stations), and assets not owned by the Council (such as works to improve and adapt private sector homes). The proposed capital investments outlined within this report are closely aligned to portfolio service business plans and the Council Plan.</p> <p>The Council has limited capital resources from Welsh Government (WG) to support Council priorities, needs and liabilities; however, it has the powers to fund Capital schemes by borrowing, but this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long term impacts on the Council's revenue budget.</p> <p>The first half of this report covers parts of the Capital Programme where the Council invests in local infrastructure, facilities and assets, which will be funded from general capital resources (General Capital Grant, Unhypothecated Supported Borrowing and Capital Receipts). Regional programmes such as the Growth Deal for North Wales which will draw on national funds, and the Housing Revenue Account (HRA) Capital Programme which is separate and includes the Welsh Housing Quality Standard (WHQS) work programme and Social Housing and Regeneration Programme (SHARP), supplement the Council funded Capital Programme.</p> <p>The second half of the report covers parts of the Capital Programme which includes specific grants as far as information is available at the time of writing, and borrowing. This includes the 21st Century Schools Programme, delivered in partnership between the Council and WG and loans to NEW Homes the Council's subsidiary to build new affordable homes.</p>
1.02	<p>General Capital Programme 2019/20 – 2021/22 Update</p> <p>The Council's Capital Strategy divides the Capital Programme into three parts as follows.</p> <ol style="list-style-type: none"><li data-bbox="392 1653 1412 1839">1. Statutory / Regulatory section – to cover regulatory and statutory works. Examples include providing support to improve and adapt private sector homes (Disabled Facilities Grants), adaptations to schools for children with disabilities and any works required to keep buildings open by meeting Health and Safety requirements.<li data-bbox="392 1877 1412 2056">2. Retained Assets section – to ensure service and business continuity. This includes schemes that enhance and improve retained assets and infrastructure to deliver services and meets significant need identified by service plans or through condition surveys etc.

3. **Investment section** – to fund costs incurred when remodelling and investing in services. This includes new schemes arising from Portfolio business plans, the Council Plan, other relevant and emerging plans, and other strategies or emerging Council priorities approved through a selection process based on the provision of a business case.

1.03 Table 1 below summarises the updated Council funded Capital Programme for 2019/20 – 2021/22 as reported at Month 6 2019/20:

Table 1

ESTIMATED FUNDING 2019/20 - 2021/22				
	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m
Funding				
Un-hypothecated Supported Borrowing (USB) ¹	4.094	4.094	4.094	12.282
General Capital Grant (GCG) ¹	2.492	2.492	2.492	7.476
Additional General Capital Grant (GCG) ²	1.383	0.922	0.000	2.305
Capital Receipts Available	2.722	0.000	0.000	2.722
Surplus B/Fwd	1.606	0.000	0.000	1.606
Total Funding	12.297	7.508	6.586	26.391
Expenditure				
Total Capital Programme 2019/20 - 2021/22	13.799	8.415	4.900	27.114
	13.799	8.415	4.900	27.114
Surplus / (Shortfall)	(1.502)	(0.907)	1.686	(0.723)
1 As per 19/20 Final Settlements				
2 As per WG November 2018				

1.04 Table 1 shows the current position on the Capital Programme 2019/20 – 2021/22 as reported at Month 6 to Cabinet and Corporate Resources Overview and Scrutiny Committee an overall shortfall in funding of £0.723m, with a shortfall in 2019/20 of £1.502m.

When the budget was set in February 2019, the shortfall in funding of schemes in 2019/20, 2020/21 and surplus in 2021/22 at that point in the approval process the position was kept flexible and this was explained in the report to Council at that time. Options included a combination of future capital receipts, alternative grants, prudential borrowing or scheme phasing over several years which would be considered during 2019/20.

1.05 The Council is currently awaiting confirmation around the award of funding from various grants ranging from £0.648m to £2.258m. Should the Council be successful in receiving these grants this would replace the core funding currently allocated in the programme and reduce the deficit.

	Given the current position in setting the Capital Programme for the next 3 years 2020/21 – 2022/23 careful consideration has been given to new schemes proposed for inclusion as should other sources of funding not materialise the Council will need to use prudential borrowing to finance the remainder of the programme going forward.																																													
1.06	<p>Projected General Funding Available 2020/21 - 2022/23</p> <p>Table 2 below shows the general capital funding currently projected to be available to fund the Capital Programme over the next 3 years (2020/21 - 2022/23).</p> <p>Table 2</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="5" style="text-align: center;">ESTIMATED AVAILABLE FUNDING 2020/21 - 2022/23</th> </tr> <tr> <th></th> <th style="text-align: center;">2020/21</th> <th style="text-align: center;">2021/22</th> <th style="text-align: center;">2022/23</th> <th style="text-align: center;">Total</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Funding (Excluding Specific Funding)</td> </tr> <tr> <td>Un-hypothecated Supported Borrowing (USB) ¹</td> <td style="text-align: center;">4.094</td> <td style="text-align: center;">4.094</td> <td style="text-align: center;">4.094</td> <td style="text-align: center;">12.282</td> </tr> <tr> <td>General Capital Grant (GCG) ¹</td> <td style="text-align: center;">2.492</td> <td style="text-align: center;">2.492</td> <td style="text-align: center;">2.492</td> <td style="text-align: center;">7.476</td> </tr> <tr> <td>Additional General Capital Grant (GCG) ²</td> <td style="text-align: center;">0.922</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.922</td> </tr> <tr> <td>Capital Receipts Available</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.000</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">7.508</td> <td style="text-align: center;">6.586</td> <td style="text-align: center;">6.586</td> <td style="text-align: center;">20.680</td> </tr> </tbody> </table> <p>¹ As per 19/20 Final Settlement ² As per WG November 2018</p>	ESTIMATED AVAILABLE FUNDING 2020/21 - 2022/23						2020/21	2021/22	2022/23	Total		£m	£m	£m	£m	Funding (Excluding Specific Funding)					Un-hypothecated Supported Borrowing (USB) ¹	4.094	4.094	4.094	12.282	General Capital Grant (GCG) ¹	2.492	2.492	2.492	7.476	Additional General Capital Grant (GCG) ²	0.922	0.000	0.000	0.922	Capital Receipts Available	0.000	0.000	0.000	0.000	Total	7.508	6.586	6.586	20.680
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1.07	<p>Table 2 above assumes that the Un-hypothecated Supported Borrowing allocation and the General Capital Grant received from WG in the years 2020/21 to 2022/23 remains the same as included in the information provided in the 2019/20 final Financial Settlement for Welsh local government. The 2020/21 Provisional Settlement for Welsh local government is due to be announced in late November.</p> <p>The table includes the additional General Capital Grant agreed by WG in the 2019/20 Financial Settlement.</p>																																													
1.08	The figures in Table 2 relate to the Council Fund (CF) only with the HRA Capital Programme being reported separately on this agenda.																																													
	General Capital Programme 2020/21 – 2022/23																																													
1.09	<p>Statutory / Regulatory and Retained Asset Allocations – 2020/21 – 2022/23</p> <p>Table 3 shows the proposed allocations for the period 2020/21 - 2022/23 for the Statutory / Regulatory and Retained Asset sections of the Capital Programme.</p>																																													

Table 3

PROPOSED ALLOCATIONS 2020/21 - 2022/23				
	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Statutory / Regulatory Section				
Equalities Act - Individual pupils	0.250	0.250	0.250	0.750
Disabled Facilities Grants	1.700	1.700	1.700	5.100
School building works	0.100	0.100	0.100	0.300
Corporate property works	0.300	0.300	0.300	0.900
Health and Safety	0.050	0.000	0.000	0.050
Total Statutory / Regulatory	2.400	2.350	2.350	7.100
Retained Assets Section				
School building works	1.400	1.400	1.400	4.200
Corporate property works	0.300	0.300	0.300	0.900
Highways asset management plan	0.600	0.600	0.600	1.800
Playareas	0.200	0.200	0.200	0.600
Synthetic sports pitches	0.272	0.000	0.000	0.272
ICT - Cyber Security	0.145	0.000	0.000	0.145
ICT - Equipment at Datacentres	0.180	0.000	0.170	0.350
ICT - Storage Technologies	0.600	0.000	0.000	0.600
ICT - Server Technology	0.030	0.200	0.210	0.440
ICT - Laptop / PC Replacements	0.221	0.222	0.279	0.722
Works to the Greenfield Valley Reservoirs	0.038	0.038	0.038	0.114
Bridges in Wepre Park	0.040	0.040	0.000	0.080
Cemetery Extension	0.000	0.265	0.000	0.265
Traffic Management & Car Park Improvements	0.380	0.000	0.000	0.380
Target Hardening	0.050	0.000	0.000	0.050
Community Asset Transfers	0.100	0.000	0.000	0.100
'Headroom'	0.350	0.350	0.350	1.050
Total Retained Assets Section	4.906	3.615	3.547	12.068

1.10 The information in Table 3 in relation to the new and previously approved schemes is explained in more detail in paragraphs 1.11 to 1.25 below.

1.11 Equalities Act – Individual pupils

An annual allocation to adapt and modify schools for children who have disabilities to support and create increasingly inclusive school environments. These works help the Council to meet its obligations under disability legislation, and reduce the potential costs and disruption associated with transporting pupils to alternative sites.

No changes are proposed for 2020/21 to 2022/23.

1.12	<p><u>Disabled Facilities Grants (DFG)</u></p> <p>An annual allocation to improve and adapt private sector homes comprising:</p> <ul style="list-style-type: none"> • Disabled Facilities Grants – adaptations enabling residents to continue to live independently in their own homes • Partnership working with Care and Repair to support vulnerable residents • Funding for empty property and home improvement loans. <p>No changes are proposed for 2020/21 to 2022/23.</p>
1.13	<p><u>School building work</u></p> <p>An annual allocation to fund the most urgent property works required at schools split across the regulatory / statutory and retained assets sections of the Capital Programme.</p> <p>A programme of toilet upgrades in both primary and secondary schools to ensure compliance with Education (School Premises) Regulations 1999 and Department for Education and Skills document "Toilets in Schools". There is currently a backlog of such works estimated to be in the region of £1.5m which is often reflected as a Health and Safety issue in Estyn inspections of schools. £0.100m per annum.</p> <p>Works to upgrade ventilation systems at school kitchens which are failing building regulations and gas safety legislation and are at risk of closure. £0.200m per annum.</p> <p>Fire Inspection Works at schools which are the responsibility of the Local Authority and have been identified during statutory fire risk assessments. £0.200m per annum.</p> <p>No changes are proposed for 2020/21 to 2022/23.</p>
1.14	<p><u>Corporate property works</u></p> <p>An annual allocation to fund the most urgent property works required at non-school premises split across the regulatory / statutory and retained assets sections of the Capital Programme, including managing risks from legionella, fire safety, asbestos, accessibility and health and safety.</p> <p>No changes are proposed for 2020/21 to 2022/23.</p>
1.15	<p><u>Health and Safety</u></p> <p>The Corporate Health and Safety capital budget has been spent during 2018/19 and therefore requires replenishment in 2020/21 for urgent emerging issues across the County - £0.050m.</p>

1.16	<p><u>Highways Asset Management Plan (HAMP)</u></p> <p>An annual allocation of £0.600m to fund the HAMP which includes resurfacing of the classified Highway Network, replacement programme for street lighting columns and structural maintenance.</p> <p>Whilst the Council has a statutory duty to maintain the Highways Network in a safe condition for travel, how the Council does this is not defined. WG set targets for road condition indices, and at present Flintshire is performing better than the target set as a result of significant additional investment from WG in recent years (£0.959m in 2018/19 and £0.954m in 2019/20).</p> <p>See paragraph 1.56 for more detail in regard to the position on the potential development of the HAMP, but no changes are proposed for 2020/21 to 2022/23 at this stage.</p>
1.17	<p><u>Play areas and Synthetic sports pitches</u></p> <p>An annual allocation of £0.200m to fund the most urgent requirements to replace play equipment that has reached the end of its useful life at play areas, as well as upgrades to play areas.</p> <p>The scheme was originally allocated funding for 3 years which ends in 2020/21, however the programme needs to be continued based on the condition of play sites and their equipment up to 2022/23. This will be delivered by Aura as the Council's management partner.</p> <p>Condition surveys are undertaken of all synthetic sports pitches. The pitch at Elfed High School, Buckley will require resurfacing in 2020/21.</p>
1.18	<p><u>IT Infrastructure</u></p> <p>Various schemes required to maintain service and business continuity;</p> <ul style="list-style-type: none"> • ICT Cyber Security - Replacement of equipment including Firewalls and e-mail scanning technology which protect the Council's IT systems from Cyber Attack and allows the Council to maintain its public sector network accreditation (a requirement for interaction with the Department of Work and Pensions for Housing Benefit). <p>No changes are proposed for 2020/21 – 2022/23.</p> <ul style="list-style-type: none"> • ICT Equipment at Datacentres - Replacement of equipment including High Volume Air Conditioning units, batteries that ensure the power supply to data centres is not interrupted, back up tape technologies, equipment that monitors the conditions in the datacentres and alerts if there are issues and networking equipment to the datacentres. Additions have been made to replace equipment in 2022/23 that has reached the end of its useable life. • ICT Storage Technologies - Increase storage capacity to cope with increasing demand of the organisation, whilst also investing in complimentary technologies to SharePoint software to ensure data is

	<p>stored in the most efficient way and is compliant with General Data Protection Regulation.</p> <p>No changes are proposed for 2020/21 – 2022/23.</p> <ul style="list-style-type: none"> ICT Server Technologies (including Citrix and Business Systems) - £0.410m proposed in the programme for the provision of replacement server technologies to ensure adequate resources to provide the capacity required for the delivery of existing IT Business systems and services used across the whole of the Council. Funding is required over two years, 2021/22 (£0.200m) and 2022/23 (£0.210m). <p>The operating lives of server technology was extended from 3 to 5 years to maximise the length from investments. Reliable IT server hardware is key to enabling IT infrastructure that supports the delivery of IT business systems that can cope with the demands of an organisation highly reliant on IT systems to deliver effective and efficient services.</p> <ul style="list-style-type: none"> ICT - Laptop / PC Replacements - The project will deliver a programme of device replacement based on the “just in time” principle of replacement to ensure the Council maximises the useable life of its laptop estate. It will ensure that the devices used by members of staff are fit for purpose and can deliver the required level of service, and can support the latest operating systems and security software. <p>The absence of a replacement budget for replacement devices will result in devices that perform poorly and will not be able to accommodate the operating system and security software require to ensure the required level of performance. The inability to operate up to date security software poses a significant cyber security risk.</p> <p>Capital funding is required over a five year programme, with the majority of spend in 2020/21, 2021/22 and 2022/23.</p>
1.19	<p><u>Works to the Greenfield Valley Reservoirs</u></p> <p>The Reservoirs Act 1975 allocates responsibility for reservoir safety and maintenance to Flintshire County Council as ‘undertaker’ to the series reservoirs located within Greenfield Valley Park.</p> <p>In recent years the annual inspections have identified works required across all six of the reservoirs within the park. There is increased public safety risk from failure to manage impounding raised reservoirs of water. The condition of the reservoirs infrastructure is likely to deteriorate further and the associated costs to remedy increase.</p> <p>Unlike Flood Alleviation schemes, Welsh Government Flood Defence Grant in Aid (FDGiA) is not available to fund works on reservoirs as this is considered to be a duty on the Council as a statutory ‘undertaker’.</p>

1.20	<p><u>Bridges in Wepre Park</u></p> <p>The three main bridges over Wepre Brook at Wepre Country Park are in a very poor condition. They were installed in the 1980's when Wepre Country Park was created, and they have now exceeded their life expectancy. Despite regular maintenance, the bridges are now no longer economical to repair and are a safety risk.</p> <p>This funding will replace the two worst bridges as they exhibit significant structural problems. The timber supports of the bridges have deteriorated, making the bridges unstable. The Ranger Team have undertaken temporary repairs, however, a long-term sustainable solution is required to make these bridges safe. The third bridge is a different construction and the supports are in a satisfactory condition, however the wooden treads are of poor quality and need replacing. The Countryside staff will work with volunteers to install the new bridge tread boards.</p> <p>£0.080m of capital funding is required and following construction, no maintenance would be envisaged for at least 20 to 25 years. At that point if the hardwood needs to be replaced the work can be completed by the Rangers due to the longevity of the steel frame. This would reduce pressure on Wepre's revenue budget and potential liability.</p>
1.21	<p><u>Cemetery Extensions</u></p> <p>A number of Council owned cemeteries will approach capacity in the medium term. A programme of cemetery extensions is required to extend / create new cemeteries to ensure residents can be buried in their locality.</p> <p>Local Churchyard provision throughout the county is also extremely limited, if available at all, again meaning that residents may not be able to be buried in their locality. Once the Churchyards reach their existing minimal capacity there will be an increased demand for burials within Flintshire Cemeteries impacting on remaining capacity levels.</p> <p>New scheme included in 2021/22.</p>
1.22	<p><u>Traffic Management & Car Park Improvements at Elfed High School & Leisure Centre Buckley</u></p> <p>This proposed scheme is to improve traffic management and car parking at the school and leisure centre. Existing grassed verges will be utilised to provide more staff car parking, the taxi drop off area will be reviewed, a new one way system with dedicated drop off zones and safe pedestrian access will be developed along with fencing and hand rails to segregate pupils from vehicles.</p> <p>New scheme included in 2020/21.</p>
1.23	<p><u>Target Hardening</u></p> <p>The Target Hardening budget requires replenishment in 2020/21 to prevent unauthorised use of land or buildings within the County - £0.050m.</p>

1.24	<p><u>Community Asset Transfers</u></p> <p>Capital funding has previously been granted to community groups to ‘pump prime’ Community Asset Transfers (CATs). £0.100m allocation proposed to fund any emerging issues in relation to assets that may require urgent repair which remain the liability of the Council and enable the buildings to remain open.</p>																																																																																										
1.25	<p><u>Funding ‘Headroom’</u></p> <p>‘Headroom’ has been built in to the Capital Programme to enable the programme to be more flexible so that funding can be allocated to small schemes as they present in year either as a result of opportunities or unforeseen circumstances (£0.350m per annum). An example would be the need to complete further highways works as a result of an exceptionally severe winter over and above any planned works funded from the annual allocation.</p> <p>It is proposed to increase the allocation by £0.100m to £0.350m for 2020/21 to 2022/23 to give more resilience to the Capital Programme.</p>																																																																																										
1.26	<p>Investment Section of the Capital Programme 2020/21 – 2022/23</p> <p>Table 4 below shows the proposed schemes for the period 2020/21 - 2022/23 for the Investment section of the Capital Programme. Details are provided in paragraphs 1.27 to 1.35.</p> <p><u>Table 4</u></p> <table border="1" data-bbox="352 1151 1398 2092"> <thead> <tr> <th colspan="5">PROPOSED INVESTMENT SCHEMES 2020/21 - 2022/23</th> </tr> <tr> <th></th> <th>2020/21</th> <th>2021/22</th> <th>2022/23</th> <th>Total</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Investment Section</td> </tr> <tr> <td colspan="5"><u>Previously Approved</u></td> </tr> <tr> <td>Castell Alun High School - Hope</td> <td>0.000</td> <td>0.207</td> <td>0.000</td> <td>0.207</td> </tr> <tr> <td>Marleyfield Residential Home - Buckley</td> <td>0.725</td> <td>0.656</td> <td>0.000</td> <td>1.381</td> </tr> <tr> <td>Theatr Clwyd Redevelopment</td> <td>0.500</td> <td>0.000</td> <td>0.000</td> <td>0.500</td> </tr> <tr> <td></td> <td>1.225</td> <td>0.863</td> <td>0.000</td> <td>2.088</td> </tr> <tr> <td colspan="5"><u>New Schemes for Approval</u></td> </tr> <tr> <td>Flintshire Food Enterprise</td> <td>0.050</td> <td>0.000</td> <td>0.000</td> <td>0.050</td> </tr> <tr> <td>Historic Building Conservation</td> <td>0.050</td> <td>0.050</td> <td>0.050</td> <td>0.150</td> </tr> <tr> <td>Foster carers home adaptations</td> <td>0.060</td> <td>0.060</td> <td>0.060</td> <td>0.180</td> </tr> <tr> <td>Improvements to Standard Yard Waste Transfer Station</td> <td>1.230</td> <td>0.000</td> <td>0.000</td> <td>1.230</td> </tr> <tr> <td>Joint Archive Facility, FCC and DCC</td> <td>0.000</td> <td>0.245</td> <td>2.783</td> <td>3.028</td> </tr> <tr> <td>Solar PV at Flint Landfill and Crumps Yard Connah's Quay</td> <td>2.950</td> <td>0.000</td> <td>0.000</td> <td>2.950</td> </tr> <tr> <td></td> <td>4.340</td> <td>0.355</td> <td>2.893</td> <td>7.588</td> </tr> <tr> <td>Total Investment Section</td> <td>5.565</td> <td>1.218</td> <td>2.893</td> <td>9.676</td> </tr> </tbody> </table>	PROPOSED INVESTMENT SCHEMES 2020/21 - 2022/23						2020/21	2021/22	2022/23	Total		£m	£m	£m	£m	Investment Section					<u>Previously Approved</u>					Castell Alun High School - Hope	0.000	0.207	0.000	0.207	Marleyfield Residential Home - Buckley	0.725	0.656	0.000	1.381	Theatr Clwyd Redevelopment	0.500	0.000	0.000	0.500		1.225	0.863	0.000	2.088	<u>New Schemes for Approval</u>					Flintshire Food Enterprise	0.050	0.000	0.000	0.050	Historic Building Conservation	0.050	0.050	0.050	0.150	Foster carers home adaptations	0.060	0.060	0.060	0.180	Improvements to Standard Yard Waste Transfer Station	1.230	0.000	0.000	1.230	Joint Archive Facility, FCC and DCC	0.000	0.245	2.783	3.028	Solar PV at Flint Landfill and Crumps Yard Connah's Quay	2.950	0.000	0.000	2.950		4.340	0.355	2.893	7.588	Total Investment Section	5.565	1.218	2.893	9.676
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1.27	<p><u>Castell Alun High School - Hope</u></p> <p>This scheme brings the school building up to current standards providing facilities that are fit for purpose and suitable for delivering the future curriculum, helping reduce the risk of a poor Estyn inspection. The school is being extended with the provision of a new two storey Art and Design Technology block and remodelled in other areas. This will remove the need for mobile classrooms currently on site which are nearing the end of their economic working life (and will need replacing at significant cost), help increase capacity to meet current and future demand and create specialist teaching accommodation.</p>
1.28	<p><u>Extension to Residential Care Home, Marleyfield – Buckley</u></p> <p>Following a comprehensive review of the residential care market in Flintshire the Council approved a capital scheme to extend Marleyfield House in Buckley by an additional 32 beds to bring total provision up to 64 beds. The new facility is being developed through the joint Integrated Care Fund (ICF) budget arrangement with Betsi Cadwaladr University Health Board (BCUHB) to provide additional services, beds and multidisciplinary support in a community setting. This provides permanent residential beds, as well as beds which prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.</p> <p>The Council is working with WG as the scheme is partly funded by ICF grant, which has gained formal approval. Along with the ICF grant, the Council is seeking additional funding for the scheme from the Innovation Housing Programme (IHP).</p> <p>The scheme is currently at pre-construction stage and is due to go to planning committee in November 2019. The contract for the scheme is expected to be signed in the final quarter of 2019/20 for works to commence on construction in 2020/21, with the scheme's target completion date being Spring 2021.</p> <p>There is a revenue pressure being developed associated with this project which will result in the year the facility becomes operational. This pressure would have occurred in any case as demand grows and residential beds from the private sector would need to be paid for in any case.</p>
1.29	<p><u>Theatr Clwyd Redevelopment</u></p> <p>The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Funding from the Arts Council of Wales of £1.02m with previously agreed match funding of £0.330m from the Council has delivered detailed design development and planning has been submitted.</p> <p>Cost certainty is still being reviewed as the scheme detail is worked up with contractors. The scope has been reduced in line with agreed key business plan objectives and will be a £35m+ project.</p>

	<p>The Arts Council of Wales remain committed with a further £5m ring fenced for the scheme and the Council have previously agreed another £1m of support (split across 2019/20 and 2020/21). Discussions with Welsh Government remain positive. A formal application has been made to WG to fund the substantive cost of the Theatr refurbishment project as a project of national significance, and a decision is awaited. As soon as clarity has been offered from Welsh Government all partners will need to make a decision on next steps. There may be a need to consider low and sustainable levels of long term borrowing to ensure the scheme is delivered but options will need to be outlined for revenue when Welsh Government confirm their level of support.</p> <p>Current financial commitments from Council will be carried forward. Should the project not go ahead then the Council's share of the design development costs cannot be capitalised and would be a charge to the Council's revenue account.</p>
1.30	<p><u>Flintshire Food Enterprise</u></p> <p>The Council with partners Clwyd Alun Housing and Can Cook have been exploring a number of options to develop a longer term and sustainable solution to food poverty.</p> <p>The proposed model of delivery is for a new social enterprise business, with the three partners, having equal rights for the management and delivery of the operation. The mission of the company will be to “connect everyone with good fresh food”. Food would be prepared in Flintshire through a number of hub locations with a main food preparation hub in the Shotton area.</p> <p>Flintshire County Council will invest a total of £0.150m, of which £0.100m will be invested in Year 1 (2019/20) with an investment of £0.050m required in Year 2 (2020/21).</p> <p>The costs and benefits of the scheme are:</p> <p>Direct Costs:</p> <ul style="list-style-type: none"> • Capital investment £0.150m over 2 years. • No revenue costs are required. <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Production of good fresh meals using surplus vegetables purchased at reduced rates; • A provider for catering in housing associations; nurseries and workplaces which will generate a surplus which will then be redistributed to establish free/subsidised meal supply for vulnerable groups. • To supply meals as an alternative to a “meals on wheels” model. This will directly compete with commercial sellers in this area, but will be very different in that the “community hubs” established will directly benefit from the number of meals ordered, this can then be utilised by the “hub” for a community purpose.

	<p>Indirect Benefits:</p> <ul style="list-style-type: none"> • Wider links with other Council services, for example domiciliary care and linking food provision with care services • Developing a transition programme from food aid to food purchase for vulnerable groups, i.e. homeless families • To link in with services which support residents and embed support around food provision within those services • To use food provision as a catalyst to begin to tackle loneliness and isolation
1.31	<p><u>Historic Building Conservation</u></p> <p>Proposed annual allocation of £0.050m in 2020/21 – 2022/23 for historic building conservation.</p> <p>This proposed annual allocation which grants funding to the owners of historical buildings on a match funding basis to preserve buildings in need of capital works across the County for future generations.</p> <p>Direct Costs:</p> <ul style="list-style-type: none"> • £0.050m per annum is utilised from the Council's capital programme budget. <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Encourages listed building owners to seek advice and guidance in relation to the repair of their listed buildings. • Provides a simple incentive for the owners to seek advice on the right process for repair as well as providing the means to prompt them to invest in essential repairs to their buildings, hence improving and enhancing the long term conservation status of the buildings. • Supports the policy intentions within the Local Built Heritage Strategy and allow the team to work more on a proactive basis, rather than as is more the case at present, a reactive service. • Potential to attract funding from other sources (e.g. Cadw) which would further enhance the remit of the service and the ability to reach as many listed buildings as possible that are in need of repair. It would also facilitate the opportunity to carry out repairs at an earlier stage, which may be less of an impact on the original fabric of the listed building, thereby reducing scope for more complex and costly repairs if left to a later stage of deterioration. • Provides the opportunity for the service to step in in exceptional circumstances to secure the structure of a building to prevent imminent damage or collapse, and place a charge on the building that is recoverable on resale. • There has been no funding available in the Built Conservation Budget for 10 years or more, and the number of listed buildings at risk on the Council's register is as high as ever. The funding will help reduce the number of buildings on the risk register. <p>Indirect Benefits:</p> <ul style="list-style-type: none"> • Lessened the need to take negative enforcement action where unauthorised works are found, or neglect of a building has taken

	<p>place. This allows a more proactive dialogue to take place between the Council and owners.</p> <ul style="list-style-type: none"> • Reduction in officer time spent on enforcement matters relating to historic buildings.
1.32	<p><u>Adaptations to Foster Carers' Homes</u></p> <p>Proposed annual allocation of £0.060m in 2020/21 – 2022/23 for adaptations to foster carers homes.</p> <p>This will enable foster carers to carry out adaptations or improvements to their homes to provide a suitable environment to support a child. This will help the increase placements across the County and reduce the annual burden on the Out of County revenue budget.</p> <p>Payments made to foster carers will subject to 'clawback' should they cease being a foster carer within a set period of time.</p> <p>Direct Costs:</p> <ul style="list-style-type: none"> • £0.060m per annum is utilised from the Council's capital programme budget. Capital funding will be used for individual projects costing over £0.020m. Funding for projects below £0.020m will be sought from other funding streams including the Integrated Care Fund (ICF), and other grant opportunities. Funding for projects under £20,000 would be the responsibility of Social Services. • No direct revenue or human resource implications for the approved revenue budget/workforce structures or roles for this service for the current financial year. Any grant applied for will have its own business case considering the individual circumstance and context and may have an impact on future revenue budgets. <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Increase the range and choice of available placements for children who require a home outside of their birth family, locally. • Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change. • Seek best value for money from the range of placements available by using them in the most efficient and effective way. • Any placements made are first and foremost in the best interests of the children. • Secure stability or permanence for a children. <p>Indirect Benefits:</p> <ul style="list-style-type: none"> • Enables the Council to seek better value for money in comparison to alternative out of county or high cost placement options. • Offers the Councils more cost effective options for placements for children in its care as well as having a robust and transparent process for doing so.

1.33	<p><u>Improvements to Standard Yard Waste Transfer Station</u></p> <p>Infrastructure improvements, renewal and upgrade of large plant, equipment and welfare facilities at Standard Yard Waste Transfer Station (WTS) in Buckley to accommodate growth in recycling rates and an increase in resilience and processing capacity for future waste streams. Investment of £1.230m required in 2020/21.</p> <p>The total costs of the scheme are estimated to be in the region of £2.5 - £3m. The remaining funds are being applied for from WG grants and a £1.2m interest free invest to save loan from WG to deliver the scheme. The loan will be repaid over a 10 year period from savings made which are estimated to be £0.213 per annum, which after repaying the loan will be reduced to £0.93m. The loan funding for the scheme is included in the specific and borrowing section of the report, Table 6 below.</p> <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Proposals are part of the Council’s Plan under the theme ‘Green Council’ for sustainable development and environmental management, which has a sub-priority of affordable and sustainable collection and treatment services for recyclable, compostable and residual waste. The scheme will increase the rates and quality of recyclable and compostable waste whilst reducing residual waste. • The proposed improvements would ensure that the site, plant and equipment are more efficient and cost effective to operate, and it would enable the service to increase its resilience and capacity for processing more recyclable materials on site, which in turn would ensure that the recovery and rates of recyclable, re-usable and compostable waste are maximised, and reduce landfilled waste. • Renewal and upgrade of plant and equipment to increase productivity and reduce downtime. • Improved welfare facilities for operatives – increased job satisfaction, value of employees, which contributes to their well-being. • Separate access for hauliers from the processing operations, to reduce downtime when haulage companies collect baled materials and increase productivity for processing operators. • Reduced revenue costs for repairs and maintenance at Standard Yard WTS, increased capacity and resilience resulting in increased productivity and reduced downtime plus increased rates and quality of recyclable and compostable waste whilst reducing residual waste, thereby reducing costs.
1.34	<p><u>Joint Archive Facility, Flintshire and Denbighshire Councils</u></p> <p>The proposed scheme recognises and responds to the need and demand of the two councils archive services. Both services occupy old buildings, unfit for purpose. They lack suitable public spaces and appropriate storage, are too full to accept new collections and are listed buildings lacking scope for adaptation, requiring expensive maintenance. The proposal is to construct a new building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operations.</p>

Direct Costs:

Estimated cost of delivering this project	£16.651m
Funding Streams	
National Lottery Heritage Fund (NLHF) (70%)	£11.588m
Flintshire County Council (18%) over a 4 year period between 2021/22 – 2024/25. Majority of spend in 2022/2023 & 2023/2024.	£ 3.028m
Denbighshire County Council (12%)	£ 2.035m

It has been assumed that borrowing will be required to fund this project. The estimated revenue costs associated with borrowing £3.028m over 50 years (@ 3.5%) totals £8.327m. In year 1 revenue debt costs are estimated to be £0.142m, rising to £0.200m in year 50, with an average of £0.167m over 50 years.

Direct Benefits:

- Sustainable and improved archive service for Denbighshire and Flintshire via the creation of a single shared service.
- The construction of a new purpose built Passivhaus building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operations. Provide a sustainable archive repository for the region for the foreseeable future from the perspective of storage space and building maintenance and management.
- An associated 3-year activity plan which will deliver a revolutionary and radical archive offer to the public.
- The overall revenue impact is an estimated saving of £11,647 per annum once the new building is open (2023/24) with a potential further revenue savings once the joint service is running.

Indirect Benefits:

- Share knowledge and skills between the workforce of both Councils
- Sphere of health, education and wellbeing (connectivity, involvement, identity) can be achieved.
- The transferrable skills our volunteers will develop will contribute to increasing their employability.
- Deliver the long-term development of a resilient, relevant service: inspiring communities in North East Wales and enacting the Wellbeing of Future Generations Act; securing historic collections, diversifying audiences, volunteers and depositors.
- Cost avoidance of £10,000 per annum additional revenue storage costs, and in excess of £0.718m to address the need for environmental management equipment, compliant storage areas and upgrading public facilities and access.

1.35

Solar PV at Flint Landfill and Crumps Yard Connah's Quay

The Council has been investing in renewable energy systems for many years. Many schools, offices, leisure centres etc. have building scale renewable energy including solar PV, solar thermal, wind and biomass heating systems. The Council has completed the installation of 2 ground mounted solar PV systems on former landfill sites in Buckley, which have a

	<p>combined output of 1 MW. In order to achieve the goals set within the Carbon Management Plan and the Renewable Energy Action Plan further investment in large scale renewable energy is needed.</p> <p>This business case is for the development of ground mounted solar PV at Crumps Yard, Connah’s Quay and Flint Landfill. This would potentially generate 3.4MW of electricity per annum. A detailed report explaining the scheme will be presented at Environment Overview and Scrutiny Committee and Cabinet for full review of the business case in December.</p> <p>Direct Costs:</p> <ul style="list-style-type: none"> • The scheme cost to build, and it is assumed that borrowing will be required to finance the project, is between £2.8m and £3.1m. <p>Direct Benefits:</p> <ul style="list-style-type: none"> • Combined net project income over 35 years is estimated to be between £0.750m and £1.25m or between £0.030m and £0.367m in real terms. • Meeting the priorities and objectives set within the Council Plan under the ‘Green Council’ theme • Contributing towards the achievement of Welsh Government targets and obligations under the Climate Change Act, Wellbeing of Future Generations Act and Environment Act. • Future proofing for the requirement to decarbonise by 2030 from Welsh Government • Generated income can also be used to hedge against energy price increases <p>Indirect Benefits</p> <ul style="list-style-type: none"> • Protecting frontline services by providing a long term income stream. • Supporting wider regional priorities such as the regional growth bid. • Being a community leader and developing a reputation as a Council who is forward looking, innovative, and invests in the future • Facilitating further innovation around storage technologies, electric vehicle charging etc. • Supporting economic growth and job creation through the initial construction and then the long term maintenance of systems as well as providing the energy infrastructure to sustain businesses and economic growth. • Renewable energy systems are also capital assets which can provide capital receipts on sale/transfer • Developing new ways of working and partnerships e.g. joint ventures, energy service companies. • Improving the ecology and biodiversity of sites following best practice, e.g. wildflower meadows on solar farms etc.
1.36	<p>Summary (Generally funded) Capital Programme 2020/21 – 2022/23</p> <p>Table 5 below summarises the generally funded Capital Programme and available funding.</p>

Table 5

SUMMARY (GENERALLY FUNDED) CAPITAL PROGRAMME 2020/21 - 2022/23				
	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Statutory / Regulatory Section	2.400	2.350	2.350	7.100
Retained Assets Section	4.906	3.615	3.547	12.068
Investment Section	5.565	1.218	2.893	9.676
Total (All Sections)	12.871	7.183	8.790	28.844
Estimated available general funding ¹	7.508	6.586	6.586	20.680
Total	7.508	6.586	6.586	20.680
Surplus / (Shortfall) - no borrowing	(5.363)	(0.597)	(2.204)	(8.164)
Schemes requiring funding by borrowing:				
Joint Archive Facility, FCC and DCC	0.000	0.245	2.783	3.028
Solar PV at Flint Landfill and Crumps Yard Connah's Quay	2.950	0.000	0.000	2.950
Total	2.950	0.245	2.783	5.978
Surplus / (Shortfall) - with borrowing	(2.413)	(0.352)	0.579	(2.186)
¹ As per 19/20 Final Settlement				

1.37

Table 5 shows that before any Prudential Borrowing is considered there is an overall shortfall in projected funding of £8.164m over the 3 year period, with an estimated shortfall of £5.363m in 2020/21.

This is in addition to the £1.502m current estimated shortfall for 2019/20 carried forward as reported in 1.03 above.

Given the size of the shortfall, in particular in 2020/21, it is recommended that the new large investment schemes being proposed are approved funded from borrowing with the associated costs of borrowing included as revenue pressures within the Medium Term Financial Strategy (MTFS). Table 5 above shows which schemes would be funded from borrowing.

1.38

Table 5 shows that after prudential borrowing is considered there is an overall shortfall in projected funding of £2.186m over the 3 year period, with an estimated shortfall of £2.413m in 2020/21.

The Council has developed a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are actually received rather than when it is anticipated the receipt will be received, and this position continues to be the case.

In recent years, much of the Council's programme has been funded from capital receipts. However, the Council's ability to generate significant

capital receipts is getting harder and is almost exhausted. Although the Council will wherever possible seek to identify assets for sale (as appropriate) to fund the Capital Programme.

The current projection is for capital receipts in the region of £2.9m over the period, with £2.1m in 2019/20. There is risk relating to these due to their size and complexity. The timing of these receipts are also subject to market forces outside of the Council's control. In line with current policy no allowance can be made for these receipts in funding the deficit above.

Options to fund the shortfall include a combination of future capital receipts, alternative grants, and scheme phasing as the expenditure profile of large complex projects such as those included in the investment section of the programme could change. Every effort will be made to ensure that other sources of funding are utilised to fund the programme.

Ultimately should other sources of funding not materialise the Council will need to use prudential borrowing to finance the shortfall. This could be short term during 2020/21 and 2021/22 as there is a potential surplus in 2022/23 of £0.579m, or if necessary long term to fund the overall shortfall.

1.39

Specific Grants and Borrowing

21st Century Schools Band B and Childcare grants

WG has approved the Council's in principle submission for 21st Century Schools Band B. The programme is to be funded from specific grant from WG at an agreed intervention rate, with the Council's contribution to be funded by prudential borrowing. The WG intervention rate for funding the 21st Century Band B programme has increased from 50% to 65% for schools and 75% for Pupil Referral Units (PRUs).

A revised programme is currently being submitted to Welsh Government for their consideration as reported elsewhere on this agenda. The total estimated cost of the revised programme is £103m. Each of the projects is subject to individual approval to ensure that each meets the Council's continuing priorities and is affordable in the context of the Council's MTFS.

During 2018/19 and 2019/20 Cabinet has approved three 21st Century Band B schemes and one other scheme for inclusion within the Capital Programme, those at Connah's Quay High School, Queensferry CP/Plas Derwen PRU, Ysgol Croes atti, Shotton and Brynford CP school. The respective estimated costs of these four schemes are outlined in the table below:

Band B	Total Cost	WG funded	Council funded
	£m	£m	£m
Connah's Quay HS	4.300	2.795	1.505
Queensferry CP / Plas Derwen PRU	8.000	5.700	2.300
Ysgol Croes atti, Shotton	1.125	0.863	0.262
Brynford CP School	1.540	0.500	1.040
Total	14.965	9.858	5.107

The Connah's Quay High School scheme commenced in 2018/19, and is anticipated to be complete during 2021/22. Queensferry CP/Plas Derwen PRU will commence in 2019/20 and is anticipated to be complete in 2022/23. Croes atti and Brynford will commence in 2019/20 and are anticipated to be complete in 2020/21, WG funding includes 21st century schools and childcare grant funding.

The benefits and costs of the school improvement programme scheme are:

Direct Benefits

- Enabling 50%-75% external investment in schools
- Reduction in backlog maintenance costs (£0.014m Queensferry CP, £0.901m Connah's Quay High School)
- Reduction in fixed costs associated with buildings and leadership focuses investment on learners
- Reduction in split site arrangements in provision of PRU to improve efficiency, and reduce risk by increasing options to improve pupil outcomes
- For Connah's Quay High School, increases capacity to meet target for pupil numbers
- For Connah's Quay High School, improves car parking issues, reducing associated risks
- For Ysgol Croes Atti, this supports the Council's Welsh Education Strategic Plan (WESP) and enables continued support and potential growth for Welsh Medium provision.
- For Brynford CP, investment in to capital expenditure to bring the building up to Building Bulletin standards to deliver high quality services efficiently having long term implications for future revenue budgets.

Direct Costs

- Part of bigger development programme in two bands, Band A £64.2m and Band B
- Estimated revenue borrowing costs associated (interest and minimum revenue provision) with each scheme are as follows:

Band B	Year 1	Year 50	Average over 50 years
	£m	£m	£m
Connah's Quay HS	0.063	0.092	0.075
Queensferry CP / Plas Derwen PRU	0.096	0.141	0.115
Ysgol Croes atti, Shotton	0.011	0.016	0.013
Brynford CP School	0.043	0.063	0.052
Total	0.213	0.312	0.255

Indirect Benefits

- Improving learner outcomes by ensuring that school buildings are effective in creating the conditions for learners to succeed.

	<ul style="list-style-type: none"> • Alignment with the Council’s School Modernisation Strategy to ensure schools are fit for purpose • A more secure school estate • A school estate with reduced vandalism • Upgrading ICT provision and enabling new methods of curriculum delivery • Provision of appropriate capacity of school network
1.40	<p>SHARP – Loans to NEW Homes for Affordable Homes</p> <p>The first capital loan of £7.53m made to the Council’s wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes on The Walks site in Flint as part of the Council’s Strategic Housing and Regeneration Programme (SHARP) was drawn down over 2016/17 – 2018/19, and it is now in the repayment phase. Cabinet approved an additional loan to NEW Homes up to a maximum of £10m for inclusion within the Capital Programme, to fund new affordable housing schemes in 2018/19. A further £20m has been approved by Cabinet during 2019/20.</p> <p>The loans are classed under accounting regulations as capital expenditure and therefore included within the Capital Programme. The Council funds the schemes by borrowing, which is fully repaid from loan repayments made by NEW Homes. Work has begun on the schemes, and funds will be drawn down from the Council as they progress.</p> <p>The building of council houses for social rents forms part of the HRA activities and will be included within the HRA Capital Programme.</p>
1.41	<p>Mockingbird Family Model</p> <p>The aim of the project is to transform the Fostering Service to meet the placement needs of looked after children and avoid the escalating costs of external care provision.</p> <p>The Mockingbird Family Model (MFM) replicates an extended family and groups foster carers of 6-10 fostering households supported by a central foster carer (Hub Home Carer).</p> <p>The number of looked after children has been increasing year on year with greater demand for suitable placements for our children and young people. Overall demand is not being met from in-house provision and reliance is being placed on the use of independent fostering agencies and residential placements which are costly.</p> <p>Children and young people who are provided consistent and stable placements have better outcomes than those who move from placement to placement. Each change of placement, often further away from a child’s home, brings a greater sense of detachment and loss and it is common for children’s emotional investment in subsequent placements to reduce, perpetuating the cycle of placement breakdown and disconnection. The MFM creates an ‘extended family’ around our children and young people, promoting their sense of belonging.</p>

A detailed business plan has been submitted to Welsh Government for an 'Innovate to Save' interest free loan. The intention is to set up the new service gradually over 3 years funded from the interest free loan totalling £1.150m. The loan will be repaid from savings made in years 4 to 7 which are estimated to be £0.530 per annum, which after repaying the loan will be reduced to £0.243m. The project costs are revenue costs, and therefore ordinarily cannot be funded by loans or borrowing. The Welsh Government's 'Innovate to Save' programme requires the revenue costs to be treated as capital, and the only way to achieve this is to gain a Capitalisation Direction from WG Ministers as each year of the project passes. An indication will be given by WG officials if the Capitalisation Direction will be granted when the business plan is approved.

1.42 Details of schemes specifically funded by specific grant and borrowing is shown in Table 6 below:

Table 6

SPECIFICALLY FUNDED SCHEMES 2020/21 - 2022/23				
	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Specifically Funded Schemes				
21st Century Schools - Band B	7.764	2.825	0.000	10.589
SHARP - Loans to NEW Homes for Affordable Homes	20.000	0.000	0.000	20.000
Standard Waste Transfer Station	1.200	0.000	0.000	1.200
Mockingbird Family Model	0.462	0.304	0.384	1.150
Total Schemes	29.426	3.129	0.384	32.939
Funding				
Specific Capital Grants	4.491	1.805	0.000	6.296
Unsupported (Prudential) Borrowing	23.274	1.020	0.000	24.294
Invest to Save Loan	1.200	0.000	0.000	1.200
Innovate to Save Loan	0.462	0.304	0.384	1.150
Total Schemes	29.426	3.129	0.384	32.939

1.43 At the time of setting the budget the details of many capital grants have not been released by WG and so are not included in Table 6 above. As details become available they will be reported to Members via the quarterly 2020/21 Capital Programme monitoring reports.

1.44 All of the schemes proposed for inclusion within the Capital Programme invest in assets and / or reconfigure models of service provision. They are pivotal to support the delivery of the Council's strategic priorities outlined in portfolio business plans and the Council Plan.

1.45

Summary Total Council Fund Capital Programme 2020/21 - 2022/23

Table 7 summarises the total proposals for the 2020/21 - 2022/23 Capital Programme.

Table 7

SUMMARY CAPITAL PROGRAMME 2020/21 - 2022/23				
	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
Expenditure				
Statutory / Regulatory Section	2.400	2.350	2.350	7.100
Retained Assets Section	4.906	3.615	3.547	12.068
Investment Section	5.565	1.218	2.893	9.676
Specific Section	29.426	3.129	0.384	32.939
Total Programme (All Sections)	42.297	10.312	9.174	61.783
Funding				
General Funding ¹	7.508	6.586	6.586	20.680
Grant Funding	4.491	1.805	0.000	6.296
Unsupported (Prudential) Borrowing	26.224	1.265	2.783	30.272
Invest to Save Loan	1.200	0.000	0.000	1.200
Innovate to Save Loan	0.462	0.304	0.384	1.150
Total Projected Funding	39.884	9.960	9.753	59.597
Surplus / (Shortfall)	(2.412)	(0.352)	0.579	(2.185)
1 As per 19/20 Final Settlement				

Potential future schemes

1.46

All capital schemes need to be considered in the context of the position of the Council's MTFS. All schemes which require prudential borrowing to fund them add revenue pressures in the form of interest charges and charges to the Minimum Revenue Provision (MRP).

1.47

21st Century Schools Band B

Paragraph 1.39 includes details of projects from the overall submission to WG for 21st Century Schools Band B.

The 21st Century Schools Band B programme is due to end by 2024/25. As each of the remaining schemes is proposed for approval, a decision will need to be made taking into account its affordability in the context of the position on the MTFS. The Flintshire funding element of the remaining 21st Century Schools Band B programme will need to be funded from prudential borrowing.

	<p>It is a complex investment programme over a long period of time and will always require a degree of flexibility around the size of projects, funding and time scales.</p>
1.48	<p>Growth Deal</p> <p>Cabinet adopted the <i>Growth Vision for the Economy of North Wales</i> 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.</p> <p>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 <i>Growth Vision</i>. A number of City Deals and regional Growth Deals have been adopted across the UK.</p> <p>In June 2018 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.</p> <p>Heads of Terms are being finalised with Governments and it is anticipated that capital allocations will be drawn down in the final quarter of the 2020/21 financial year. A <i>Proposition Document</i>, which sets out the priority programmes of activity for the region and for which national funding is being sought through the Growth Deal, and has been approved by the North Wales Economic Ambition Board. The Growth Deal will fund selected programmes and projects from within the <i>Proposition Document</i>; ones that meet shared governmental objectives for economic growth. The document constitutes the regional bid which will lead to a deal.</p> <p>There is likely to be borrowing required in the future, the associated costs of which will need to be serviced. Until the detail of the final Growth Deal, to be negotiated with the Governments, and the capital grant payment 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.</p>
1.49	<p>Croes Atti, Flint Residential Care Home Review / Expansion</p> <p>The care sector in Flintshire is working within an increasingly challenging environment as a result of a range of factors, including the complexity of need, an ageing population, rising costs, increasing expectations and regulation and difficulties with recruitment and retention of high quality staff. As a result of these pressures there is limited resilience and Flintshire is particularly challenged with only a small number of</p>

	<p>independent providers who are part of a reducing and fragile market. As a Council we are taking a positive approach to rebalancing the care home provision, taking a lead as a local authority to develop care homes that value older people and provide good quality support that would place the Council in a good position for the future.</p> <p>Croes Atti is a single storey 31 bed care home purpose built for older people, which was refurbished in 2005. The 31 bedrooms are small and less than 12 square metres which makes it increasingly difficult to support people with complex physical care needs and there are only 3 bedrooms with an en-suite facility. The living and day time spaces are well used and whilst we have a number of assisted bathing / shower rooms they are not all DDA compliant. The existing accommodation does not meet new RISCAs regulations in relation to bedrooms and living space and any capital investing into refurbishment or new build must take into account of the new regulatory requirements. The care home is popular locally, is always at capacity and often with a waiting list for support. The home is regulated by the Care Inspectorate Wales (CIW) and achieves good inspection reports. A feasibility report in relation to options for increasing capacity at Croes Atti to 55 beds have been undertaken, the options for a refurbishment and new build on the current site are being considered.</p>
1.50	<p>Llys Gwenffrwd, Holywell Care Home Review</p> <p>Llys Gwenffrwd is a 31 bed three storey care home built in the 1970s which was refurbished in early 2000. There are challenges associated with the current building as it is built on a sloping site, as a result there are a number of levels requiring the need for ramps to access many areas both inside and outside. It includes the provision of a single undersized lift to reach the three stories which does not meet DDA requirements and there are a number of living and day spaces which are some distance from the bedroom areas. Outside space is difficult to access because of the site levels and parking can be difficult. The Holywell locality has the fewest number of care home placements available and would benefit from a new build facility on a different more accessible site which requires further consideration.</p>
1.51	<p>Children's in-house Residential Care Home</p> <p>Work is underway to develop the business case for an in house Residential Care Home for Children. The facility will provide short term assessment and support to children and young people with a view to supporting them to return to their family/carers where appropriate. The provision would form part of our strategy to reduce reliance on Residential care. Options are being considered to support the procurement of an appropriate building which include seeking capital funding from Welsh Government, leasing a property from a Registered Social Landlord or make a direct purchase using our capital.</p>
1.52	<p>Specialist Autism Facility</p> <p>The possibility of developing a specialist facility to provide services for children and young people with Autism is being explored. The Council currently funds a number of out of county placements in neighbouring</p>

	<p>counties, in both maintained and independent settings. There is an increasing need for these placements and there has been a notable increase in the costs of the provision in recent years; costs associated with transport are also increasing given the distances to the provision. A piece of work has been commissioned to look at the viability of developing in-house provision utilising existing assets, and reallocating the revenue budget currently funding out of county placements for Autism.</p>
1.53	<p>Moderate Learning Difficulties (MLD)</p> <p>The Council currently has a gap in its provision for secondary aged pupils with Moderate Learning Difficulties (MLD). Mainstream schools are funded to offer support for the majority of pupils with special educational needs and Ysgol Maes Hyfryd meets the needs for pupils with profound and complex needs. There is a small group of pupils for whom neither setting is able to meet their needs appropriately. The possibility of developing a joint provision between Flint High School and Ysgol Maes Hyfryd is being explored to meet the needs of this particular cohort thus reducing the need to commission out of county placements.</p>
1.54	<p>County Hall Campus</p> <p>The redevelopment of the County Hall campus site needs to be progressed through the formulation of a comprehensive and visionary masterplan which addresses the future needs to the Council and other public sector partners; linking this with an integrated approach around the Courts, and theatre together with a wider site development. This work is complex but phase one has already commenced with the demolition of phases 3 and 4 of County Hall. The site has huge potential being framed within a mature semi-rural landscape; work on a comprehensive plan will need to commence in 2020/21.</p>
1.55	<p>Review of Industrial Estate</p> <p>The Councils industrial estates are widely dispersed throughout the County and provide much needed accommodation and commercial space to many local businesses. They bring into the Council revenue through rental income but are also of an age where they are now likely to require investment. This creates an opportunity to review the mix, size and type of units and consider the future direction. Work will therefore need to be undertaken to review, on a site by site basis each site and come up with a detailed strategy which considers each sites viability, whether to invest or dispose or seek an alternative use.</p>
1.56	<p>Highways Asset Management Plan</p> <p>The core Capital Programme includes £0.600m per annum for the HAMP. In 2019/20, as in previous years, this has been supplemented by additional WG grant. It has been estimated that the investment required to maintain current network performance is £2.7m per annum, an increase of £2.1m per annum. Welsh Government announced additional Public Highways Refurbishment Grant 2018-21 to Flintshire of £0.959m in 2018/19, and in 2019/20, with funding for 2020/21 to be confirmed in due course.</p>

1.57	<p>Digital Strategy</p> <p>A planned programme of projects required to increase the number and range of services available digitally are under consideration. The projects have an impact across a range of services, rather than in a single specific service e.g. web payment portal that will be used for all payments to the council. These will be used to enhance the ability of customers to interact with the Council on line.</p> <p>The capital costs of purchasing new software will be calculated on a project by project basis at the time each project is ready to proceed in order to accurately capture not only the technical requirements for the software but also the costs prevailing at the time.</p> <p>The range of cross cutting projects under consideration include:</p> <ul style="list-style-type: none"> • software that can automate answering simple telephone calls or email enquiries (so called "chat bots") • a generic web booking system to allow customer to make appointments for services on line • integration of webchat and email into the Customer Relationship Manager application • a generic facility for customers to upload and store commonly needed documents e.g. proof of entitlement to benefits • software to link information held in separate databases so that we can update them all at once in a single contact with the customer.
1.58	<p>Leisure Centres and Libraries</p> <p>The Council leases a number of buildings to its partner organisation Aura Leisure and Libraries. Funds will need to set aside for the Council to meet its landlord responsibilities whilst ensuring that Aura can operate all facilities in accordance with its adopted business plan. The Council and Aura are discussing maintenance and investment needs based on an independent report.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Financial consequences for capital resources are as set out within the report.
2.02	<p>As previously stated there are revenue consequences of borrowing in interest costs and revenue provision for debt repayment which will bear on the MTFS as new pressures.</p> <p>Assuming the shortfall is as estimated (£2.186m), and that the asset life of schemes is 50 years the pressures on the revenue budget are shown in the table below. The pressures for school building works have been built into the current MTFS. Pressures for the shortfall in Council Funding and the Joint Archive Facility will be built into future MTFS calculations as necessary.</p>

	Pressure in Year 1	Pressure in Year 50	Average Annual Pressure
	£m	£m	£m
Shortfall in Council Funding (£2.186m)	0.102	0.144	0.120
Joint Archive Facility	0.142	0.200	0.167
Connah's Quay HS	0.063	0.092	0.075
Quensferry CP / Plas Derwen	0.096	0.141	0.115
Ysgol Croes atti, Shotton	0.011	0.016	0.013
Brynford CP	0.043	0.063	0.052
Total	0.457	0.656	0.542

The table does not include the two schemes where the income generated as a result will cover the associated revenue borrowing costs; Solar PV at Flint Landfill and Crumps Yard Connah's Quay and SHARP – Loans to NEW Homes for Affordable Homes. The table does not include the Mockingbird Family Model as the loan will be repaid from revenue savings generated as a result.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Any decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. As it seeks approval for its Capital Programme, the Council is required to produce indicators assessing the affordability, prudence and sustainability of the capital plans. These are called the Prudential Indicators and are included in the Capital Strategy report.	
3.02	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	<p>Joint Archive Facility – The development a new facility will provide a sustainable archive repository for the region along with providing annual revenue savings once the service is running.</p> <p>Affordable Housing – The building of affordable housing supports local residents in their housing needs which helps reduce homelessness and pressures on Council Fund Housing budgets.</p> <p>Theatr Clwyd – The Theatr Clwyd building is nearing the end of its life. Investment in the building will allow long term sustainability which will support the local economy.</p>

Prevention	<p>Works to be completed on the reservoirs at Greenfield Valley to ensure there is no increased risk to public safety and that reservoir maintenance is carried out before further deteriorating.</p> <p>Investment in bridges at Wepre Park to reduce safety risk to the public and to ensure that there is a long-term sustainable solution to maintenance to allow visitors access to the park.</p> <p>With a number of Council owned cemeteries approaching capacity in the medium term, a programme of cemetery extensions is being put together, before sites reach full capacity, to ensure residents can be buried in their locality.</p>
Integration	<p>The investment on the Highway Network is required to enable maintenance of good transportation infrastructure to support the local economy and public transport links for commuters. This includes school pupils attending schools where the Council is also investing in order to improve the quality of education being delivered. Investment in IT infrastructure supports the Council to deliver these changes along with school digital connectivity and broadband improvements.</p>
Collaboration	<p>The Joint Archiving Facility identifies collaboration between both Flintshire County Council and Denbighshire County Council to meet the need and demand of the two local Councils archive services. This will allow a sustainable and improved service via the creation of a single shared service and it will improve knowledge and skill sharing between both.</p> <p>The Council partners with Clwyd Alun Housing and Can Cook to deliver a new social enterprise business to “connect everyone with good fresh food”. Food would be prepared in Flintshire through a number of hub locations, with a main food preparation hub in the Shotton area.</p>
Involvement	<p>The Joint Archive Facility will deliver a revolutionary and radical archive offer to the public, which will deliver long-term</p>

	<p>development of a resilient, relevant service, inspiring communities in North East Wales. The facility will secure historic collections, diversify audiences, volunteers and depositors.</p>
<p>Well-being Goals Impact</p>	
<p>Prosperous Wales</p>	<p>Investment in schools will improve learner outcomes by ensuring that school buildings are effective in creating the conditions for learners to succeed which develops a skilled and well-educated population in the economy.</p>
<p>Resilient Wales</p>	<p>Investment in Solar PV farms in the County will contribute towards becoming a low carbon society along with supporting economic growth and job creation through the initial construction and long term maintenance.</p>
<p>Healthier Wales</p>	<p>The Flintshire Food Enterprise will work to ensure everyone can have access to good fresh food and develop a transition programme to work with vulnerable groups i.e. homeless families. This will also be used as a catalyst to tackle loneliness and isolation in the community.</p> <p>The Council is investing to extend the residential care home, Marleyfield House to provide additional services, beds and multidisciplinary support in a community setting. This provides permanent residential beds, as well as beds which prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.</p>
<p>More equal Wales</p>	<p>The Council will continue to support the building of affordable homes across the County as part of the Council's Strategic Housing and Regeneration Programme (SHARP) and building of council houses for social rents which form part of the HRA activities.</p> <p>Upgrading ICT provision in schools and thus enabling new methods of curriculum delivery to all pupils across the County.</p>

Cohesive Wales	<p>Allocation to the Highways Network includes resurfacing, street lighting improvements and structural maintenance which allows residents in the County to travel in safe conditions.</p> <p>Investment in foster care home adaptations will help to provide security and stability for children in a safe environment.</p>
Vibrant Wales	<p>Investment in Welsh Medium schools that supports the Council's Welsh Education Strategic Plan (WESP) and enables continued support and potential growth for Welsh Medium provision.</p> <p>Investment in historic building conservation to ensure the Council promotes and protects the heritage within the County and preserves it for future generations.</p>
Globally responsible Wales	<p>Construction of Solar PV farms will increase the investment in renewable energy systems the Council uses to help achieve the goals set within the Carbon Management Plan and the Renewable Energy Action Plan.</p> <p>Development of the waste transfer station to accommodate the growth in recycling rates, achieved through the Council educating the public around the importance of recycling. This will help to ensure statutory recycling targets are achieved, along with an increased resilience and processing capacity, for future waste streams.</p>
<p>The impacts above include a range across several of the schemes the Council are looking at investing in over the next three years. The main body of the report breaks down the benefit for each scheme separately.</p>	

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	<p>The proposed Capital Programme will be referred to the Corporate Resources Overview and Scrutiny Committee for comment at its meeting in 14th November 2019 with their comments being fed back to Cabinet verbally before being discussed at County Council in December 2019.</p>

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Business Case forms completed by Portfolios.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Liz Thomas, Strategic Finance Manager Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset</p> <p>Capital Programme - The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme</p> <p>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Council Fund - The fund to which all the Council's revenue and capital expenditure is charged</p> <p>Disposal - The decommissioning or transfer of an asset to another party</p>

Non-current Asset - A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.

Prudential Code - The Code of Practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs

Prudential Indicators - Required by the **Prudential Code**, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment

Unsupported Prudential Borrowing - Borrowing administered under the **Prudential Code**, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.



CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Housing Revenue Account (HRA) Capital Programme 2020/21
Cabinet Member	Cabinet Member for Housing Cabinet Member for Finance
Report Author	Chief Officer (Housing & Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to present for approval the draft Housing Revenue Account (HRA) Capital programme for 2020/21.

RECOMMENDATIONS

1	Approve and recommend to Council the HRA Capital programme for 2020/2021. This may be subject to change dependent on the outcome of the rent policy which will become available in December 2019.
2	Approve the HRA Capital programme for 2020/21 as set out in Appendix A.

REPORT DETAILS

1.00	EXPLAINING THE HOUSING REVENUE ACCOUNT (HRA) CAPITAL PROGRAMME 2020/21						
1.01	<p>Considerations</p> <p>The HRA Capital programme invests resources into the HRA Assets. The proposed programme is aligned to the HRA Business plan and the overall Council plan.</p> <p>The strategic context for this year's HRA Capital programme includes the following:</p> <ul style="list-style-type: none"> • The Capital programme is dependent on the overall funding available within the HRA. The final decision on the rent setting policy will not be communicated until later on in the year and therefore the final programme is subject to change. • The proposals detailed in this report are based on the funding levels agreed in the Business Plan for 2019/20. • Achieving (Welsh Housing Quality Standard) WHQS by 2020 and providing adequate ongoing capital to maintain WHQS levels. • Delivery of new build Council housing. 						
1.02	<p>Prudential Borrowing</p> <p>On the 29th October 2018, the Welsh Government Minister for Housing & Regeneration wrote to all Local Housing Authorities to confirm that the decision to lift the cap on local authority HRA borrowing will now also apply in Wales.</p> <p>Work is currently underway through legal colleagues to terminate the Voluntary Agreements under which each authority exited the former Housing Revenue Account Subsidy scheme. The draft business plan proposals do not breach the existing debt cap during 2019/20.</p>						
1.03	<p>Current Borrowing</p> <p>The WHQS programme and Asset investment can be funded without the need to borrow. However SHARP will need to borrow as Capital receipts have been utilised in previous years.</p> <p>The current prudential borrowing assumptions for 2020/21 are:-</p> <table border="1" data-bbox="304 1749 1369 1861"> <thead> <tr> <th data-bbox="304 1749 1083 1787">Purpose</th> <th data-bbox="1083 1749 1369 1787">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 1787 1083 1825">New Builds</td> <td data-bbox="1083 1787 1369 1825">9.994</td> </tr> <tr> <td data-bbox="304 1825 1083 1861">Total</td> <td data-bbox="1083 1825 1369 1861">9.994</td> </tr> </tbody> </table> <p>Prudential borrowing interest rates have been included in the business plan at 4.3% per annum. The HRA currently benefits from any non-recurring savings generated by the single debt pool arrangement it holds with the Council Fund.</p>	Purpose	£m	New Builds	9.994	Total	9.994
Purpose	£m						
New Builds	9.994						
Total	9.994						

1.04

Capital Programme

The 2020/21 Capital programme is being brought forward for approval in line with the Council Fund Capital programme.

£19.293m has been built into the WHQS and Asset investment programme for 2020/21. This includes provision for internal work streams, external enveloping works, environmental programmes, fire risks and Disability Discrimination Act (DDA) works, asbestos, off gas, energy efficiency works and strategic acquisition. Cabinet has approved the asset investment plan to achieve the WHQS by 2020 and the budget set will ensure that the council is still on track to meet its commitment to achieve the standard. The budget is broken down as follows:

Asset Investment Budget Breakdown	£m
WHQS	17.914
DFG's	1.104
Energy Efficiency	0.275
Total	19.293

In addition, £11.171m has been budgeted in 2020/21 for Council housing Batches 3 & 4 building schemes, which will increase the housing stock by 177 properties:

Asset Investment Budget Breakdown	£m
Batch 3	0.524
Batch 4	10.647
Total	11.171

1.05

Funding

The £30.464m capital programme will be funded by:-

WHQS & Asset Investment Funding	£m
Revenue Contribution (CERA)	13.953
Major Repairs Allowance	5.065
Energy Efficiency	0.275
Total	19.293

New Build Funding	£m
Prudential Borrowing	9.944
Capital Receipts	1.227
Total	11.171

2.00 RESOURCE IMPLICATIONS

2.01

The HRA is a ring fenced budget. This HRA budget and Business Plan demonstrates that the council can achieve the WHQS by 2020, can meet service improvement plans and commitments and with prudential

	borrowing can continue its Council house building programme in 2020.
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	All households will benefit from the Councils WHQS programme. The impact of the investment planning and efficiencies is being modelled for various customer groups to ensure that there is no disproportionate impact on any groups with protected characteristics.	
3.02	The Business Plan assumes a confirmation of Major Repairs Allowance (MRA) for 2020/21 and beyond, however, Welsh Government have indicated that the purpose of the funding will be reviewed in the future.	
3.03	The potential impact of BREXIT on interest rates and inflation has been mitigated by increasing the estimated assumptions included in the business plan.	
3.04	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	Positive - The Capital programme aims to achieve WHQS for all homes and all statutory requirements are met. There is also a commitment to build additional Social housing in the right location to meet housing needs.
	Prevention	Preventing – Ensure tenants homes have met WHQS and ensure that tenant’s needs are met to enable them to remain independent.
	Integration	Positive - Achieving WHQS for all existing council houses and delivering new social housing will contribute to the integration within communities.
	Collaboration	Positive - To deliver in partnership with stakeholders to support positive impacts for all our tenants.
	Involvement	Positive - Communication with tenants, Members and other stakeholders.
	Well-being Goals Impact	
	Prosperous Wales	Positive – Existing social homes are WHQS compliant and meet the changing housing needs. Also Providing good quality new social homes.

Resilient Wales	Positive – Developing low / zero carbon homes through modern methods of construction and technologies. Ensure that all statutory requirements are adhered to.
Healthier Wales	Positive – Ensuring all existing homes and new homes are fit for purpose and meet the needs of all people and are energy efficient.
More equal Wales	Positive - Provide good quality homes for the most vulnerable people in society.
Cohesive Wales	Positive – Contributing to attractive, viable and safe communities
Vibrant Wales	Positive – Ensuring all communities housing needs are supported.
Globally responsible Wales	Positive – The capital programme will contribute to the improvement of economic, social, environmental and cultural wellbeing of Wales.
<p>The HRA Capital programme contributes towards meeting the Council’s Wellbeing objective ‘caring council’ through:</p> <p>Ensuring all housing stock have met WHQS, are adapted where necessary, and are energy efficient, in order to ensure tenants remain independent and all statutory requirements are met to ensure the safety of tenants.</p> <p>To build new social homes to meet the demands of the community.</p>	

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Detailed consultation has been undertaken with tenants and elected members to inform the preparation of the WHQS investment programme.
4.02	Full local consultation is carried out for each new build scheme.

5.00	APPENDICES
5.01	Appendix A – HRA Capital Programme 2020/21.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Neal Cockerton, Chief Officer (Housing & Assets) Telephone: 01352 702500 E-mail: neal.cockerton@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Financial Year: the period of 12 months commencing on 1 April 2020</p> <p>Capital expenditure: money spent by the organisation on acquiring or maintaining fixed assets, such as land, buildings, and equipment.</p> <p>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.</p> <p>Treasury Management: the Council has adopted the Chartered Institute of Public Finance Accountants (CIPFA) Treasury Management in the Public Services: Code of Practice. Treasury Management is conducted in accordance with the Council's Treasury Management Policy and Strategy Statement and Treasury Management Practices which are both reviewed annually. All borrowing and long term financing is made in accordance with CIPFA's Prudential Code.</p> <p>Major Repairs Allowance: Welsh Government grant paid to local authorities in Wales who still manage and maintain their council housing.</p>

HRA Capital Programme 2020/21

HRA Capital Programme	
WHQS	£'m
CATCH UP REPAIRS / MAJOR WORKS	
Urgent Capital Works	0.432
IMPROVEMENTS / COMMUNAL WORKS	
Fire Risk Assessments Work	0.530
General DDA Work	0.053
IMPROVEMENTS / ACCELERATED WORKS	
Asbestos Survey and Removal (Ongoing Programme)	0.636
Off Gas Programme	-
Welfare Reform / Adaptations	0.106
PROGRAMMED WORK STREAMS	
Internal Works	1.140
Envelope Works	9.656
External Works, Paths, Fences	0.504
Environmental Works - General	2.016
Capitalised Salaries	0.985
WHQS Acceptable Fails	1.061
Empty Properties	0.796
Total WHQS	17.914
Non WHQS	
Disabled Facility Grants (DFG) - Mandatory/ Minor Adaps	1.104
Energy Efficiency	0.275
Total Non - WHQS	1.379
SHARP Programme	
Batch 3 Commitments	0.524
Batch 4 Estimates	10.647
Total SHARP Programme	11.171
Total Capital Spend	30.464

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CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Capital Strategy Including Prudential Indicators 2020/21 to 2022/23
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This report updates the Council's Capital Strategy and seeks Cabinets recommendation to Council.

The report explains the need for the Strategy, its key aims, and the content of each of its sections.

Under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code), authorities are required to set a range of Prudential Indicators (PI's). The Capital Strategy includes details of the Council's Prudential Indicators for 2020/21 – 2022/23.

RECOMMENDATIONS

1	Cabinet approves and recommends the Capital Strategy to County Council.
2	<p>Cabinet approve and recommends to Council:-</p> <ul style="list-style-type: none"> • The Prudential Indicators for 2020/21 - 2022/23 as detailed within Tables 1, and 4 – 7 inclusive of the Capital Strategy. • Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (Table 6 of the Capital Strategy).

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL STRATEGY 2020 – 2023
1.01	The Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the Code), requires that the Council has in place a Capital Strategy (the Strategy). The guidance to the Code defines the specific requirements of the Strategy. This report updates the Strategy for Council's consideration.
1.02	The key aims of the Strategy are to explain the ways in which the capital programme is developed and funded, the potential impact it has on the Council's Medium Term Financial Strategy (MTFS) and the way in which it relates to the Council's Treasury Management Strategy. The Strategy is an overarching document and refers to other documents such as the Capital Programme, the Treasury Management Strategy and the Minimum Revenue Provision Policy. The Strategy is split into a number of sections as described below. The Strategy is enclosed as Appendix 1.
1.03	Capital Expenditure This section defines Capital Expenditure and that there is some limited local discretion in the definition as reflected in the Council's accounting policies.
1.04	Resources This section explains the way in which the Capital Programme is funded. The Council has a number of funding sources but these sources are limited and in some cases, particularly capital receipts, diminishing. Some of those sources, particularly prudential borrowing, add pressure to the Council's MTFS.
1.05	Prioritisation of Capital Expenditure This section explains the way in which the Capital Programme is divided into three sections and how decisions are made as to which schemes to include in each section in each year.
1.06	Governance This section explains the governance arrangements in place in the development and monitoring of the capital programme.
1.07	Capital Expenditure Plans This section refers to the Council's capital expenditure plans as agreed in its capital programme. It covers: <ul style="list-style-type: none">• Capital expenditure plans• The way in which those plans are expected to be financed• Minimum Revenue Provision• Estimates of the Capital Financing Requirement, a measure of unfinanced expenditure

1.08	<p>Treasury Management</p> <p>This section covers the way in which the Strategy relates to the Council's treasury management activity. It covers:</p> <ul style="list-style-type: none"> • The Council's Borrowing Strategy • The relationship between the Council's debt portfolio and its Capital Financing Requirement • The Authorised Limit and Operational Debt Limits for borrowing, ensuring the limits on the Council's exposure to debt are set • The Council's Investment Strategy • Treasury Management governance.
1.09	<p>Commercial activities</p> <p>This section reports that the Council has limited commercial activity, having a limited portfolio of investment properties (agricultural properties and industrial units).</p>
1.10	<p>Liabilities</p> <p>This section explains the liabilities which the Council has, in particular the deficit on its pension fund, and links with the Council's Statement of Accounts.</p>
1.11	<p>Revenue budget implications</p> <p>This section shows the impact of the capital financing costs on the revenue stream of the Council's budget.</p>
1.12	<p>Knowledge and skills</p> <p>This section details the skills of officers involved in developing and managing the capital programme and treasury management activity, and explains that the Council makes use of external advisers to assist with this activity.</p>
1.13	<p>Prudential Indicators</p> <p>The Council is required by the Code to develop and monitor Prudential Indicators. These are contained within the various sections of the Strategy, and are indicated as such.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Financial consequences for capital resources are as set out within the report and appendix.
2.02	Financial consequences for revenue resources are as set out within the report and appendix.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT								
3.01	Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. The purpose of the Capital Strategy includes setting a clear framework within which such decisions can be made mitigating the risks involved.								
3.02	Ways of Working (Sustainable Development) Principles Impact								
	<table border="1"> <tr><td>Long-term</td></tr> <tr><td>Prevention</td></tr> <tr><td>Integration</td></tr> <tr><td>Collaboration</td></tr> <tr><td>Involvement</td></tr> </table>	Long-term	Prevention	Integration	Collaboration	Involvement	The impacts upon sustainable development principles of the Capital Programme which influences the Capital Strategy are listed in the Capital Programme 2020/21 – 2022/23 report included elsewhere on this agenda.		
Long-term									
Prevention									
Integration									
Collaboration									
Involvement									
3.03	Well-being Goals Impact								
	<table border="1"> <tr><td>Prosperous Wales</td></tr> <tr><td>Resilient Wales</td></tr> <tr><td>Healthier Wales</td></tr> <tr><td>More equal Wales</td></tr> <tr><td>Cohesive Wales</td></tr> <tr><td>Vibrant Wales</td></tr> <tr><td>Globally responsible Wales</td></tr> </table>	Prosperous Wales	Resilient Wales	Healthier Wales	More equal Wales	Cohesive Wales	Vibrant Wales	Globally responsible Wales	The impacts upon the well-being goals of the Capital Programme which influences the Capital Strategy are listed in the Capital Programme 2020/21 – 2022/23 report included elsewhere on this agenda.
Prosperous Wales									
Resilient Wales									
Healthier Wales									
More equal Wales									
Cohesive Wales									
Vibrant Wales									
Globally responsible Wales									

4.00	CONSULTATIONS REQUIRED / CARRIED OUT	
4.01	The Capital Strategy and the proposed Capital Programme will be referred to the Corporate Resources Overview and Scrutiny Committee for comment at its meeting in 14 th November 2019 with their comments being fed back to Cabinet verbally before being discussed at County Council in December 2019.	

5.00	APPENDICES	
5.01	Appendix 1 – Capital Strategy.	

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS	
6.01	None.	

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Liz Thomas – Strategic Finance Manager Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset.</p> <p>Capital Programme - The Council’s financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset.</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme.</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority’s objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives.</p> <p>Council Fund - The fund to which all the Council’s revenue and capital expenditure is charged.</p> <p>Disposal - The decommissioning or transfer of an asset to another party.</p> <p>Non-current Asset - A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.</p> <p>Prudential Code - The Code of Practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority’s duty to determine the affordability, prudence and sustainability of its capital investment needs.</p> <p>Prudential Indicators - Required by the Prudential Code, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment.</p> <p>Unsupported Prudential Borrowing - Borrowing administered under the Prudential Code, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow</p>

	forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.
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CAPITAL STRATEGY

2020/21 TO 2022/23

CONTENTS

1	INTRODUCTION
2	CAPITAL EXPENDITURE
3	RESOURCES
4	PRIORITISATION OF CAPITAL EXPENDITURE
5	GOVERNANCE
6	TREASURY MANAGEMENT
7	COMMERCIAL ACTIVITIES
8	LIABILITIES
9	REVENUE BUDGET IMPLICATIONS
10	KNOWLEDGE AND SKILLS

1. INTRODUCTION

The creation and approval of a capital strategy is now a requirement of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code).

The code requires the Council to set Prudential Indicators in relation to its capital programme. This document includes those Prudential Indicators and these are included in tables 1, 4 - 7 clearly marked as such.

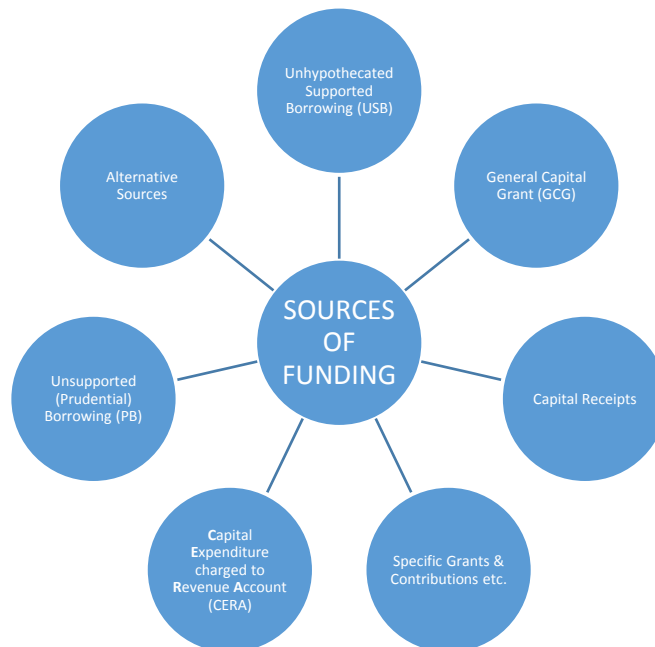
This document updates the capital strategy approved by Council in February 2019. It gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2. CAPITAL EXPENDITURE

Capital expenditure occurs when the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, as assets costing below £20k are not capitalised and are charged to revenue in year. Details of the Council's policy on capitalisation may be found in the Accounting Policy section of the Council's Statement of Accounts.

3. RESOURCES

The sources of funding available to the Council are described below:



Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing

Each year Welsh Government provides councils with a Supported Borrowing capital allocation. Councils can then borrow to fund capital expenditure up to that annual allocation, and Welsh

Government will include funding to cover the revenue costs associated with that level of borrowing in future years within the Revenue Support Grant. The Council decides how this funding is spent.

General Capital Grant (GCG)

This is the annual capital grant from Welsh Government. The Council decides how this funding is spent.

Supported borrowing and general capital grant will be used to fund capital schemes which:

- invest in, or maintain the life of, existing assets which will be retained for future service delivery
- are statutory / regulatory in nature

The Housing Revenue Account (HRA) equivalent is known as the Major Repairs Allowance (MRA).

Capital Receipts

These are funds raised from the sale of council assets, usually, but not restricted to, land and buildings. Other examples include repayments of loans for capital purposes and release of restrictive covenants.

Capital finance regulations dictate that capital receipts can only be used to fund capital expenditure or repay debt. In the past regulations required a proportion of all receipts be set aside to repay debt, but this was removed some time ago for the Council Fund and was removed for the HRA with the introduction of self-financing. The Council's policy is to use capital receipts to fund capital expenditure rather than voluntarily set aside to repay debt. The Council sets a Minimum Revenue Provision policy each year which sets out our prudent methods for repayment of debt.

The current policy of pooling all capital receipts to allocate to capital schemes in accordance with the Council's strategic aims and priorities will continue. Capital receipts will not be ring-fenced to fund schemes in the same service or geographical areas (with the exception of the HRA). Capital receipts represent a finite funding source based on a planned approach to asset disposals in support of the Council's priorities. They will be used to fund new capital investment schemes.

Generation of capital receipts depends on our ability to identify assets that are surplus to requirements, and to sell them at an appropriate time which will be subject to local economic factors. In recent years this has been challenging, and will continue to be so. Careful and prudent planning around the timing of capital receipts is needed to ensure schemes funded by capital receipts don't begin until we have received the receipt.

Capital receipts will be generated by continuing with our agricultural disposal policy, our policy to reduce the number of assets that we have and the forthcoming review of the commercial estate.

Our assets are also supporting the Strategic Housing and Regeneration Programme (SHARP) in innovative ways. We have identified surplus Council owned sites which will be used to develop new housing. This input will need to continue throughout the life of the programme. The impact of this on the generation of capital receipts will need to be carefully mapped and reflected within the wider Capital Programme.

Specific Grants and Contributions etc.

Specific Grants

These are grant allocations received from a range of sponsoring bodies including Welsh Government, Lottery, etc. for associated specific programmes and projects with limited local discretion on how the funding is spent. Often the terms and conditions of such funding will require unused funding to be returned, and can require the Council to match fund. In times where capital resources are declining the Council will seek to maximise such funding streams, subject to the initiative/scheme reflecting both the third party's agenda and the Council's priorities.

Specific Contributions

These are contributions from developers towards the provision of public assets or facilities. Sometimes these are to mitigate the impact of their development on communities and often referred to as section 106 contributions. Contributions are earmarked for specific purposes in planning agreements and often relate to infrastructure projects including play areas, open spaces, and schools, but also includes affordable housing. Developers also contribute to highways infrastructure developments through section 38 and 278 agreements.

Specific Capital Loans

Increasingly as Welsh Government's funding comes under pressure, capital funding that was previously issued as a specific capital grant is converted into a repayable loan, Examples include the Home Improvement Loans fund, and Vibrant and Viable Places funding. Grant funding will always be preferable to loan funding as it does not require repayment, however loan funding does have benefits. Its use to date has been to provide recyclable loan funding for regeneration purposes. The benefit is that rather than being used to fund a single project, the funding can be recycled and used to fund a number of projects over the term of the loan.

Capital Loans are also available, and have been used, from other sources such as Salix in relation to energy saving projects.

As with grants the Council will seek to maximise such developments that are in line with its priorities, whilst carefully considering the additional administrative burden in issuing and collecting loans, and the risk it carries from loan defaults.

Local Government Borrowing Initiative (LGBI)

In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and used to part fund the Welsh Government element of the 21st Century Schools programme – 'Band A'.

Capital Expenditure charged to Revenue Account (CERA)

Capital expenditure can be funded via a direct contribution from revenue funding (note capital financing regulations mean it is not possible to use capital funding to fund revenue expenditure). This method of funding is extensively used by the HRA and will continue to be in the future. Its use for Council Fund activity is generally quite limited as this would add pressure to the revenue budget as forecast in the Medium Term Financial Strategy.

Unsupported Prudential Borrowing (commonly referred to as Prudential Borrowing)

The Prudential Code for Capital Finance in Local Authorities supports local authorities in determining their programmes for capital investment in assets (we are required by regulation to follow its

requirements). The Prudential Code gives Councils discretion to undertake borrowing to fund capital projects with the full cost of borrowing funded from future council revenue resources subject to the Council demonstrating, within a clear framework, that the capital investment plans are affordable, prudent and sustainable. A range of prudential indicators must be produced and approved demonstrating the impact of the programme. The option for funding additional capital developments is one which is funded from within existing revenue budgets or from generating additional and ongoing income streams, there is no support from any external funding and is a major constraint on its use as any scheme funded by prudential borrowing will add to the forecast budget deficit in the MTFS.

To date limited use has been made of the option following cautious and prudent consideration of long term impacts. This approach will continue to be used with schemes that have a clear financial benefit such as 'invest to save', 'spend to earn', and those that generate returns over and above the costs of debt. The focus will be to fund schemes that are the Council's priorities, attract third party funding and generate revenue benefits in future financial years in the form of revenue savings, income generation or increasing Council Tax yield. In addition, prudential borrowing will be used to fund the Council element of 21st Century Schools – 'Band B' and the HRA SHARP and Welsh Housing Quality Standard (WHQS) schemes.

Alternative Sources

There are a number of other alternative sources of capital funding which the Council could make use of, depending on circumstances and cost:-

- Finance Leases - Leases that transfers substantially (to the lessee) all the risks and rewards of ownership of an asset, even though ownership may not be transferred. This method was used for the equipment at Deeside Leisure Centre and the Jade Jones Pavilion, Flint.
- Public Private Partnerships (PPPs) - This is a broad term for various arrangements in which the Council has a longer and more intensive relationship with a private sector supplier than it does under a traditional contract. It includes:-
 - PFI contracts;
 - Local Asset Backed Vehicles (LABVs);
 - Strategic partnering;
 - Sale and Lease back;
 - Joint Ventures; and
 - Deferred Purchase

To date the Council has made very limited use of alternative funding options listed above. In future all options along with any new initiatives will be explored and used carefully. Capital schemes funded from alternative sources are likely to increase the Council's debt liability therefore use will be restricted and considered in the same way as prudential borrowing.

4. PRIORITISATION OF CAPITAL EXPENDITURE

The purpose of the Capital Programme is to optimise the Council's use of capital resources by allocation to those areas identified as representing the strategic priorities of the Council. The Programme is split into 3 sections;

- Statutory / Regulatory Programme consisting of an annual allocation to fund schemes of a statutory / regulatory nature. Examples include providing financial support to repair, improve and adapt private sector homes, and adapting schools for disabled children. Service areas will be required to submit plans for approval before the start of each financial year.
- Retained Asset Programme consisting of an annual allocation to fund schemes that maintain, improve or lengthen the economic life of the assets that we retain to use in delivering services where there is already a significant amount of capital work needed, identified by service plans / condition surveys etc. Service areas identified are; schools, highways, and corporate office accommodation. Service areas are required to submit plans for approval before the start of each financial year.
- Investment Programme consisting of allocations to fund new schemes arising from Portfolio Business Plans. Such schemes will be necessary to achieve revenue efficiencies included within Portfolio Business Plans and the MTFS and our strategic priorities as included in the Council Plan. Approval of such schemes will be through the submission of a full business case identifying the source of capital funding and the assets lifetime costs going forward.

Funding of schemes will be allocated as shown below:

Statutory / Regulatory Programme	Retained Asset Programme	Investment Programme	
General Capital Grant	Supported Borrowing	Capital Receipts	Debt and Alternative Sources of Funding

Capital Programmes will be set every year covering a timeframe of the next 3 financial years on a rolling basis, reflecting that capital schemes don't match financial years and span more than 1 financial year. Schemes starting in that first financial year will be approved along with any costs and funding required in the subsequent 2 financial years. Schemes starting later than the first financial year will be given indicative support to enable services to plan, but will ultimately require formal approval through the process of approving the subsequent years' capital programme.

Sufficient headroom will be built into the Capital Programme to facilitate more flexibility thus allowing smaller schemes to be presented, considered and approved by Cabinet in year. Such schemes arise in year due to, for example grants that require an element of match funding or unforeseen events such as regulatory works etc.

The development of the capital programme will be considered in the context of its impact on the Council's MTFS and in particular the added pressure the capital programme may bring to the revenue budget.

5. GOVERNANCE

Planning for the Capital Programme is determined in parallel with service and revenue budget planning process within the framework of the MTFS.

New investment capital schemes will be rigorously appraised through submission of full business cases which will include schemes funded by grants or contributions from 3rd parties. Large schemes which are programmes in their own right will be subject to gateway reviews at stages during the programme, for example 21st Century Schools and SHARP. This ensures that the evidence and the case for change when the scheme was initially approved is still valid, and that lessons learned from early stages can be applied to future stages.

Those portfolios with core allocations will submit annual plans for assessment and challenge by the Capital and Assets Programme Board to ensure compliance with the Capital Strategy and the Asset Management Plan.

The Capital Programme where possible will be set for each coming financial year before the annual budget, and will include indicative figures spanning the same time frame as the MTF5.

Monitoring of the annual Capital Programme will be undertaken at a Portfolio level by the Capital Team within Technical Accounting, with progress updates given to the Capital and Assets Programme Board. Reporting to Members will take place quarterly to Cabinet and Corporate Resources Overview and Scrutiny Committee including:

- New schemes or additions to existing schemes
- Removal of or reductions to schemes
- Slippage on schemes, and impact on future years capital programme
- Funding virements between schemes
- Other necessary revisions to the scheme

The Capital and Assets Programme Board will develop processes for monitoring the outcomes of capital schemes and measures to monitor the performance of assets.

Capital expenditure plans

The Council's planned capital expenditure for the period 2019/20 to 2022/23 is summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund	42.297	10.312	9.174
Housing Revenue Account	30.464	20.923	25.482
Total	72.761	31.235	34.656

The Council's Capital Programme is due to be approved by Council in December 2019, and details can be found on the Council's website.

The Council is planning a number of significant investments during the period of this strategy. In particular, it is investing substantially in its schools in conjunction with Welsh Government through the 21st Century Schools programme; is extending its residential care home at Marleyfield in Buckley; is making infrastructure improvements at Standard Yard Waste Transfer Station (WTS) in Buckley to accommodate growth in recycling rates and an increase in resilience and processing

capacity for future waste streams; and has plans, in conjunction with its partners, to redevelop Theatr Clwyd. More detail is available in the Capital Programme 2020/21 – 2022/23 report.

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately. The Council has plans to invest significantly in housing assets over the period of the strategy, including the building of an estimated 208 new homes as part of the Strategic Housing and Regeneration Programme (SHARP), as well as bringing its stock into line with the Wales Quality Housing Standard.

In addition, part of SHARP is to build new homes for rent at intermediate rent levels (between social housing rents and market rents). This is achieved by making capital loans to the Council's wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing etc.). The planned financing of the above expenditure is as follows, broken down into the sources detailed above in 'Resources':

Table 2: Capital Financing in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund			
<u>External Sources</u>			
USB	4.094	4.094	4.094
GCG	3.414	2.492	2.492
Specific Grants/Contrib's/Loans	6.153	2.109	0.384
<u>Own Resources</u>			
Capital Receipts	0.000	0.000	0.000
CERA	0.000	0.000	0.000
<u>Debt</u>			
Prudential Borrowing	28.636	1.617	2.204
Sub Total - Council Fund	42.297	10.312	9.174

Housing Revenue Account			
<u>External Sources</u>			
MRA	5.065	5.065	5.065
Specific Grants/Contrib's/Loans	0.275	0.000	0.000
<u>Own Resources</u>			
Capital Receipts	1.227	0.000	0.000
CERA	13.953	8.208	8.473
Othe contns	0.000	0.000	0.000
<u>Debt</u>			
Prudential Borrowing	9.944	7.650	11.944
Sub Total - HRA	30.464	20.923	25.482
TOTAL	72.761	31.235	34.656

Debt is only a temporary source of finance, as any loans or leases must be repaid. Local Authorities are required each year under Regulations, to set aside some of their revenue resources as provision for the repayment of debt. The annual charge to the revenue account for repaying debt is known as the Minimum Revenue Provision (MRP). Planned MRP is as follows:

Table 3: Minimum Revenue Provision in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund	4.456	4.682	4.786
Housing Revenue Account	2.711	2.896	2.999

Local Authorities are required to set a policy for MRP each financial year. The Council's sets its annual MRP policy in February each year and is available on its website.

Alternatively, capital receipts may be used to repay debt by applying capital receipts to the Capital Financing Requirement (CFR).

The Council's cumulative outstanding amount of capital expenditure financed by debt is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and any capital receipts used to repay debt. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund	233.145	242.802	248.529
Housing Revenue Account	144.850	149.953	158.954
Total	377.995	392.755	407.483

6. TREASURY MANAGEMENT

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs as they fall due, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due mainly to decisions taken in the past, the Council currently (30th September 2019) has £290m long term borrowing at an average interest rate of 4.57%, and £19m short term borrowing at an average interest rate at 0.76%. It also had £19.5m treasury investments at an average interest rate of 0.69%.

Borrowing strategy: The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 3.0% to 3.5%).

Projected levels of the Council's total outstanding debt (which comprises borrowing and leases) are shown below, compared with the capital financing requirement (see above).

Table 5: Prudential Indicator: Gross Debt & the Capital Financing Requirement in £ millions

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Debt (Incl Leases)	355.000	373.655	389.993
Capital Financing Requirement	377.995	392.755	407.483

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from Table 5, the Council expects to comply with this in the medium term.

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with

statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 6: Prudential Indicators: Authorised Limit & Operational Boundary for external debt in £m

	2020/21 Limit	2021/22 Limit	2022/23 Limit
Authorised Limit - Borrowing	395	410	415
Authorised Limit - Other long term liabilities	35	35	35
Authorised Limit - Total External Debt	430	445	450
Operational Boundary - Borrowing	375	390	405
Operational Boundary - Other long term liabilities	20	20	20
Operational Boundary - Total External Debt	395	410	425

Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Corporate Finance Manager and the Treasury Management team, who must act in line with the Treasury Management Strategy approved annually by the Council in February. Quarterly reports on treasury management activity are presented to the Audit Committee. The Audit Committee is responsible for scrutinising treasury management decisions.

The Council sets a Treasury Management Policy Statement, an annual Treasury Management Strategy and Treasury Management Schedules and Practices which contain further details on the Council’s borrowing strategy, investment strategy and treasury management governance which are available on its website.

7. COMMERCIAL ACTIVITIES

The Council has a portfolio of investment properties, in the form of agricultural property and industrial units. Although these are classified as investment properties, they are legacy assets and the council is managing down its agricultural portfolio and is reviewing its position in regard to industrial units.

8. LIABILITIES

In addition to debt of £290m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £408m). It has also set aside £1m to cover the risks associated with the aftercare of former landfill sites, and £2.7m as a provision against bad debts.

The Council is also at risk of having to pay for any additional works necessary at landfill sites, payments in respect of historic insurance, abuse and housing disrepair claims, costs involved in some employment tribunal cases, and has given pension guarantees on behalf of various alternative service delivery models. The Council has not set aside any funds because of a lack of certainty in estimating the size and timing of these liabilities.

Governance: Decisions on incurring new discretionary liabilities are taken by Chief Officers in consultation with the Corporate Finance Manager. The risk of liabilities crystallising and requiring payment is monitored by corporate finance and reported as required to Cabinet.

Further details on liabilities and guarantees are in the contingent liability section in note 33 of the Council's 2018/19 Statement of Accounts available on its website.

9. REVENUE BUDGET IMPLICATIONS

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Revenue Support Grant, Council Tax and business rates (NNDR) for the Council Fund, and the HRA equivalent is the amount to be met from WG grants and rent payers.

Table 7: Prudential Indicator: Proportion of Financing Costs to Net Revenue Stream

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Council Fund	4.68%	4.75%	4.79%
HRA	24.33%	25.37%	25.84%

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Corporate Finance Manager is satisfied that the proposed capital programme is prudent, affordable and sustainable because the impact of the existing capital programme on the MTFs has been considered, and the revenue implications of future capital schemes are included when considering the approval of the capital budget.

Other revenue implications of capital expenditure are included in business cases and are factored into the MTFS.

10. KNOWLEDGE AND SKILLS

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Corporate Finance Manager is a qualified accountant with significant experience. The Council pays for junior staff to study towards relevant professional qualifications, including CIPFA and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.



CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Capital Strategy and Asset Management Plan 2020 – 2026
Portfolio Holder	Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Housing and Assets)
Strategic	Strategic

EXECUTIVE SUMMARY

This report introduces the refreshed Corporate Asset Management Plan 2020 - 2026, which sets the Council's medium term strategy for managing its assets and moving towards an optimal portfolio of assets.

The report explains the need for the Plan, its purpose, objectives, key aims, and content.

RECOMMENDATIONS

1	To approve the Asset Management Plan 2020 – 2026 so that it can be adopted as the principal document for managing the Council's corporate property and land resource assets.
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REPORT DETAILS

1.00	EXPLAINING THE ASSET MANAGEMENT PLAN 2019 - 2026
	Introduction
1.01	The Council's assets, primarily land and property, are a significant and valued resource with a value of circa £762m (2018/19 Statement of Accounts). Over the last three years in excess of £7m of capital receipts have been generated through the sale and disposal of surplus land and property.
1.02	There is a need for a comprehensive and structured strategy which sets out the Council's framework for asset management planning. The objective of strategy is to set out the optimal asset portfolio the Council requires in the medium term to deliver its corporate objectives, the services it is responsible for providing, the statutory functions it is responsible for fulfilling, efficiently and taking into account overall value for money.
1.03	<p>The key aims of the Strategy are to provide a framework for:</p> <ul style="list-style-type: none"> • Managing the Council's assets to ensure that the right asset is in the right place to support Council priorities and enable efficient service delivery. • Identifying surplus assets and those where retention provides no economic benefit and seeking to dispose of such assets as appropriate. • Critically challenging our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services now and into the future. • Understanding the Council's future requirements and current asset base to map out a strategy for delivery. This will inform and link in with the development of the Council's Capital Programme. • A more dynamic approach to Asset Management Planning, adapting as requirements change and services adapt to ongoing demands. This refreshed strategy will capture the current position and will include an action plan which will link closely with the Capital Programme.
1.04	The document, which is in final draft for Members approval is structured into a number of sections which are briefly explained below.
1.05	<p>The key facts.</p> <p>Section explains the types of assets the Council has, how many and asset condition information.</p>
1.06	<p>The bigger picture</p> <p>Section explains how asset management planning fits in with national strategic context, regional strategic context and the local strategic context.</p>

	Including how the Strategy ties in with the Council Plan, Portfolio Business Plans, the Capital Programme, and the Medium Term Financial Strategy.
1.07	<p>Where we want to be</p> <p>Section explains what the Council's optimal portfolio of assets is. It seeks to identify what we want our capital resources to deliver over the medium term.</p> <p>This high level strategic document makes reference to the more detailed asset management plans developed within portfolios for example; Schools modernisation, Highways Asset Management Plan, Housing Asset Management Plan, Corporate Property, Industrial Estate, Agricultural Estate and the Digital Strategy.</p>
1.08	<p>The Challenges</p> <p>Section explains the challenges that we face in delivering the optimal portfolio of assets identified, and how we plan to overcome those challenges.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Implications for assets and financial implications as set out within the report. Other resource implications include Officer time in delivering the Strategy and associated capital programme which is not considered to be a significant change.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT								
3.01	Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. The purpose of the Capital Strategy and Asset Management Plan is to set a clear framework within which such decisions can be made mitigating the risks involved.								
3.02	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>Positive in that it supports the delivery of modernised and efficient assets.</td> </tr> <tr> <td>Prevention</td> <td>Creates sustainable and energy efficient assets</td> </tr> <tr> <td>Integration</td> <td>Integrates developments within local communities to create and support the sustainable and resilient communities agenda</td> </tr> <tr> <td>Collaboration</td> <td>Positive in that it supports other public sector and community based organisations</td> </tr> </table>	Long-term	Positive in that it supports the delivery of modernised and efficient assets.	Prevention	Creates sustainable and energy efficient assets	Integration	Integrates developments within local communities to create and support the sustainable and resilient communities agenda	Collaboration	Positive in that it supports other public sector and community based organisations
Long-term	Positive in that it supports the delivery of modernised and efficient assets.								
Prevention	Creates sustainable and energy efficient assets								
Integration	Integrates developments within local communities to create and support the sustainable and resilient communities agenda								
Collaboration	Positive in that it supports other public sector and community based organisations								

	deliver services through shared space.
Involvement	Through the engagement and consultation with our communities in our assets their development and the role they play within our communities.
Well-being Goals Impact	
Prosperous Wales	Contributing to the wealth and prosperity of Wales through the programmes of work attached to the capital programme developing the skills to deliver locally.
Resilient Wales	Creating a skills base within the construction industry and wider to develop increased resilience.
Healthier Wales	Quality accommodation and facilities to support a healthier Wales.
More equal Wales	Provision of spaces and environments that respond positively to equality and gender.
Cohesive Wales	The transfer of assets to our communities to create resilience and develop knowledge and skills in the management of such assets.
Vibrant Wales	Activity which stimulates the local economy and builds upon and adds to the Welsh economy.
Globally responsible Wales	The development of carbon neutral environments and decarbonisation of our existing estate where practicable.

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Assets Programme Board and the Chief Officer Team, both supported the proposals and principles.
4.02	The AMP and covering report was shared with Corporate Resource Overview and Scrutiny Committee on the 14 th November 2019 for comment,

	<p>observations and general support.</p> <p>Any feedback or observations from CROSC will be reported into this Cabinet meeting for consideration.</p>
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5.00	APPENDICES
5.01	Appendix 1 – Draft Asset Management Plan 2020 – 2026.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Neal Cockerton, Chief Officer Housing and Assets Telephone: 01352 703169 E-mail: neal.cockerton@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset</p> <p>Capital Programme - The Council’s financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme</p> <p>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority’s objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Disposal - The decommissioning or transfer of an asset to another party</p>

Financing - The process of allocating resources to meet the cost of capital expenditure, which can be done on a project, asset or whole programme basis. This contrasts with making the invoice payments relating to capital expenditure, which should be managed within the authority's overall treasury management policy

Non-current Asset - A resource controlled (but not necessarily owned) by an authority, from which economic benefits or service potential are expected to flow to the authority for more than 12 months

Whole Life Costs - The costs of acquiring or creating an asset, operating it, maintaining it over its useful life and finally any costs of disposal (i.e. the total cost of ownership)

CORPORATE ASSET MANAGEMENT PLAN

2020 TO 2026

CONTENTS

Foreword

1. Introduction

2. Asset Management Planning in Flintshire – the key facts

3. How asset management planning fits – the bigger picture

4. Where we want to be

5. Delivering our Asset Management Plan

6. The challenges we face

Appendices

Making it happen – the Action Plan (to follow)

The council's assets are vital to the effective delivery of our priorities and services. The provision of the right asset in the right place at the right time is a fundamental principle of effective asset management planning.

The unprecedented and sustained financial constraints, which all Local Authorities and other public sector partners are experiencing means that we have to be ever more efficient and innovative in the use of our resources. This involves developing a culture of innovation and co-operation. We have made significant progress already and the benefits of sharing assets and working in partnership are clear to see, through an ongoing and rationalised estate, to mobile working. In doing this have continued to protect front line services and maintain service delivery to our customers whilst using fewer buildings but use those that remain far more efficiently.

This document sets out an integrated plan for the future management of the Council's assets. It facilitates a seamless interface between business planning within the Council and the management of our assets and capital resources and contributes to the Capital Strategy. This will ensure that the provision of resources and future investment are prioritised correctly. It is a key document which run alongside and supports the Council's Medium Term Financial Strategy (MTFS) and Capital Strategy and will provide the framework for ensuring the effective and affordable management of our assets.

Technological advances continue to accelerate and the landscape of customer services is constantly changing and being reinvented, this provides opportunities and challenges within our property and land estates requiring us to constantly review the basis for holding assets in the locations they are in, seeking new opportunities to partner with other public sector organisations and to increase the pace, scale, ambition and the way we deliver services both now and in the future.

Like many organisations we are constantly reinventing ourselves and our assets create a platform for launching and delivering our modernized services. In considering this we must also reflect on the Future Generations and the young customers of today, our assets must also modernize to keep pace with an agenda that requires us to use significantly less energy, recycle more, be easily accessible and create environments which are flexible and sustainable. Like many organisations we are on a journey and our assets facilitate and support our services in the delivery of high quality customer outcomes.

Cllr Billy Mullins

Cabinet Member

INTRODUCTION

Key aims and Principles

The Council's Asset Management Plan is a fundamental component in the effective delivery of our corporate priorities and strategies. The provision of the right asset in the right place at the right time will ensure the effective and efficient delivery of a comprehensive range of high quality public services.

The unprecedented financial constraints, which all Local Authorities and other public sector partners continue to experience means that we have to be ever more efficient in the use of our scarce resources. This involves developing a culture of innovation and co-operation.

We have made significant progress already and we have demonstrated that a reduction in the running costs of our assets and the provision of enhanced customer service is achievable and we will continue to develop this approach. Ultimately our overarching aim is to use fewer buildings but use these far more efficiently and in partnership where possible.

This document sets out an integrated plan for the future management of the Council's assets and its capital programme. It facilitates a seamless interface between business planning within the Council and the management of our assets and capital resources. This will ensure that the provision of resources and future investment are prioritised and targeted into areas of greatest need or where our assets will bring the greatest benefit to our communities and citizens. It is a key document which runs alongside the Council Plan and Plan and Medium Term Financial Strategy (MTFS) and provides the framework for ensuring the effective and affordable management of our assets.

Key Aims

- Provide a clear context within which proposals for capital expenditure are evaluated to ensure all capital investment is targeted to deliver the Council's priorities as set out in the Council Plan.
- Sets out how the Council identifies and prioritises capital requirements and proposals arising from various strategies including Council Plan, Portfolio Business Plans, and other corporate strategies and how they will be managed within the limited capital resources available.
- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services.
- Maximise capital receipts.
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure and of any new investments.
- Use partnerships, both public and private, more effectively to support our overall strategy.
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money.

Principles

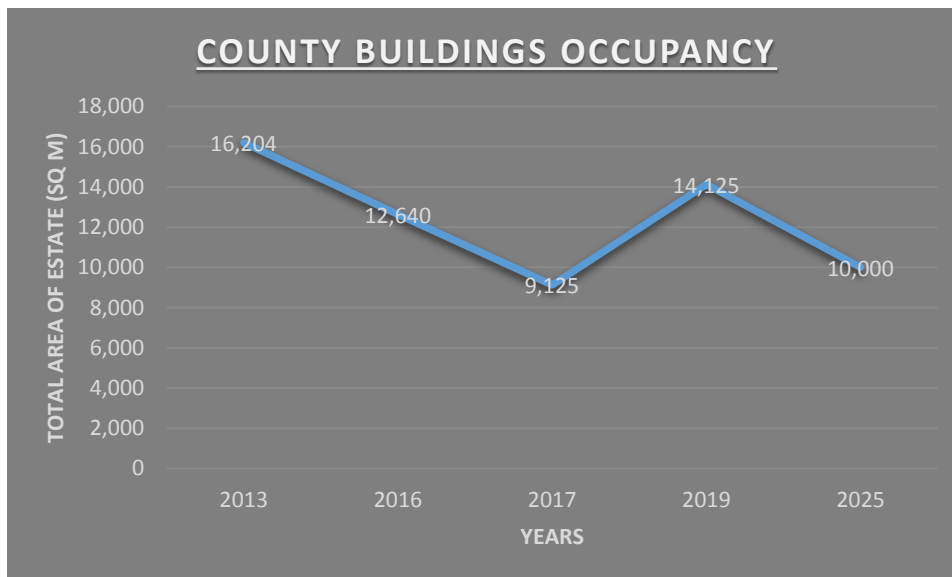
- The basic principle for managing our assets is to ensure that the right asset is in the right place to support Council priorities and enable efficient service delivery. In so doing we will identify and seek to dispose of surplus assets and those where retention provides no economic benefit.
- By understanding our future requirements and our current asset base we can map out a strategy for delivery. This will inform our capital programme for the medium term which is split into three sections; a reduced core programme of schemes that are regulatory / statutory in nature, a retained asset programme to improve or enhance the life of existing assets, and a larger investment programme in schemes linked to the Council's strategic priorities.

- Set a capital programme split into three sections; a reduced core programme of schemes that are regulatory / statutory in nature, a retained asset programme to improve or enhance the life of existing assets, and a larger investment programme in schemes linked to the Council's strategic priorities.
- Schemes included in our investment programme will be subject to completion of a business case to include a thorough appraisal of options and sensitivity analysis, with the schemes that generate efficiencies for the MTFS being favoured.
- Whole life analysis and using Net Present Value (NPV) calculations will be applied to schemes in the investment programme linked through to the MTFS.
- With Capital and Revenue resources under pressure innovative and creative solutions to procuring capital assets will be sought.
- Assets surplus to requirements will be disposed of when appropriate in order to generate the maximum capital receipt for the Council.

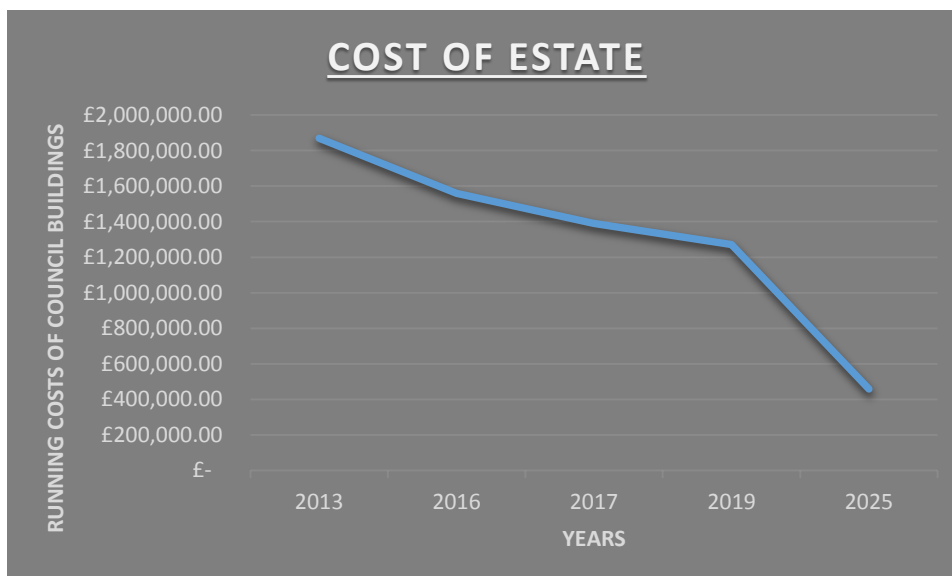
Achievements to date

We have achieved many of the objectives we set out in the previous asset management plan including:

- The long term regeneration of Flint Town Centre by utilising our land and property to facilitate the development of a new Extra Care scheme and Medical Centre.
- The Council has significantly increased the provision of affordable housing. Our SHARP programme has provided 110 extra council houses to date and a further 107 affordable homes through NEW Homes.
- We have progressed our office rationalisation programme and reduced the occupied space in County Hall by 50% and have moved staff to our newly refurbished office in Ewloe.



The reduction in floor space together with the utilisation of more modern and efficient buildings has resulted in significant efficiencies i.e. circa £600,000 savings between 2013 and 2019.



- We will now progress the second phase of our programme which will see the redevelopment of the County Hall campus.
- We have progressed our programme of Community Asset Transfers. Since embarking on the programme 5 years ago we have transferred 13 assets which has resulted in significant revenue savings for the council.
- Flintshire County Council is committed to providing high quality services for adults with a Learning Disability. To support service transformation in this area the Council prioritised a significant investment of £4 million to build a new learning disability community hub providing training, day service and work opportunities. The centre, named *Hwb Cyfle* (Hub for Opportunities) has delivered a sustainable and efficient building and replaces an ageing adult day centre which, out-dated in design and layout, was making it difficult to support the needs of clients with quality services. This flagship facility provides the highest quality environment for day care support and activities. The 'Hwb' specialises in social care services for vulnerable adults and aims to provide improved health and well-being for people supported, helping them to achieve outcomes by developing skills and supporting them to live more independently. It provides a safe, supportive and vibrant space for adults with learning disabilities, offering facilities for creative and interactive activities, including indoor and outdoor sensory spaces and workshops. The centre will also be used as a community hub, providing opportunities for social interaction and community activities. It is located at the heart of the community, with community access out of hours. The development of this former school site will also help to regenerate the local community.
- The Education and Youth Portfolio has progressed the Welsh Government 21st Century Schools Programme as follows:

Primary School Sector

- Provision of a new Welsh medium satellite provision in Shotton (Ysgol Croes Atti Glannau Dyfdrwy) - September 2014
- Construction of new Shotton Primary School (Ysgol Ty Ffynnon) September 2014 - £6.5m
- Construction of new Primary school, Connah's Quay (Cae'r Nant) – September 2012 - £7.5M
- Amalgamations which have reduced the number of schools and governing bodies from 14 infant/juniors to 7 primaries.
- Federation between Ysgol Gronant and Ysgol Treglogan
- Federation between Ysgol y Waun, Gwernaffield and Ysgol Gwernymynydd
- Federation of Nercwys VA and Nannerch VC Schools

The Council has completed its statutory proposal programme of infant and junior amalgamation through the School Organisational Code's legal framework.

School Modernisation Strategy

The Council's Cabinet approved the revised School Modernisation Strategy in January 2015 and approved the next stage of the school Modernisation implementation programme in June 2015.

The following statutory proposals have been undertaken and have been implemented post Cabinet determination:

- Ysgol Maes Edwin – closed 31st August 2016
- Ysgol Llanfynydd – closed 31st August 2016
- Ysgol Mornant, Gwespyr Picton (WM) federation with Ysgol Maes Garmon, Mold.

Flintshire has completed a capital project at Hawarden Village utilising its own capital resources. The Hawarden Village school project linked two school buildings and was completed in 2016.

Secondary Sector

Statutory consultations have been undertaken and determined by the Welsh Minister at the following:

- John Summers High School – Change of age range from 11-18 to 11-16 by 31st August 2016 and closure of 11-16 School by 31st August 2017.
- St David's, Saltney - Change of age range from 11-18 to 11-16 by 31st August 2016.
- Elfed High School Buckley – Change of age range from 11-18 to 11-16 as of 31st August 2015.
- Connah's Quay High School – Change of age range from 11-19 to 11-16 as of 31st August 2016.
- Holywell High School - Change of age range from 11-19 to 11-16 as of 31st August 2016.
- Post 16 provision was also reviewed in Flint Secondary schools, Flint High School & St Richard Gwyn RC. Cabinet, in June 2014 determined not to enter into statutory proposals and allow a collaborative federation of post 16 between the two Secondary schools, which is subject to annual monitoring by the Council.

21st Century Band A (2014-2019)

The Council agreed funding envelope with Welsh Government (WG) for its 21st Century Schools Band A programme of £64.2m and has successfully completed the following construction projects as part of this programme.

- **Deeside 6** in collaboration with Coleg Cambria was completed and operational for the start of the new 2016 academic year.
- **Holywell Learning campus (buildings)** operational at the start of the new academic year 2016, with pupils from the Holywell High School, Ysgol y Fron Junior School and Ysgol Perth y Terfyn Infants school transferring.
- **Connah's Quay High school** - Phase 1 of the Modernisation of the School, completed in December 2018. This project also included the demolition of the former John Summer High school
- **Penyffordd** - A new School Project at Penyffordd will amalgamated the previous split site primary provision onto one site within the village completed in Autumn 2019.

The Council's strategy for the management and maintenance of the highway asset is based on the "Well-Managed Highway Infrastructure" code of practice, which was published by the UK Roads Liaison Group (UKRLG) in October 2016, which was commissioned by the Department for Transport (DfT).

Highway assets that are considered in this process include carriageways, footways, structures, street lighting, traffic management systems and road-markings. The focus is primarily on those elements that are considered to be of high value or risk. These principles are followed as part of the Highway Asset Management Plan (HAMP) and monthly meetings are held to agree strategies for investment in highway asset groups, and ensure improved highway asset management and best value for highways investment is achieved.

Agricultural Estate

Following a review of our Agricultural Estate in 2011 we have continued to dispose of our farms and small holdings in line with our disposal policy as and when they become vacant and have in the past five years generated in excess of £7m in capital receipts from such disposals.

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – THE KEY FACTS

Property Asset Management

Flintshire County Council (FCC) manages a property portfolio of over 530 properties, with a current value of £762m. The portfolio consists of two distinct property types:

Operational Properties

Operational properties are those that are used to directly support Council service delivery such as schools, service centres and depots together with those operated by partner organisations such as AURA Leisure and Libraries. There are currently 136 operational property assets.

Non - Operational Properties

Non - Operational Properties are those used to enable the council to support local business space and economic development, indirectly support corporate/community planning objectives and provide the council with a revenue stream.

FCC is committed to managing property assets efficiently and effectively to support the delivery of service and priorities. Property Maintenance Services will compile and monitor the following indicators to assist in the management of the property portfolio.

Property Performance Outcomes:

Outcome		Activity Aims
Compliance		Demonstrating that property assets comply with statutory and regulatory regulations. Ensuring properties are safe and available for use to deliver services by having them regularly inspected.
Condition		Demonstrating that property assets are maintained in satisfactory or better condition to support service delivery.

		Eliminate the backlog of priority work (i.e. in condition categories C and D as defined).
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A rolling programme of maintenance has been produced based on initial condition surveys which will be reviewed cyclically every 5 years.

Buildings are categorized according to their condition with priority levels in accordance with the WG performance indicators.

Condition Categories:

A	B	C	D
Good	Satisfactory	Poor	Very Poor

Priority Categories:

Priority 1	Priority 2	Priority 3
Urgent – Prevent closure	Essential – work required in 2 years	Desirable– work required in 5 years

Property Assets Breakdown**Analysis by property type.****Operational Property**

Property Use/Type	Sites	Condition				Priority 1 Urgent	Priority 2 Essential	Priority 3 Desirable	Total Priority 1 - 3
		A	B	C	D				
Behavior Unit	4	2	2	0	0	£1,951	£214,492	£143,595	£360,038
Community Centre / Youth Centre	17	0	12	5	0	£65,905	£370,070	£386,230	£822,205
Libraries (Partnership)	6	0	6	0	0	£62,792	£70,095	£137,397	£270,284
Sports Pavilions	7	0	6	1	0	£0	£70,887	£15,858	£86,745
Leisure Centres & Swimming Baths (Partnership)	4	0	4	0	0	£0	£802,508	£1,037,446	£1,839,954
Primary Schools	64	3	55	6	0	£0	£4,358,616	£5,024,078	£9,382,694
Secondary Schools	11	1	8	2	0	£0	£2,924,971	£4,996,026	£7,920,997
Special (Other) Facilities	5	3	2	0	0	£0	£19,348	£206,926	£226,274
Offices and Admin Buildings	6	0	6	0	0	£17,691	£908,643	£10,317,506	£11,243,840
Depots	1	0	1	0	0	£0	£13,330	£0	£13,330
Theatres	1	0	0	1	0	£326,700	£3,598,706	£4,641,502	£8,566,908
Residential Care Homes	3	2	1	0	0	£16,476	£9,085	£146,300	£171,861
Adult Learning Centre	7	0	2	5	0	£0	£11,176	£397,336	£408,512
Total	136	11	105	20	0	£491,515	£13,371,927	£27,450,200	£41,313,642

Non - Operational Property

Property Use/Type	Number
Industrial	240
Farms	16
Shops	19
Property Holdings (Miscellaneous) for example bowling reens, changing room etc.	124
Total	399

Summary Asset Data (CAM Status Report) as at Oct 2019

The Council has a diverse range of operational assets as listed in the table below:

Property – Asset Category	Property Type	Number of Properties
Other Land and Buildings	Schools	84
	Caretakers Houses	3
	Miscellaneous Properties	30
	Libraries	6
	Youth Centres	11
	Community Centres	15
	Leisure/Sports Centres	7
	Swimming Baths	3
	Work Opportunity Centres	2
	Day Centres	3
	Public Conveniences	9
	Cemeteries	13
	Civic Amenity Sites	8
	Depots	1
	Council Offices	6
	Miscellaneous Operational	2
	Residential Homes	4
	Markets	1
Educational Establishments	7	
Community Assets	Parks and Open Spaces	5
	Playing Fields Recreational	90
	Play Areas	158
	Amenity Space	45
	Allotments	17
	Ancient Monuments	10
	Bowling Greens/Clubs	21

With regard to our schools the Council has an up to date Asset Management system and data from the system is used to influence decision making on Capital investment in the schools network.

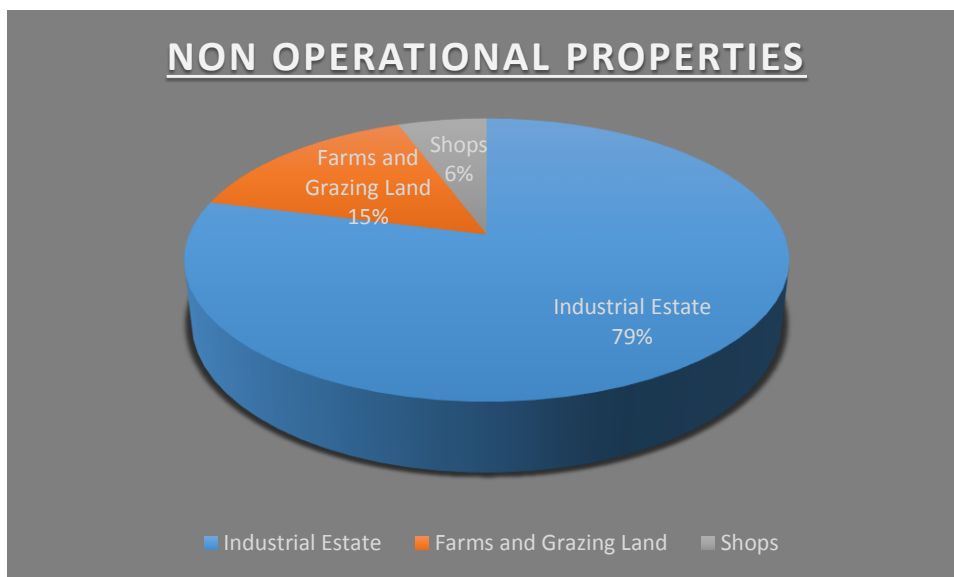
Condition Surveys are undertaken through a framework agreement with the private sector and condition surveys are undertaken by RICS qualified surveyors on a rolling five year cycle. Welsh Government have recently introduced standardised methodology, Flintshire will introduce this into its rolling cycle.

Suitability Surveys have been re-conducted used national guidance for the school estate in autumn 2016 and school data has been updated accordingly.

All information is shared and verified with individual schools.

Non-operational Estate

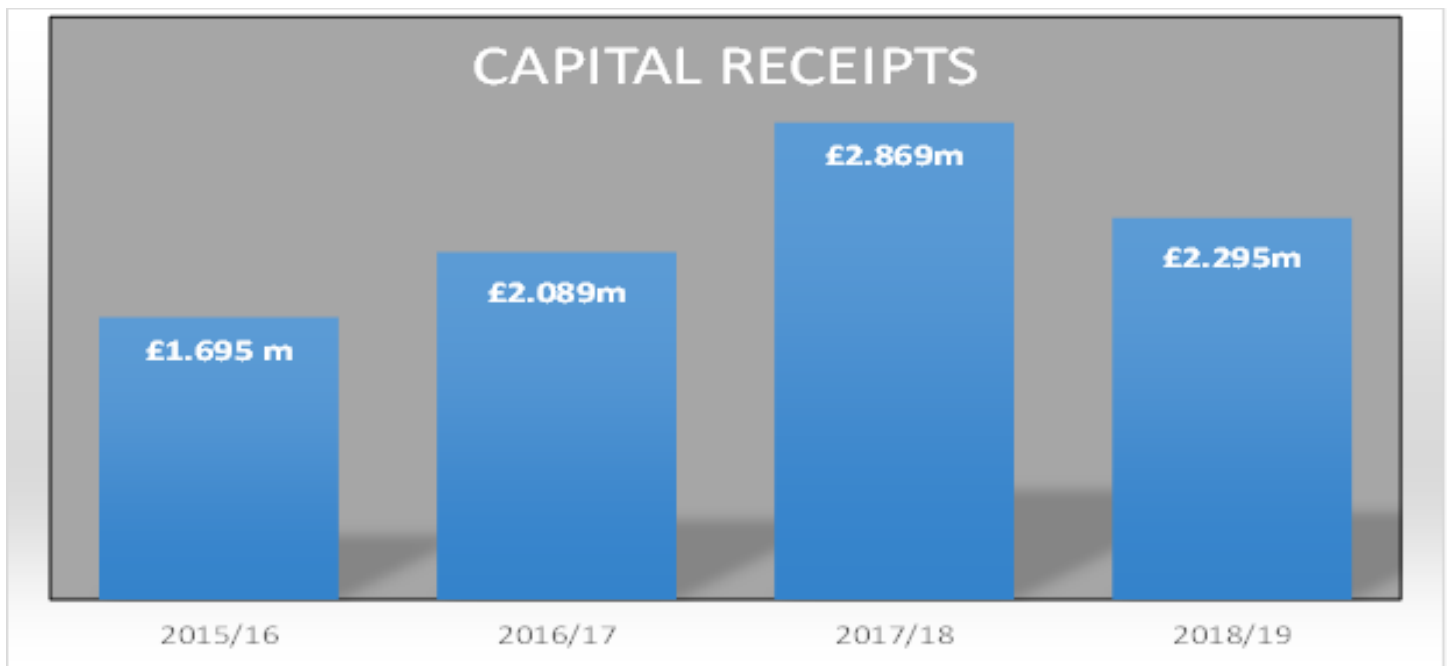
The Council also holds a significant commercial portfolio as detailed below.



These non-operational properties currently provide an annual income of circa £1.5 million. As already stated we will be undertaking a detailed review of our industrial portfolio and will be deciding on the most economically beneficial future for each of the estates.

Capital Receipts

The Council seeks to dispose of surplus assets to generate capital receipts. Over the last four years we have sold assets totaling almost £9 million. In addition we have used our Council land to invest and develop new social and affordable housing delivered through the SHARP programme.



ASSETS STRATEGY – THE BIGGER PICTURE

National strategic context

The Welsh Government has set out its programme to drive improvement in the Welsh economy and public services. The Taking Wales Forward 2016-2021 seeks to deliver a Wales which is prosperous secure, healthy and active, ambitious and learning, united and connected. Alongside this programme are well-being objectives which are set out in the Well-being of Future Generations Act 2015.

With particular regard to assets the Welsh Government has established Ystyddau Cymru (formerly National Assets Working Group) which encourages excellence in active management of the Welsh public sector estate by the promotion and facilitation of strategic opportunities across geographical and organisational boundaries.

The impact of Brexit is as yet unknown although services have considered potential impacts and are preparing for these wherever possible.

Financial Context

The ongoing and challenging financial environment continues to create issues for the Council. The revenue budget remains under significant pressure and in the context of the Capital programme its ability to receive capital receipts generated through the disposal of its own land and property assets is constrained as the opportunities to dispose of its own land reduces. This scenario creates issues for the delivery of any programme and requires a case by case review of the programme to determine the availability of its capital resources or whether other funding mechanisms should be actively pursued such as Prudential Borrowing.

North Wales Population Assessment

The North Wales Population Assessment is a review of the care and support need of the population in North Wales, including the support needs of carers. It was produced by the six North Wales Council and Betsi Cadwaladr University Health Board (BCUHB) supported by Public Health Wales, to meet the requirements of the Social Services and Wellbeing Act (Wales) 2014.

Some of the key housing related findings for Flintshire include:

- Maintaining the local council care home provision and exploring the development of intermediate care hub focused on preventative and early intervention work.
- An increase (based on projected need from demographic changes) of a further 178 care home placements by 2020.

North Wales Economic Growth Deal

The six North Wales Local Authorities are working collaboratively on a Growth Deal.

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 2018 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.

Heads of Terms are being finalised with Governments and it is anticipated that capital allocations will be drawn down in the final quarter of the 2020/21 financial year. A *Proposition Document*, which sets out the priority programmes of activity for the region and for which national funding is being sought through the Growth Deal, and 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.

There is likely to be borrowing required in the future, the associated costs of which will need to be serviced. Until the detail of the final Growth Deal, to be negotiated with the Governments, and the capital grant payment 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.

Joint Archive Facility, Flintshire and Denbighshire Councils:

This proposed scheme recognises and responds to the need and demand of the two local authorities archive services. Both services occupy old buildings, unfit for purpose. They lack suitable public spaces and appropriate storage, are too full to accept new collections and are listed buildings lacking scope for adaptation, requiring expensive maintenance. The Proposal is to construct a new building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operations.

Local strategic context

Council Plan (2019 – 2023)

Appropriate and Affordable homes: SHARP programme to deliver 500 new Council and affordable homes.

Modern, efficient and adapted homes: Ensuring the supply of quality and affordable housing of all tenures.

Business Sector Growth and Regeneration: A strategic approach to regenerating and supporting town centres.

High Performing Education: School Modernisation Strategy

Sustainable Development and Environmental Management: Maximise energy efficiency within Council assets.

Resilient Communities: Supporting local communities to be resilient and self-supporting.

Effective Resource Management: Maximisation of the Council's assets including County Hall, non-operational estate ensuring that capital funding streams are maximised.

Portfolio Business Plans

Chief Officers as part of business planning at Portfolio level will include medium term capital and asset requirements – this will provide a clear link mapping out and supporting strategic thinking and identifying specific areas where there will be capital requirements or asset related issues to consider. Including capital and asset implications in Portfolio business plans will involve services giving much earlier consideration to their requirements which can then be considered on a Council wide priority basis, clearly linked to portfolio business plans, the Council plan and other strategic plans over a medium term time frame.

Capital Programme

There is a great deal of overlap between asset planning and capital planning, at both the strategic and the operational level.

Capital planning is about capital investment or expenditure, as distinct from revenue expenditure or running costs. Capital expenditure can be defined as expenditure on assets that will provide a benefit to the organisation beyond the current financial year. This includes expenditure on:

- purchase of new assets
- creation of new assets
- enhancing and/or extending the useful life of existing assets.

The way in which assets are managed on a day-to-day basis can have significant implications for the capital programme. Inadequate levels of routine maintenance and capital investment can increase the cost of reactive maintenance and the capital expenditure that is required in the long run. A good example of this is highways maintenance, where cutting capital budgets tends to result in increased revenue expenditure on filling potholes.

Inadequate levels of routine maintenance and capital investment also reduce the value of capital receipts that can be achieved from the disposal of assets. AMPs should therefore be based on an integrated approach to the day-to-day management of assets and the longer-term plans for those assets based on the asset strategy.

An asset may be in good condition, but no longer suited to the purpose for which it exists. For example, a school built in the Edwardian era might be in good condition, but the thickness of the walls might prevent the functioning of a wireless network, making it an unsuitable environment for the provision of 21st century education.

Medium Term Financial Strategy MTFS

The MTFS forecasts funding levels and resource requirements over the medium term, identifies the gap between the two, and enables specific actions to be identified to balance the budget and manage resources.

Any asset investment plan that results in a capital project will have consequences for the revenue budget, both positive and negative. These may be savings to running costs, schemes that generate income or resultant revenue costs of servicing any borrowing associated with the scheme. It is therefore essential that the capital and revenue budget cycles are aligned to ensure that these revenue implications are properly costed and fed into our MTFS.

Capital and Assets Programme Board

The Capital and Assets Programme Board comprises a group of senior officers from each Chief Officer portfolio who have an interest, proactive approach and enthusiasm around the development and management of work streams relating to the councils capital programme and wider asset base. The Board will manage and oversee the following activities:-

- Capital Receipt Planning (manage the delivery of capital receipts to maximise resources for the capital programme);
- Capital programme forward planning (to provide a forward look and anticipate likely work items for future capital programmes and to understand the potential revenue implications)
- Principal capital programme management (to ensure key principal programme items run to plan and deliver the Councils Core Programme and other agreed programmes of work – Portfolio Business Planning and Investment Plans);
- Consider reports to Cabinet, Council, or Scrutiny Committees regarding capital programme delivery;
- Capital and Asset Management Strategies (to develop and maintain the strategy ensuring strategic linkage into the MTFS);

- Public sector shared asset planning (develop partnership solutions to strategic asset delivery through shared resources);
- Estate depreciation planning and management (effective management of assets, retention, disposal strategies and plans)
- Section 106 planning agreement strategy and management and any other contributions to capital schemes
- Regeneration and market stimulation (consider proposals for wider regeneration, linkages to SHARP and the contribution the Councils land and property makes to this activity by acting as a catalyst or lever).
- Creative capital funding solutions (regularly explore opportunities for innovative funding solutions which reduce the burden of interest charges and revenue impact);
- Prepare reports for consideration relating to land disposals, acquisitions and lettings;
- Contribute proactively to the delivery of the Councils Community Asset Transfer strategy and where applicable Alternative Delivery Model strategies

Flintshire Local Development Plan (LDP) 2015-2030

Flintshire is in the progress of preparing its LDP and has produced its Preferred Strategy Consultation Document, which sets out the growth ambition for the County and its strategic policy for meeting housing needs through the planning system. The Preferred Strategy identifies a requirement for 7,645 new houses during the plan period 2015 -2030 the plan will have implications for future Capital and Assets requirements e.g. increase in demand for school placements.

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – WHERE WE WANT TO BE

The aim of our long-term corporate Asset Strategy is to move towards an optimal portfolio of assets. To achieve an optimal portfolio of assets we have considered what assets we need to deliver the Council's corporate objectives efficiently. This Asset Strategy directly relates to the Council's purposes: the services we are responsible for providing and the statutory functions we are responsible for fulfilling. It links the assets we require in order to provide services and fulfil our functions.

The optimal portfolio is not simply the assets that the Council would ideally like to have if resources were unlimited, but those assets that best enable corporate objectives to be delivered, taking into account overall value for money.

This high level strategic document makes reference to the more detailed asset management plans developed within portfolios for example; Schools modernisation, Highways Asset Management Plan, Housing Asset Management Plan, Corporate Property, Industrial Estate, Agricultural Estate and the Digital Strategy.

At a high level for the varying categories of assets the strategy includes our plans for:

- purchasing and constructing new assets
 - investing in and replacing existing assets
 - transferring assets to other organisations
 - disposing of assets that are surplus to requirements
-
- Sets out the long term modifications required to the Council's portfolio of assets to deliver efficient services in the future.
 - Links with various other Council strategies including the Council Plan, Portfolio Business Plans and other corporate strategies to identify changes required to the Council's portfolio of assets.
 - In conjunction with the Capital Strategy manage the levels of investment required within the limited capital resources available.
 - Determine what assets are required for service delivery, Corporate Strategy and the Council Plan.
 - Seek to maximise opportunities to generate sustainable income levels whilst reducing the Council's liabilities.
 - Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services..

Key Aims

Following consultation with service areas and consideration of requirements within the context of the capital strategy, the following potential projects have been identified. These schemes contribute directly to identified priorities within the Council Plan.

21st Century Schools Band B

The 21st Century Schools Band B programme is due to end by 2024/25. As each of the remaining schemes is proposed for approval, a decision will need to be made taking into account its affordability in the context of the position on the MTFS. The Flintshire funding element of the remaining 21st Century Schools Band B programme will need to be funded from Prudential Borrowing.

WG has approved the Council's in principle submission for 21st Century Schools Band B. The programme is to be funded from specific grant from WG at an agreed intervention rate, with the Council's contribution to be funded by Prudential Borrowing. The WG intervention rate for funding the 21st Century Band B programme has increased from 50% to 65% for schools and 75% for Pupil Referral Units (PRUs).

A revised submission is currently being made to Welsh Government. The total estimated cost of the programme is £xxm. Each of the projects is subject to individual approval to ensure that each meets the Council's continuing priorities and is affordable in the context of the Council's MTFs.

During 2018/19 and 2019/20 Cabinet has approved three 21st Century Band B schemes and one other scheme for inclusion within the Capital Programme, those at Connah's Quay High School, Queensferry CP/Plas Derwen PRU, Ysgol Croes atti, Shotton and Brynford CP school.

Croes Atti, Flint Residential Care Home Review / Expansion

The care sector in Flintshire is working within an increasingly challenging environment as a result of a range of factors, including the complexity of need, an ageing population, rising costs, increasing expectations and regulation and difficulties with recruitment and retention of high quality staff. As a result of these pressures there is limited resilience and in Flintshire is particularly challenged with only a small number of independent providers who are part of a reducing and fragile market. As a Council we are taking a positive approach to rebalancing the care home provision, taking a lead as a local authority to develop care homes that value older people and provide good quality support that would place the Council in a good position for the future.

Croes Atti is a single storey 31 bed care home purpose built for older people, which was refurbished in 2005. The 31 bedrooms are small and less than 12 square metres which makes it increasingly difficult to support people with complex physical care needs and there are only 3 bedrooms with an en-suite facility. The living and day time spaces are well used and whilst we have a number of assisted bathing / shower rooms they are not all DDA compliant. The existing accommodation does not meet new RISCA regulations in relation to bedrooms and living space and any capital investing into refurbishment or new build must take into account of the new regulatory requirements. The care home is popular locally, is always at capacity and often with a waiting list for support. The home is regulated by the Care Inspectorate Wales (CIW) and achieves good inspection reports. A feasibility report in relation to options for increasing capacity at Croes Atti to 55 beds have been undertaken, the options for a refurbishment and new build on the current site are being considered.

Extension to Residential Care Home, Marleyfield – Buckley

Following a comprehensive review of the residential care market in Flintshire the Council approved a capital scheme to extend Marleyfield House in Buckley by an additional 32 beds to bring total provision up to 64 beds. The new facility is being developed through a joint Integrated Care Fund (ICF) budget arrangement with BCUHB to provide additional services, beds and multidisciplinary support in a community setting. This provides permanent residential beds, as well as beds which

prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.

Llys Gwenffrwd, Holywell Care Home Review

Llys Gwenffrwd is a 31 bed three storey care home built in the 1970s which was refurbished in early 2000. There are challenges associated with the current building as it is built on a sloping site, as a result there are a number of levels requiring the need for ramps to access many areas both inside and outside. It includes the provision of a single undersized lift to reach the three stories which does not meet DDA requirements and there are a number of living and day spaces which are some distance from the bedroom areas. Outside space is difficult to access because of the site levels and parking can be difficult. The Holywell locality has the fewest number of care home placements available and would benefit from a new build facility on a different more accessible site which requires further consideration.

Children's in-house Residential Care Home

Work is underway to develop the business case for an in house Residential Care Home for Children. The facility will provide short term assessment and support to children and young people with a view to supporting them to return to their family/carers where appropriate. The provision would form part of our strategy to reduce reliance on Residential care. Options are being considered to support the procurement of an appropriate building which include seeking capital funding from Welsh Government, leasing a property from an Registered Social Landlord or make a direct purchase using our capital.

Specialist Autism Facility

The possibility of developing a specialist facility to provide services for children and young people with Autism is being explored. The Council currently funds a number of out of county placements in neighbouring counties, in both maintained and independent settings. There is an increasing need for these placements and there has been a notable increase in the costs of the provision in recent years; costs associated with transport are also increasing given the distances to the provision. A piece of work has been commissioned to look at the viability of developing in-house provision utilising existing assets, and reallocating the revenue budget currently funding out of county placements for Autism.

Moderate Learning Difficulties (MLD)

The Council currently has a gap in its provision for secondary aged pupils with Moderate Learning Difficulties (MLD). Mainstream schools are funded to offer support for the majority of pupils with special educational needs and Ysgol Maes Hyfryd meets the needs for pupils with profound and complex needs. There is a small group of pupils for whom neither setting is able to meet their needs appropriately. The possibility of developing a joint provision between Flint High School and Ysgol Maes Hyfryd is being explored to meet the needs of this particular cohort thus reducing the need to commission out of county placements.

The redevelopment of the County Hall campus site needs to be progressed through the formulation of a comprehensive and visionary masterplan which addresses the future needs to the Council and other public sector partners; linking this with an integrated approach around the Courts, and theatre together with a wider site development. This work is complex but phase one has already commenced with the demolition of phases 3 and 4 of County Hall. The site has huge potential being framed within a mature semi-rural landscape; work on a comprehensive plan will need to commence in 2020/21.

Review of Industrial Estate

The Councils industrial estates are widely dispersed throughout the County and provide much needed accommodation and commercial space to many local businesses. They bring into the Council revenue through rental income but are also of an age where they are now likely to require investment. This creates an opportunity to review the mix, size and type of units and consider the future direction. Work will therefore need to be undertaken to review, on a site by site basis each site and come up with a detailed strategy which considers each sites viability, whether to invest or dispose or seek an alternative use.

Highways Asset Management Plan

The core Capital Programme includes £0.600m per annum for the HAMP. In 2019/20, as in previous years, this has been supplemented by additional WG grant. It has been estimated that the investment required to maintain current network performance is £2.7m per annum, an increase of £2.1m per annum. Welsh Government announced additional Public Highways Refurbishment Grant 2018-21 to Flintshire of £0.959m in 2018/19, and in 2019/20, with funding for 2020/21 to be confirmed in due course.

Digital Strategy

A planned programme of projects required to increase the number and range of services available digitally are under consideration. The projects have an impact across a range of services, rather than in a single specific service e.g. web payment portal that will be used for all payments to the council. These will be used to enhance the ability of customers to interact with the Council on line.

The capital costs of purchasing new software will be calculated on a project by project basis at the time each project is ready to proceed in order to accurately capture not only the technical requirements for the software but also the costs prevailing at the time.

The range of cross cutting projects under consideration include:

- software that can automate answering simple telephone calls or email enquiries (so called "chat bots")
- a generic web booking system to allow customer to make appointments for services on line
- integration of webchat and email into the Customer Relationship Manager application

- a generic facility for customers to upload and store commonly needed documents e.g. proof of entitlement to benefits
- software to link information held in separate databases so that we can update them all one a single contact with the customer”

Theatr Clwyd Redevelopment

The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Funding from the Arts Council of Wales has been used to complete a feasibility study into the potential for future capital development.

The outcome of the feasibility study indicated that the main two theatres work extremely well and are the right size for audiences, however, the infrastructure supporting the building is in need of replacement and without this the Theatr is not sustainable.

Leisure Centres

Following a recent condition survey jointly commissioned by Aura and the Council it is apparent that the asset base is arguably nearing the end of its useful life. An Options Appraisal will need to be undertaken to determine the future of these facilities.

SHARP Programme

The Council is currently delivering its affordable housing programme. The objective is to deliver 500 new units within a five year timescale. The Council will continue to explore innovative ways of delivering the programme and will seek to maximise capital receipts wherever possible.

The Standard Industrial Estate Waste Transfer Station (WTS), Buckley.

This receives all of the kerbside recycled material from every residence in Flintshire and is now operating at its maximum capacity. It lacks the space and equipment to be able to take in more material or any additional recycling streams required for processing. The WTS also operates across two sites in the same location and on separate sides of a public access road to the industrial estate, which can cause logistical difficulties with collection vehicles, on site plant and haulage vehicles. At peak times of the year, the site already struggles to cope in terms of space and room for processing, depositing and storage of materials. Without further development of the facility, there is a risk that the rise in the quantity of the materials collected will start to compromise the quality of the recycled product. Consequently, the facility is at a critical point and further investment in infrastructure is required to ensure the continued viability of the site and accommodate future growth in processing capacity. Scheme costs £3.23m. Funding sources: FCC capital (£1.23), WG Invest to Save (£1.2m) and WG waste funding (£0.8m)

ASSET MANAGEMENT PLANNING IN FLINTSHIRE – THE CHALLENGES

- **SHARP programme:**

The Council's ongoing social housing programme is increasing much needed housing provision in Flintshire but has had an impact on the capital receipts that the Council has been able to realise. Priority has been given to the development of social housing on our available land and has therefore reduced the land we sell for private development. This has impacted on the funds available within our capital programme and potentially this will continue.

- **Agricultural Bill** – The Government has recently consulted on a proposed new Agriculture Act. The proposals include preventing local authorities disposing of any farms or smallholdings in their ownership. In accordance with our Farm Disposal Policy we have sold 13 farms and realised £7m+ in the last 5 years. If we were to be prevented from selling any more this would also have an impact on the funds available in the capital programme.
- **Modern Energy Efficiency Standards** – The Government has introduced legislation which prevents commercial properties being let or re-let to the same tenant if their EPC grade is either F or G. This may have implications on the income we receive and may influence our disposal strategy and there may also be investment required to bring the properties up to standard.
- **Funding** - The Council has limited capital resources from Welsh Government (WG) to support Council priorities, needs and liabilities; however, it has the powers to fund Capital schemes by borrowing, but this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long term impacts on the Council's revenue budget.
- **Economic Impacts** In recent years, much of the Council's programme has been funded from capital receipts. However, the Council's ability to generate significant capital receipts is getting harder and is almost exhausted. Although the Council will wherever possible seek to identify assets for sale (as appropriate) to fund the Capital Programme.
- **Brexit** The impacts and issues flowing from the outcome of Brexit is currently unquantifiable and it is difficult to speculate what impact this may have on the property market.



CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	21 st Century Schools Capital Programme
Cabinet Member	Leader of the Council & Cabinet Member for Education Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Education and Youth) Chief Officer (Housing and Assets)
Type of Report	Strategic

EXECUTIVE SUMMARY

The report provides the background to the Council's medium term strategic plan for the management and improvement of the school estate and the Council's Strategic Outline Programme (SOP) Submission to Welsh Government for the 21st Century Schools funding programme.

It seeks to provide a rationale for how the Council will manage its school estate in the near to medium term and outline changes to the SOP, providing a summary of the projects and their risks and benefits.

RECOMMENDATIONS

1	<p>To consider the contents of the report and approve the following;</p> <ol style="list-style-type: none"> 1. The revised financial Band B programme and submission to WG to formally request a monetary variation to the SOP. 2. Extending the review of secondary education provision in Saltney to include Broughton. 3. Give consideration to amending the number of MIM projects within the programme and provide a mandate to Officers for further dialogue with Welsh Government.
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REPORT DETAILS

1.00	BACKGROUND
1.01	<p>21st Century Schools Band B Programme</p> <p>The WG 21st Century School Programme is a long term strategic investment in the educational estate throughout Wales. It is a unique collaboration between Welsh Government, the Welsh Local Government Association (WLGA), councils, colleges and dioceses.</p>
1.02	<p>Within Flintshire we still have a pressing case for continuation of the School Modernisation programme. Key issues include:</p> <ul style="list-style-type: none"> • continuing to raise educational standards; • creating the conditions for school leaders to succeed; • ensuring that school buildings are attractive learning and working environments capable of supporting the delivery the revised national curriculum for Wales; • managing the condition of the school estate; • reducing the number of surplus places and the inequity of variation in cost per pupil; and • providing resilience against falling revenue funding. <p>As a reminder key drivers for Schools Modernisation are as follows:</p> <ul style="list-style-type: none"> • Educational improvement • Resilient School Leadership • Suitable Buildings • Unfilled places • Diminishing Resources
1.03	<p>In January 2018, Cabinet received a paper outlining the Council’s strategic intent for the 21st Century Schools Band B investment programme which runs from 2019 to 2024.</p>
1.04	<p>Nationally, WG have made available £500 million of capital funding and a new revenue based model that will enable an additional investment with a maximum capital value of an additional £500 million. This revenue model is called the Mutual Investment Model (MIM).</p>
1.05	<p>MIM is a new form of Public Private Partnership (PPP). It enables WG to deliver infrastructure projects beyond that set by present UK Government borrowing limits. If WG do not use MIM, £500 million pounds of investment in the education estate will not be available to councils within Wales and this would have implications on the Council’s proposed programme locally.</p> <p>A private sector contractor is appointed via a new WG framework and the contractor finances, constructs and provides a 25 year life cycled building product. Responsibility for funding and constructing the building, and then repairing and maintaining the building for 25 years once built, remains with</p>

	<p>the contractor. This results in buildings funded by MIM being maintained at a consistently high level for 25 years.</p> <p>The Council pays an annual charge which is funded from revenue similar to a rental payment called the 'service payment'. Through this programme councils will receive intervention rate funding from WG for a period of 25 years, thereafter the building is handed over to the Council. The funding from WG will be received in the form of a specific grant.</p>
1.06	<p>The total Band B funding envelope request by the Council as outlined in the Strategic Outline Programme (SOP) submission to WG was £85,420,000. The SOP included an expression of interest in one project that would be suitable for MIM. The original programme is noted in Appendix 1.</p>
1.07	<p>Subsequently, WG have approved the Council's SOP and the funding envelope in principle. However, the individual projects contained within the SOP would be subject to both Council and WG approval through their business case process before capital is released.</p>
1.08	<p>The WG intervention rates for the programme at the time the SOP was submitted were as follows:</p> <ul style="list-style-type: none"> • Capital – 50% WG / 50% LA • MIM – 75% WG / 25% LA (through revenue budgets of both organisations)
1.09	<p>National funding strategy (Capital and MIM) influences programmes locally and as a consequence, the anticipated programme and particularly its timing would potentially need to be reviewed. In any event, a complex investment programme over a 5/6 year period will always require a degree of flexibility. To this end, councils can request to amend their SOP's should Cabinet determine there is a need to make changes to the programme in order to reflect any local changes in circumstance. The ability to amend programmes accordingly is regarded as a position of strength by auditing bodies' e.g. Welsh Audit Office.</p>
1.10	<p>Projects already approved in the Band B Programme</p> <p>In November 2018, councils received positive news from WG regarding the intervention rates for the onward investment programme. The new intervention rates are as follows:</p> <ul style="list-style-type: none"> • Capital – Schools : 65% WG / 35% LA • Capital – PRU / ALN Schools : 75% WG / 25% LA • MIM – 81% WG / 19% LA (through revenue budgets of both organisations).
1.11	<p>Our Band B Programme has already started with projects at Connah's Quay High School (Phase 2) and Queensferry Campus (Plas Derwen PPRU and Queensferry CP) being approved by Cabinet and Council.</p>
1.12	<p>Additionally, on 24th September Cabinet approved two further projects. One at Ysgol Croes Atti (Shotton site) which will be funded by WG</p>

	<p>Childcare Grant (100% intervention rate) and WG 21st Century schools funding (65% WG/35% FCC) and the second at Ysgol Brynfordd, also funded by a combination of Council Capital and WG Childcare Grant. The associated borrowing costs of both projects have been reflected in the Council's current Medium Term Financial Strategy (MTFS).</p>
1.13	<p><u>Proposed changes to the 21st Century Band B Programme</u></p> <p>As stated earlier in the report, Cabinet have previously agreed to proceed with two projects in the Band B programme. Connah's Quay High School (Phase 2) which completes in November 2019 and the Queensferry Campus project which includes modernisation of Queensferry C.P and the provision of new PPRU facilities to be called Plas Derwen. This project is in design development stage.</p>
1.14	<p>There have been a number of factors which have resulted in review and potential changes to the Council's original Band B SOP, as follows:</p> <ul style="list-style-type: none"> • Cabinet decisions – Brynford and Lixwm Area. • Additional options resulting from availability of detailed technical feasibilities. • Additional external grants from WG becoming available post SOP submission. • Changing demographics • Proposed large scale housing development through the LDP in other areas • Affordability of programme (current and future).
1.15	<p>In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the Brynford and Lixwm CP. On that basis the proposed £2.7m project was no longer viable, as release of capital relied on successful transition through statutory proposals and therefore needs to be removed from the SOP.</p>
1.16	<p>A feasibility report has been conducted by technical professionals into the Buckley and Mynydd Isa Area. This has resulted in option A, a combined primary and secondary provision on the Argoed school site being feasible. Estimated costs of such a provision in Mynydd Isa would be in the region of £31m.</p>
1.17	<p>The feasibility report also has produced a range of cost options for the modernisation of Elfed High School, Buckley. However, to manage the programme within the realms of the original funding envelope there would need to be a ceiling of £9m investment for this site.</p>
1.18	<p>The Council was successful in gaining a £3m grant through the WG Welsh Medium Grant for Ysgol Glanrafon, Mold (100% funded). This has released £750k highlighted for the Mold Area Welsh Medium review to be spent at Ysgol Croes Atti, Shotton Feasibility estimates for the proposed scheme are above the funding available. Therefore, a supplementary business case for the additional funding has been submitted to WG. At the time of writing we await official confirmation of the additional funding from WG.</p>

1.19	<p>The cost estimates for Ysgol Croes Atti, Flint, have been reviewed and need to be uplifted from £4m as indicated in the original SOP to £5.5m. The new estimate is based on actual costs from a recent school construction project.</p>
1.20	<p>Several years ago the Council consulted key stakeholders in the Saltney area on a number of school organisational change models and at the time there was strong opposition to a 3-16 model in the area. The Council did not pursue change at that time but made commitments to revisit and review education within the area in the future.</p> <p>A 3-16 model was re-proposed in the Council's original Band B Programme because, based on information available at the time, this model was seen as the best sustainable solution for education provision in Saltney and would provide much needed investment.</p> <p>However shifting demography, particularly in the secondary sector in Saltney and large scale housing developments linked to the proposed Local Development Plan, indicate that a full review of primary and secondary education provision should be undertaken to encompass the wider areas of Saltney and Broughton to ensure sufficiency of future places and a sustainable model which would provide greater certainty for major capital investment.</p> <p>The SOP will continue reflect a monetary amount for the Saltney area, however, more detailed work is required and it is envisaged that this will be brought back to Cabinet at a date to be determined.</p>
1.21	<p>The costs associated with considering a single campus option in the Mynydd Isa area does have implications on the wider programme. Proceeding with this proposed project along with all other identified in the programme would require an increase to the funding envelope requirement beyond what is currently agreed.</p> <p>There are two possible solutions identified in the options below:</p> <ol style="list-style-type: none"> 1) Reduction in the number of projects within the programme to match available funding. 2) Increase the funding envelope to accommodate all the projects.
1.22	<p>The consequence of option 1 would be that proposed investment projects placed in the latter part of the programme would need to be removed from Band B. This would directly impact on proposed projects at Flint High School, Hawarden High School and Mold Alun High School.</p>
1.23	<p>The financial consequence of option 2 would require the high level funding envelope to be increased from £85m to £103m. This option would require approval in principle from WG nationally and Cabinet locally. Based on the current intervention rate the additional financial liability would be as follows:</p> <ul style="list-style-type: none"> • WG £11.7m • FCC £6.30m <p>There is compelling evidence to support the rationale that option 2 would be the recommended option as outlined in the paragraphs below.</p>

1.24	<p>The Council needs to consider a whole programme of priorities as part of its strategic plan for the ongoing management and improvement of the school estate in the medium term. The Council seeks to maximise investment through funding streams such as 21st Century schools which is welcomed but limited.</p> <p>It is incumbent on the Council to consider aligning its programme to larger scale programmes where appropriate, particularly where there is clear evidence of sustained local need. Advice is that the overall programme is affordable in the medium term based on borrowing costs and the current assumptions that the forecast for improved public funding is more positive.</p>
1.25	<p>Asset management data held on our school estate has identified the worse areas of suitability to be present in the secondary school estate, with the schools noted above as having the greatest need. The current infrastructure within those schools is impairing their ability to deliver the curriculum effectively.</p>
1.26	<p>In addition, a long term, high level modelling exercise has been completed around pupil demography. This has identified long term that both Hawarden High School and Flint High School may have potential capacity pressures as a result of potential new strategic housing developments in the local area.</p> <p>Whilst it would be the intention to seek S106 contributions should the appropriate SPG23 policy triggers are met, it is important to note that any S016 contribution would only cover partial costs of school improvement.</p>
1.27	<p>The benefits of the programme are set in Appendix 3, which supports the rationale of maximising investment within the school estate.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Decisions to commit to capital expenditure investing in assets to deliver high quality services efficiently have long term implications for future revenue budgets. Consideration must be given to schemes to ensure that they are affordable, sustainable and therefore prudent.</p>
2.02	<p>The estimated capital and associated debt revenue costs arising from the schemes proposed within this report are set out on a scheme by scheme basis in Appendix 4.</p>
2.03	<p>The total Capital costs of the proposed onward programme is £89.664m with the Council funding £22.632m and Welsh Government funding £67.032m from grants and through the MIM. The programme would run from 2019/20 to 2024/25.</p> <p>The Council's share of the Capital costs at this stage in the approval process would need to be funded from prudential borrowing. The only alternative source of funding would be capital receipts which may be forthcoming over the life of the programme but cannot be relied upon as any capital receipts generated would need to be considered in the context of the wider Capital programme.</p>

2.04	The first half of the programme would see activity concentrated on projects already approved at Connah’s Quay High School, Queensferry campus, Ysgol Croes Atti, Shotton and Brynford CP School to maximise the availability of the childcare grant funding available from WG. It would also include consideration of any MIM schemes which will have a longer lead in time for procurement of a strategic partner to include capital finance before construction can commence. This results in the majority of revenue pressures from the costs of debt financing being incurred after the current MTFs which ends in 2022/23, in the years from 2023/24 to 2026/27 and thereafter.																								
2.05	<p>The estimated associated debt revenue costs arising from the schemes proposed within this report are set out in the table below:</p> <table border="1" data-bbox="320 674 1370 842"> <thead> <tr> <th colspan="8">MTFS - Total Profiled Estimated Revenue Pressures (£)</th> </tr> <tr> <th>2019/20</th> <th>2020/21</th> <th>2021/2022</th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> <th>2025/26</th> <th>2026/27</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>5,723</td> <td>42,368</td> <td>102,113</td> <td>364,792</td> <td>1,284,167</td> <td>1,613,466</td> <td>1,683,084</td> </tr> </tbody> </table>	MTFS - Total Profiled Estimated Revenue Pressures (£)								2019/20	2020/21	2021/2022	2022/23	2023/24	2024/25	2025/26	2026/27	0	5,723	42,368	102,113	364,792	1,284,167	1,613,466	1,683,084
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0	5,723	42,368	102,113	364,792	1,284,167	1,613,466	1,683,084																		
2.06	<p>For Capital schemes revenue costs are incurred once the project commences. Borrowing is undertaken to fund the capital scheme and interest becomes payable on the borrowing funded from revenue.</p> <p>The repayment of borrowing is an accounting charge to the revenue account called the Minimum Revenue Provision (MRP). The Council’s MRP policy is to spread the charge over the life of the asset on an annuity basis, which results in an increasing charge over time to reflect the diminishing value of money over time. Charges begin the year after assets become operational.</p>																								
2.07	<p>In estimating the revenue costs associated with debt financing the following assumptions have been made:</p> <ul style="list-style-type: none"> • The ability to borrow at 3 – 3.5% over the duration of the programme as currently forecast by the Council’s Treasury Management Advisors which covers the period up until March 2022. • No inflation has been factored on future Capital costs • 10% of total capital costs are incurred during the pre-construction phase, and 90% during construction. 																								

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	All projects are managed using a risk register. Risks are managed accordingly, and financial risks are managed through a project contingency. Any high level risk which cannot be managed with the projects/programme will be incorporated into the risk register for the Education and Youth Portfolio.
3.02	Under the five delivery principles of the Well-being of Future Generations

	Act this report will have the following impacts:														
	<table border="1"> <thead> <tr> <th>Ways of Working Principle</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>Long-term</td> <td>Positive – assists in securing the future of schools in their local communities</td> </tr> <tr> <td>Prevention</td> <td>Positive – appropriate capital investment provide better facilities and elongates the life of the building/s</td> </tr> <tr> <td>Integration</td> <td>No Change</td> </tr> <tr> <td>Collaboration</td> <td>No change- effective collaboration is already in existence</td> </tr> <tr> <td>Involvement</td> <td>Positive – The proposed projects will help promote greater community integration/use/involvement.</td> </tr> </tbody> </table>	Ways of Working Principle	Impact	Long-term	Positive – assists in securing the future of schools in their local communities	Prevention	Positive – appropriate capital investment provide better facilities and elongates the life of the building/s	Integration	No Change	Collaboration	No change- effective collaboration is already in existence	Involvement	Positive – The proposed projects will help promote greater community integration/use/involvement.		
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Collaboration	No change- effective collaboration is already in existence														
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3.03	<p>Against the seven well-being goals of the Act, the potential impact of the report and its recommendations would be evaluated as follows:-</p> <table border="1"> <thead> <tr> <th>Well-being Principle</th> <th>Impact</th> </tr> </thead> <tbody> <tr> <td>Prosperous Wales</td> <td>Positive impact - Capital investment directly benefits local supply chain/economy. A percentage of local expenditure is a requirement of the grant funding.</td> </tr> <tr> <td>Resilient Wales</td> <td>Positive impact - Use of sustainable and recycled materials during construction, more energy efficient, potential reduction in carbon emissions.</td> </tr> <tr> <td>Healthier Wales</td> <td>Positive Impact – Improved physical infrastructure and facilities which positively impact on the wellbeing of the school and its community.</td> </tr> <tr> <td>More Equal Wales</td> <td>Neutral Impact – Equalities Impact Assessments are already embedded in school culture.</td> </tr> <tr> <td>Cohesive Wales</td> <td>Positive Impact – Potential that the school could become a community hub through its better accommodation offer.</td> </tr> <tr> <td>Vibrant Wales</td> <td>Positive Impact – Enables new facilities to improve, both curricular, extra-curricular and community use of school buildings.</td> </tr> </tbody> </table>	Well-being Principle	Impact	Prosperous Wales	Positive impact - Capital investment directly benefits local supply chain/economy. A percentage of local expenditure is a requirement of the grant funding.	Resilient Wales	Positive impact - Use of sustainable and recycled materials during construction, more energy efficient, potential reduction in carbon emissions.	Healthier Wales	Positive Impact – Improved physical infrastructure and facilities which positively impact on the wellbeing of the school and its community.	More Equal Wales	Neutral Impact – Equalities Impact Assessments are already embedded in school culture.	Cohesive Wales	Positive Impact – Potential that the school could become a community hub through its better accommodation offer.	Vibrant Wales	Positive Impact – Enables new facilities to improve, both curricular, extra-curricular and community use of school buildings.
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Vibrant Wales	Positive Impact – Enables new facilities to improve, both curricular, extra-curricular and community use of school buildings.														

	Globally Responsible Wales	Positive - Capital investment, delivers a more sustainable product, local spend and added benefits for apprenticeships, work experience in construction.
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4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Reports on the SOP for 21 st Century school have previously been to E&Y Overview and Scrutiny Committee and Cabinet.
4.02	Where a project or area require school organisational change, consultation will be carried out in accordance with the School Organisation code.
4.03	Consultation will be required through the planning application process at the appropriate stage of development.

5.00	APPENDICES
5.01	Appendix 1 – Original SOP Appendix 2 – Revised SOP Appendix 3 - Summary of Project Benefits Appendix 4 – Financial information

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	N/A.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Damian Hughes Telephone: 01352 704135 Email: damian.hughes@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	21st Century Schools - Is a collaboration between the Welsh Government (WG), the Welsh Local Government Association (WLGA) and local authorities. It is a major, long-term and strategic capital investment programme with the aim of creating a generation of 21st century schools in Wales.

Capital Funding - Capital funding is usually linked to acquiring or improving a long-term asset such as equipment or buildings.

Revenue Funding - Is linked to items that will be used within a year. Examples include salaries, heating, lighting, services and small items of equipment. Routine repairs are revenue expenditures and can include significant repairs that do not extend the life of the asset or do not improve the asset (the repairs merely return the asset to its previous condition).

Local Development Plan (LDP) - Covers the 15 year period 2015 to 2030 and when adopted this will replace the adopted Unitary Development Plan (UDP). The LDP will contain policies and proposals which together will provide for the development needs of the County over the Plan period as well as protecting the social and environmental assets of the County.

SPG23 – Supplementary Planning Guidance – Is the guidance which through the planning process, enables the Council to seek S106 contributions for schools as a result of new housing development, where the triggers indemnified in the guidance are met.

New Project Details										Schools associated with the scheme				
	New School Name	Project Description	School Number (If known)	Proposed Capacity	Education Level	Welsh Medium Type see notes	PRU - No. of places	SEN - No. of places	Project Type	Assumed Local Authority Funding %	No.	School Name	Current Capacity	Current Pupils on Roll
	EXAMPLE SCHOOL	Enter brief description of what the project is delivering.	6722103	545	Secondary	English with significant Welsh	25	15	New Build - Whole School	50%	1	Barry John High	120	145
											2	Gareth Edwards Primary	80	145
											3	John Lewis Primary	50	145
											4	Cardiff Arms Park Nursery	45	145
											5	Roath Park Primary	90	145
1	Connah's Quay High School (Phase 3)	Phase 3 (Final Phase) extension, remodel and refurbishment	4022	1200	Secondary	English medium	0	0	Extension / Refurbishment	50%	1	Connah's Quay High School	1200	961
											2			
											3			
											4			
											5			
2	Queensferry Campus Project	Remodel and refurbishment of existing primary school and relocate three strands of the Pupil Referral Unit (PRU) on to site	2061 1102	180	Primary	English medium	0	0	Extension / Refurb	50%	1	Queensferry Community Primary School	180	155
											2	Troi Rownd (Primary PRU)	N/A	12
											3	Bryn Tirion (Secondary PRU)	N/A	20
											4	The Learning Centre (Well-being PRU)	N/A	30
											5			
3	Brynford and Lixwm Area School Review	Amalgamation of two primary schools on to one site - Extension/Refurbishment for selected site to accommodate learners	New number required	150	Primary	English medium	0	0	Extension / Refurb	50%	1	Brynford Community Primary School	58	68
											2	Lixwm Community Primary School	71	50
											3			
											4			
											5			
4	Saltney Area School Review	New build secondary school on land opposite school existyng secondary campus to replace secondary and amalgamate two primary schools	New number required	600 315	3 to 16	English medium	0	0	New Build - Whole School	25%	1	St David's High School	725	406
											2	Saltney Ferry Community Primary School	236	94
											3	Saltney Wood Memorial Community	216	151
											4			
											5			
5a	Buckley and Mynydd Isa Area School Review	<u>OPTION A</u> Proposed amalgamation of one secondary school (Argoed) and one primary school to create a 3-16 school on the current secondary site. (1200) Remodelling of one secondary school (Elfed) 1000 place	New number required + 4011	1200 1000	Primary & Secondary	English medium	0	0	New Build - Whole School	50%	1	Argoed High School	580	557
											2	Elfed High School	1037	669
											3	Mynydd Isa Primary School (Infants Site)	513	504
											4	Mynydd Isa Primary School (Junior Site)		
											5			
5b	Buckley and Mynydd Isa Area School Review	<u>OPTION B</u> Proposed amalgamation of two secondary schools to create one secondary school on one of the current sites (Elfed) and new primary school to replace current split site arrangement to be situated on the other secondary site (Argoed)	New numbers required	1400 600	Primary + Secondary	English medium	0	0	Refurb		1	Argoed High School	580	557
											2	Elfed High School	1037	669
											3	Mynydd Isa Primary School (Infants Site)	513	504
											4	Mynydd Isa Primary School (Junior Site)		
											5			
5c	Buckley and Mynydd Isa Area School Review	<u>OPTION C</u> Refurbishment of existing buildings at two secondary schools and invest in Primary provision (split sites)	4011 4042 2267	1000 600 600	Primary + Secondary	English medium	0	0	Refurb		1	Argoed High School	580	557
											2	Elfed High School	1037	669
											3	Mynydd Isa Primary School (Infants Site)	513	504
											4	Mynydd Isa Primary School (Junior Site)		
											5			
6	Mold Welsh Medium Area Review	Proposals to consider options for Ysgol Glanrafon and Ysgol Terrig, Treuddyn. There is a requirement for the Council to consider its Welsh Education Strategic Plan to ensure that Welsh Medium Provision links into the National Strategy to create a million Welsh Speakers by 2050. This would involve working with key stakeholders to develop new models to promote Welsh Medium provision and promote sustainability across the County.	New number required	360	Primary	Welsh medium	0	0	Extension / Refurbishment	50%	1	Ysgol Terrig, Treuddyn	93	47
											2	Ysgol Glanrafon, Mold	287	298
											3			
											4			
											5			
7	Flint Welsh Medium Review	New build Welsh Medium primary school	New number required	300	Primary	Welsh medium	0	0	New Build - Whole School	50%	1	Ysgol Croes Atti, Flint & Shotton	207	190
											2			
											3			
											4			
											5			
8	Drury Community Primary School	Remodel/refurbishment of existing buildings	2089	Unknown pending feasibility	Primary	English medium	0	0	Refurb	50%	1	Drury Community Primary School	124	139
											2			
											3			
											4			
											5			
9	Hawarden High School	Refurbishment of existing buildings	4000	Unknown pending feasibility	Secondary	English medium	0	0	Refurb	50%	1	Hawarden High School	1145	1172
											2			
											3			
											4			
											5			
10	Mold Alun High School	Refurbishment of existing buildings	4006	Unknown pending feasibility	Secondary	English medium	0	0	Refurb	50%	1	Mold Alun High School	1768	1630
											2			
											3			
											4			
											5			
11	Flint High School	Refurbishment of existing buildings	4021	Unknown pending feasibility	Secondary	English medium	0	0	Refurb	50%	1	Flint High School	797	755
											2			
											3			
											4			
											5			

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New Project Details											Schools associated with the scheme			
	New School Name	Project Description	School Number (If known)	Proposed Capacity	Education Level	Welsh Medium Type - see notes	PRU - No. of places	SEN - No. of places	Project Type	Assumed Local Authority Funding %	No.	School Name	Current Capacity	Current Pupils on Roll *
	EXAMPLE SCHOOL	Enter brief description of what the project is delivering.	6722103	545	Secondary	English with significant Welsh	25	15	New Build - Whole School	50%	1	Barry John High	120	145
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											3	John Lewis Primary	50	145
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											5	Roath Park Primary	90	145
1	Connah's Quay High School (Phase 3)	Phase 3 (Final Phase) extension, remodel and refurbishment	4022	1200	Secondary	English medium	0	0	Extension / Refurbishment	35%	1	Connah's Quay High School	1200	1029
											2			
											3			
											4			
											5			
2	Queensferry Campus Project	Remodel and refurbishment of existing primary school and relocate three strands of the Pupil Referral Unit (PRU) on to site	2061 1102	180	Primary	English medium	0	0	Extension / Refurb	25% PRU 35% CP	1	Queensferry Community Primary School	180	151
											2	Troi Rownd (Primary PRU)	N/A	12
											3	Bryn Tirion (Secondary PRU)	N/A	20
											4	The Learning Centre (Well-being PRU)	N/A	30
											5			
3	Saltney Area School Review	New build secondary school on land opposite school existing secondary campus to replace secondary and amalgamate two primary schools	New number required	600 315	3 to 16	English medium	0	0	New Build - Whole School	19%	1	St David's High School	725	350
											2	Saltney Ferry Community Primary School	236	107
											3	Saltney Wood Memorial Community Primary	216	148
											4			
											5			
4	Buckley and Mynydd Isa Area School Review	<u>OPTION A</u> Proposed amalgamation of one secondary school (Argoed) and one primary school to create a 3-16 school on the current secondary site. (1200) Remodelling of one secondary school (Elfed) 1000 place	New number required + 4011	1200 1000	Primary & Secondary	English medium	0	0	New Build - Whole School	35% or 19% MIM	1	Argoed High School	580	542
											2	Elfed High School	983	878
											3	Mynydd Isa Primary School (Infants Site)	513	506
											4	Mynydd Isa Primary School (Junior Site)		
											5			
5	Flint Welsh Medium Review	New build Welsh Medium primary school	New number required	240	Primary	Welsh medium	0	0	New Build - Whole School	35% or 19% MIM	1	Ysgol Croes Atti, Flint & Shotton	207	173
											2			
											3			
											4			
											5			
6	Drury Community Primary School	Remodel/refurbishment of existing buildings	2089	Unknown pending feasibility	Primary	English medium	0	0	Refurb	35%	1	Drury Community Primary School	124	143
											2			
											3			
											4			
											5			
7	Hawarden High School	Refurbishment of existing buildings	4000	Unknown pending feasibility	Secondary	English medium	0	0	Refurb	35%	1	Hawarden High School	1145	1113
											2			
											3			
											4			
											5			
8	Mold Alun High School	Refurbishment of existing buildings	4006	Unknown pending feasibility	Secondary	English medium	0	0	Refurb	35%	1	Mold Alun High School	1768	1580
											2			
											3			
											4			
											5			
9	Flint High School	Refurbishment of existing buildings	4021	Unknown pending feasibility	Secondary	English medium	0	0	Refurb	35%	1	Flint High School	797	850
											2			
											3			
											4			
											5			

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Proposed - 21st Century School Programme Band B

Summary of Project Benefits

1. **Approved - Connah's Quay High School (Phase 2)** – The construction project is currently live and the project will demolish the existing administration block and remodel existing areas to provide a new administration area. It will also include new cladding, external works (car parking); sports hall & main façade upgrades (incl. new roof to Sports Hall); DDA compliance works and agreed packages of smaller refurbishment works.

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Expected Maintenance reduction
Connah's Quay High School	C	B	20%	901,176.00	£720, 940.80 (80%)

2. **Approved - Queensferry Campus project (Queensferry CP & PPRU, Plas Derwen)** – The PRU provision for Foundation Phase/ KS2/KS3/KS4 is currently located in 4 separate buildings in differing locations, which are not fit for purpose and are endemic of a service that has inherited low grade surplus building stock. Whilst the location of the buildings have some positive aspects in terms of demographic and proximity to a range of amenities, the provision is vastly undersized when evaluated against the relevant guidance. Outdoor facilities attached to the existing centres are extremely limited, restricting the curriculum breadth that can be offered and taken up by pupils accessing PRU provision. The proposal is to amalgamate Foundation Phase, KS2 & KS3 PRU provision into a purpose built building on one site. **Queensferry CP-** The project will consider some remodeling of existing classroom provision, provision of suitably sized hall, improvements to school entrance, provision of suitable dining and kitchen facilities, and works to ensure compliance with equalities legislation and the Fire Reform Act

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Expected Maintenance reduction
Queensferry CP	B	B	14%	14,545.00	14,545.00 (100%)
Troi Rownd (PRU)	D	B	N/A	14, 785	28, 820 (100%)
Bryn Tirion (PRU)	D	B	N/A	28, 820	9, 351 (100%)

The Learning Centre Ash Grove (PRU)	D	B	N/A	9,351	9,351 (100%)
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3. **Proposed MIM Project – Saltney Area** - The proposed project would be to provide a new 3-16 school in Saltney to replace two primary schools, Saltney Ferry CP and Saltney Wood Memorial and St David’s High school and would also include the integration of the existing Youth and Community building creating a fully integrated ‘Community Hub’.

School	Suitability	Condition	Unfilled places	Maintenance backlog	Maintenance reduction
St David’s High School	C	B	44%	1,036,418.00	1,036,418 (100%)
Saltney Ferry	B	B	60%	234,576	234,576 (100%)
Wood Memorial	C	B	30%	103,220.00	103,220 (100%)

4. **Buckley and Mynydd Isa Area** – A 3-16 model in the Mynydd Isa area is considered lower risk relating to school organisation change, whilst offering a sustainable solution within the local community. The current primary provision is located on a split site arrangement (the last remaining primary split site provision) and land at the Argoed High School is the only viable option to amalgamate a 3-16 school onto one site. This option would see either a remodelling or replacement of the Argoed High School which has significant suitability and condition issues. Within this option, the Elfed High School would remain as it is, however would require some remodelling to address suitability and condition issues.

**option dependent*

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Expected Maintenance reduction
Elfed High School	C	C	35%	£1,354,216.00	£1,354,216.00*
Argoed High School	C	B	4%	£807,281.00	£807,281.00
Mynydd Isa Primary	B & C	B & B	2%	£108,048	£108,048

5. **Ysgol Croes Atti (WM) - Proposal for a new WM school to replace Ysgol Croes Atti** - There is an agreement in place between Flintshire County Council and the developers regarding land at Oakenholt. The agreement sets aside land for 10 years from the commencement of the development for the construction of a primary school by the Council under building license. (This option expires in June 2024) The proposal would be to replace Ysgol Croes Atti as the current site is unsuitable for development to Building Bulletin 98 guidance.

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Expected Maintenance reduction
Ysgol Croes Atti	C & D	B & B	8% (Flint site only)	£521, 841	£521, 841 (100%)

6. **Drury CP** – Remodelling, addressing suitability and capacity issues and removal of mobile classrooms.

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Expected Maintenance reduction
Drury CP	D	B	-12%	£118,048.00	£94, 428 (80%)

7. **Hawarden High School** – Remodelling addressing suitability & Condition issues in specialist provision

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Expected Maintenance reduction
Hawarden High School	C	B	-2%	£1,595,018.00	£797,509 (50%)

8. **Mold Alun High School** - Remodelling addressing suitability & Condition issues in specialist provision

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Expected Maintenance reduction
Mold Alun High school	C	B	8%	£1,336,335.00	£668, 167 (50%)

9. **Flint High School** - Remodelling addressing suitability & Condition issues in specialist provision

School	Suitability	Condition	Unfilled places	Backlog Maintenance	Expected Maintenance reduction
Flint High School	C	B	5%	£702,552.00	£351, 276 (50%)

Expected benefits of the Investment programme

Critical Success Factors	S.M.A.R.T.
<ul style="list-style-type: none"> Improved outcomes for learners 	Outcomes at each Key Stage place Flintshire at its expected benchmarked position of 6th or better in Wales
<ul style="list-style-type: none"> Reduce repair and maintenance 	Increase number of grade A condition schools and reduce liability on R&M Budget. Assessed on completion of each project 2019-2024
<ul style="list-style-type: none"> Reduce surplus places 	To reduce the number of unfilled places between 2019 - 2024 and move towards the WG target of 10%
<ul style="list-style-type: none"> Releasing capital assets (reducing fixed costs) 	To release school buildings and in some cases will realise capital receipts. The programme will potentially reduce liability on number of assets through management of the school estate from 2019- 2024
<ul style="list-style-type: none"> Value for money 	Ensure best value sustainable option for school or area for future generations. Ensure the 21st Century School programme is delivered within the WG benchmark figures for construction.
<ul style="list-style-type: none"> Achievability 	All schemes scheduled to be completed within the programme timeframes (including due consideration to Statutory proposals where applicable)
<ul style="list-style-type: none"> Strategic Fit 	Matches aspiration of the Council's School Modernisation Strategy to reduce surplus places in improved learning environments and outcomes for children and young people
<ul style="list-style-type: none"> Affordability 	Enabling 65%, 75% and 81% external investment into Flintshire schools

Expected Benefits of programme linked to investment objectives:

Programme Investment objective	Expected Benefits
Ensuring a sustainable number of schools in the right locations to best serve	<ul style="list-style-type: none"> Rationalisation of Council assets in line with CLAW asset management guidance Reduction in surplus places are per national and local policy

<p>our learning, social and geographical communities.</p>	<ul style="list-style-type: none"> • Development of sustainable schools • More fit for purpose educational estate • Reduction in backlog maintenance currently >£17m • Reduction in the Council’s carbon foot-print • Intoduction of ‘Zero Waste’ principals into the progarmme
<p>Optimising resources to ensure that expenditure is utilised effectively to deliver fit for purpose provision, including cost and resource efficiencies and sustainability.</p>	<ul style="list-style-type: none"> • Provision of appropriate capacity of school network • A commitment to leading by example in terms of sustainability and the environment • 21st century schools with an appropriate learning environments • More appropriate use of ICT and new methods of curriculum delivery • Consistency of service provision
<p>Reducing surplus places, and Rationalising Education Assets (reducing fixed costs)</p>	<ul style="list-style-type: none"> • Rationalisation of educational assets in line with CLAW asset management guidance • More appropriate ratio of pupils to teachers • Matching capacity and demand = sustainability • More secure school estate • Reduced school estate vandalism • Providing an appropriate education building provision • Future proofing of demand in key areas (in line with local development plan) • Ensures more focus on spend in the classroom - pupil focus
<p>Alignment with the Council’s School Modernisation Strategy and Welsh Education Strategic Plan (WESP)</p>	<ul style="list-style-type: none"> • Creating the conditions for school leaders to succeed; • Continuing to raise educational standards • Ensuring that school buildings are attractive learning and teaching environments; • Reducing the number of surplus places and the inequity of variation in cost per pupil; and • Providing resilience against falling revenue funding. • Moving towasrd the WG target for Welsh speakers
<p>21st Century schools investment programme aims to provide</p>	<ul style="list-style-type: none"> • Buildings and grounds that are welcoming to both the school and the community whilst providing adequate security; • Internal learning spaces (classrooms and other areas) that are well proportioned, fit for purpose and meet the needs of the curriculum; • Flexible design to allow for short-term changes of layout and use, and for long-term expansion or contraction; • Good environmental conditions throughout, including optimum levels of natural light and ventilation for different activities; • Well-designed external spaces offering a variety of different settings for leisure, learning and sport;

	<ul style="list-style-type: none">• A sustainable approach to design, construction and environmental servicing;• Good use of the site, balancing the needs of pedestrians, cyclists and vehicles and facilitating community access to facilities; and• Maximising the use of new technologies to support effective learning and efficient administration and management.
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Additional benefits of the investment programme

The Construction projects for the 21st Century schools programme have also derived the following benefits within Band A:

- Over 900 hours of work experience
- Over 1,000 training hours delivered
- 320 NVQ/Apprenticeship weeks delivered
- 9 Graduates recruited
- 17 permanent new jobs created for unemployed people
- 4,000 school pupils involved in engagement events
- 70 community engagement events, with 900 attendees
- On average, 80% of the construction supply chain comes from within a 30 miles radius of the project/s
- 30 work placements for NEET (Not in Employment, Education or Training) individuals in partnership with the Princes Trust

21ST CENTURY SCHOOLS BAND B PROGRAMME TOTAL £100M - INDICATIVE COUNCIL CAPITAL COSTS AND REVENUE COSTS OF DEBT

Page 307

Schools	Project Cost (£)	FCC Funding %	FCC Funding Liability (£)	Project Timescales		FCC Capital Costs (£)						MTFS - Estimated Revenue Pressures Over Life of Asset (£)						MTFS - Profiled Estimated Revenue Pressures (£)							Notes					
				Pre - construction phase	Construction Phase	2019/20	2020/21	2021/2022	2022/23	2023/24	2024/25	Annual Interest	MRP Year 1	Total Year 1	MRP Year 50	Total Year 50	Average 50 Years	2019/20	2020/21	2021/2022	2022/23	2023/24	2024/25	2025/26		2026/27				
3 Saltney Area Review - MIM																														
1	St David's High School	£25,000,000	19%		2019/20 - 2020/21	2021/22 - 2023/24																					Proposed MIM scheme. MIM works similarly to that of a Finance Lease - there is no capital outlay for the building, the LA incurs a rental charge through the revenue account (called a unitary charge consists of interest and repayment charges). Shown the net unitary charge to LAs in the latest model provided by WG payable over 25 years. LAs will receive a grant from WG to cover 81% of the unitary charge. It will be possible to account for the repayment element over 50 years rather than 25 years shown (working with WG to calculate).			
2	Saltney Ferry Community Primary School																													
3	Saltney Wood Memorial Community Primary School																													
	ICT & Fixtures, Fittings & Equipment	£1,464,000	35%	£512,400						512,400																				
4 Buckley and Mynydd Isa Area Review																														
1	Argoed High School	£31,000,000	35%	£10,850,000	2021/22 - 2022/23	2023/24 - 2024/25			542,500	542,500	4,882,500	4,882,500																		
2	Mynydd Isa Primary School (Infants Site)																													
3	Mynydd Isa Primary School (Junior Site)																													
4	Elfed High School	£9,000,000	35%	£3,150,000	2021/22 - 2022/23	2023/24 - 2024/25			157,500	157,500	1,417,500	1,417,500																		
5 Flint and Shotton Welsh Medium Review																														
1	Ysgol Croes Atti, Flint	£5,500,000	35%	£1,925,000	2020/21 - 2021/22	2022/23 - 2023/24			96,250	96,250	866,250	866,250																		
6 Drury Community Primary Review																														
1	Drury CP School	£2,700,000	35%	£945,000	2020/21	2021/22 - 2022/23			94,500	425,250	425,250																			
7 Flint High School																														
1	Flint High School	£5,000,000	35%	£1,750,000	2023/24	2024/25					175,000	1,575,000																		
8 Hawarden High School																														
1	Hawarden High School	£5,000,000	35%	£1,750,000	2023/24	2024/25					175,000	1,575,000																		
9 Mold Alun High School																														
1	Mold Alun High School	£5,000,000	35%	£1,750,000	2023/24	2024/25					175,000	1,575,000																		
		£89,664,000		£22,632,400				0	190,750	1,221,500	1,991,500	8,203,650	11,025,000				1,607,790		2,177,494	1,851,679			0	5,723	42,368	102,113	364,792	1,284,167	1,613,466	1,683,084

Total Cost of all Projects	FCC Funding Liability
89,664,000	22,632,400

FCC Total Capital Costs £000s					
2019/20	2020/21	2021/2022	2022/23	2023/24	2024/25
0	190,750	1,221,500	1,991,500	8,203,650	11,025,000

MTFS - Estimated Revenue Pressures Over Life of Asset (£)					
Annual Interest	MRP Year 1	Total Year 1	MRP Year 50	Total Year 50	Average 50 Years
		1,607,790		2,177,494	1,851,679

MTFS - Total Profiled Estimated Revenue Pressures (£)							
2019/20	2020/21	2021/2022	2022/23	2023/24	2024/25	2025/26	2026/27
0	5,723	42,368	102,113	364,792	1,284,167	1,613,466	1,683,084

ASSUMPTIONS: Council is able to borrow at 3% - 3.5% over the duration of the programme as currently forecast by Treasury Management Advisors which covers the period up until March 2022. Inflation has not been factored into costs. Interest costs incurred as project costs start to be incurred, MRP once asset is operational, therefore costs will be phased over the life of the programme. Assumed 10% of costs are incurred in pre construction phase and 90% during construction phase.

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CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Cemetery Provision and Strategy
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

Bereavement Services currently manage 15 Cemeteries and 8 Closed Churchyards located throughout Flintshire. In addition the service also has 2 Gardens of Remembrance located at Hawarden and Kelsterton, a dedicated Child and Baby Memorial at Kelsterton Cemetery and a Woodland / Natural burial area also located at Kelsterton Cemetery. Also located within the 15 Cemeteries are approximately 300 memorial benches and 12 buildings of various sizes and usage, including the chapel located in Hawarden (No 1) Cemetery.

Currently the major challenge and risk facing the service is the availability of future burial space, particularly at Hope (Bryn y Grog) and Hawarden (No 2) Cemeteries in the short term and beyond that at Buckley Cemetery.

Without action being taken to address these shortages, local residents will no longer be able to be buried in their local Cemetery with other family members and loved ones.

RECOMMENDATIONS

1	That Cabinet approves the purchase of the identified land to extend Hope and Hawarden Cemeteries.
2	That Cabinet approves the investigations into future burial provisions at other Cemeteries in the County, which should commence 4 years prior to the anticipated point when the existing capacity will be reached.

REPORT DETAILS

1.00	PROVISION OF FUTURE BURIAL SPACE																																
1.01	<p>Bereavement Services currently manage 15 Cemeteries and 8 Closed Churchyards located throughout Flintshire as follows:</p> <table border="1" data-bbox="400 338 1313 1249"> <thead> <tr> <th data-bbox="400 338 860 394">Cemetery</th> <th data-bbox="860 338 1313 394">Closed Churchyards</th> </tr> </thead> <tbody> <tr> <td data-bbox="400 394 860 450"><i>Bagillt</i></td> <td data-bbox="860 394 1313 450"><i>Ddol Chapel, Afonwen</i></td> </tr> <tr> <td data-bbox="400 450 860 506"><i>Bryn Road Connahs Quay</i></td> <td data-bbox="860 450 1313 506"><i>Ffordd y Llan, Cilcain</i></td> </tr> <tr> <td data-bbox="400 506 860 562"><i>Buckley</i></td> <td data-bbox="860 506 1313 562"><i>Old Churchyard, Halkyn</i></td> </tr> <tr> <td data-bbox="400 562 860 618"><i>Flint - London Road</i></td> <td data-bbox="860 562 1313 618"><i>St James, Holywell</i></td> </tr> <tr> <td data-bbox="400 618 860 674"><i>Flint - Northop Road</i></td> <td data-bbox="860 618 1313 674"><i>St Peters, Holywell</i></td> </tr> <tr> <td data-bbox="400 674 860 730"><i>Greenfield No 1</i></td> <td data-bbox="860 674 1313 730"><i>Trelawnydd</i></td> </tr> <tr> <td data-bbox="400 730 860 786"><i>Greenfield No 2</i></td> <td data-bbox="860 730 1313 786"><i>Tyddyn Street, Mold</i></td> </tr> <tr> <td data-bbox="400 786 860 842"><i>Hawarden No 1</i></td> <td data-bbox="860 786 1313 842"><i>Vownog Road, Sychdyn</i></td> </tr> <tr> <td data-bbox="400 842 860 898"><i>Hawarden No 2</i></td> <td data-bbox="860 842 1313 898"></td> </tr> <tr> <td data-bbox="400 898 860 954"><i>Holywell</i></td> <td data-bbox="860 898 1313 954"></td> </tr> <tr> <td data-bbox="400 954 860 1010"><i>Hope - Bryn y Grog</i></td> <td data-bbox="860 954 1313 1010"></td> </tr> <tr> <td data-bbox="400 1010 860 1066"><i>Hope - Old</i></td> <td data-bbox="860 1010 1313 1066"></td> </tr> <tr> <td data-bbox="400 1066 860 1122"><i>Kelsterton</i></td> <td data-bbox="860 1066 1313 1122"></td> </tr> <tr> <td data-bbox="400 1122 860 1178"><i>Rhewl</i></td> <td data-bbox="860 1122 1313 1178"></td> </tr> <tr> <td data-bbox="400 1178 860 1234"><i>Treuddyn</i></td> <td data-bbox="860 1178 1313 1234"></td> </tr> </tbody> </table>	Cemetery	Closed Churchyards	<i>Bagillt</i>	<i>Ddol Chapel, Afonwen</i>	<i>Bryn Road Connahs Quay</i>	<i>Ffordd y Llan, Cilcain</i>	<i>Buckley</i>	<i>Old Churchyard, Halkyn</i>	<i>Flint - London Road</i>	<i>St James, Holywell</i>	<i>Flint - Northop Road</i>	<i>St Peters, Holywell</i>	<i>Greenfield No 1</i>	<i>Trelawnydd</i>	<i>Greenfield No 2</i>	<i>Tyddyn Street, Mold</i>	<i>Hawarden No 1</i>	<i>Vownog Road, Sychdyn</i>	<i>Hawarden No 2</i>		<i>Holywell</i>		<i>Hope - Bryn y Grog</i>		<i>Hope - Old</i>		<i>Kelsterton</i>		<i>Rhewl</i>		<i>Treuddyn</i>	
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1.02	<p>The management of Cemeteries is in the main covered by the Local Authorities Cemetery Order 1977 (LACO). LACO states that whilst the provision of Cemeteries is not a statutory duty, if a Local Authority does take on this provision, it must then maintain the provision of these Cemeteries to an acceptable standard.</p> <p>The Authority also has a statutory duty under the Public Health (Control of Disease) Act 1974 to undertake the funeral arrangements for those residents of Flintshire who are unable to fund their own funeral or have no Next of Kin able to do so.</p>																																
1.03	<p>The service is staffed by 2 full time Officers (Bereavement Services Manager and Bereavement Services Officer) and 6 Streetscene Operatives who undertake the grave digging operations and cemetery maintenance. The service also manages a team of 6 seasonal operatives who undertake grass cutting duties during the growing season (April to October).</p> <p>The service undertakes the following main operations during the year:-</p>																																

	<ul style="list-style-type: none"> • Approximately 400 interments (70% Full Body, 30% Cremated Remains which is the direct opposite to the national trend) • Memorial Safety Testing of approximately 6000 memorials annually • Undertake on average, 8 Public Health Burials (with a cost recovery rate of approximately 73%) • Maintains approximately 140,000m² of grass (16 cuts per year) • Maintains approximately 100,000m of paths and areas around memorials (16 visits per year) • Maintains approximately 5000m of hedge
1.04	<p>Appendix 1 provides the estimated capacity (in years) for all of the Council Cemeteries - in relation to new burial space.</p> <p>Of particular concern is the Cemetery at Hope with only 1 year (7 new grave spaces) and Hawarden with 4 years capacity. Buckley Cemetery is the third in line with 9 years of capacity available.</p> <p>The remaining Cemeteries have on average 35 years capacity remaining.</p>
1.05	<p>Suitable land has been identified adjacent to the Cemeteries at Hope and Hawarden and the Capital Business Case has been submitted for the extension to Hope Cemetery and negotiations are currently ongoing with the landowner. The Capital Business Case for the extension to Hawarden Cemetery is awaiting approval, and negotiations are at an early stage with the landowner's agents.</p>
1.06	<p>Unfortunately, there is no suitable land available adjacent to Buckley Cemetery, meaning an extension is not possible at the existing site. Enquiries have been made which have confirmed that there is no suitable land available in the Council's ownership in Buckley which could be utilised as an alternative Cemetery site. Investigations would therefore be required to identify options to purchase another suitable site in Buckley or in neighbouring areas to utilise as Cemetery land.</p>
1.07	<p>Clearly the purchase of additional land, creation of infrastructure and the extensive ground investigation works would require significant investment from capital funds. However the investment would secure future income from burial fees, which would be lost should extensions not be provided.</p> <p>Based on current fee rates the proposed extension at Hope Cemetery would generate an anticipated income of approximately £375k over a 25 year scheme period with initial purchase and development costs of approximately £225k. The balance between expected income and the cost of developing the sites will be sufficient to cover the operational costs for maintenance and supporting the burial work. This ensures the service achieves full cost recovery as required by the corporate Fees and Charges policy.</p> <p>As Hawarden is the major Cemetery within Flintshire, undertaking a third of all our interments, a larger extension would be required. The anticipated cost of the land purchase and developing the scheme would be approximately £600k.</p>

	If the extensions are approved at Hope and Hawarden, they would provide a minimum of 20 years burial capacity at each site.
1.08	On average the timescales involved for establishing new or extending existing Cemeteries is approximately 4 to 5 years from identification of suitable land. It is therefore recommended that any future extensions are addressed 4 years prior to the anticipated date that current capacity will be reached, based on the information provided in Appendix 1.
1.09	A move to three “Strategic” Cemeteries located throughout the County, was previously considered and rejected as it would mean that residents would not necessarily be buried in the areas that they have lived their lives in, and would potentially not be able to be buried in the same Cemetery as other family members or loved ones.

2.00	RESOURCE IMPLICATIONS
2.01	Capital funding would be required to purchase land and develop new burial sites.
2.02	There are no staff resource implications associated with this project.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT																								
3.01	<p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1"> <tr> <td>Long-term</td> <td>No change</td> </tr> <tr> <td>Prevention</td> <td>No change</td> </tr> <tr> <td>Integration</td> <td>No change</td> </tr> <tr> <td>Collaboration</td> <td>No change</td> </tr> <tr> <td>Involvement</td> <td>No change</td> </tr> </table> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td>No impact</td> </tr> <tr> <td>Resilient Wales</td> <td>No impact</td> </tr> <tr> <td>Healthier Wales</td> <td>Cemeteries provide valuable “green space” that people can go and visit thus encouraging a healthier lifestyle</td> </tr> <tr> <td>More equal Wales</td> <td>The provision of additional burial space, particularly in Hawarden, will allow the authority to offer burials to alternative faith groups, which we don’t currently have in existing Cemeteries.</td> </tr> <tr> <td>Cohesive Wales</td> <td>No impact</td> </tr> <tr> <td>Vibrant Wales</td> <td>No impact</td> </tr> <tr> <td>Globally responsible Wales</td> <td>No impact</td> </tr> </table>	Long-term	No change	Prevention	No change	Integration	No change	Collaboration	No change	Involvement	No change	Prosperous Wales	No impact	Resilient Wales	No impact	Healthier Wales	Cemeteries provide valuable “green space” that people can go and visit thus encouraging a healthier lifestyle	More equal Wales	The provision of additional burial space, particularly in Hawarden, will allow the authority to offer burials to alternative faith groups, which we don’t currently have in existing Cemeteries.	Cohesive Wales	No impact	Vibrant Wales	No impact	Globally responsible Wales	No impact
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3.02	Approval of the recommendations made within this report will assist the Bereavement Services in managing and reducing the level of risk associated with this highly sensitive service.
3.03	Approval of the recommendations made within this report will reduce the significant “reputational & political” risk associated with discontinuing burial provision in local areas where it has been provided previously for in excess of 50 years.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Natural Resource Wales – Groundwater risk assessments at individual sites
4.02	Environment Overview and Scrutiny Committee considered the matter at their meeting in October 2019. The Committee recommended Cabinet approve the recommendations contained within this report.

5.00	APPENDICES
5.01	Appendix 1 – Burial Space.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Richard Blake – Bereavement Services Manager Telephone: 01352 704780 E-mail: richard.blake@fintshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	None.

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Appendix 1 - Flintshire CC Cemeteries Average Years Left

Cemetery	Plots Available	Current Average Number New Graves per year	Average Years Usage Available
<i>Bagillt</i>	129	8	16
<i>Bryn Road Connahs Quay</i>	0	0	0
<i>Buckley</i>	45	5	9
<i>Flint - London Road</i>	792	33	24
<i>Flint - Northop Road</i>	0	0	0
<i>Greenfield No 1</i>	0	0	0
<i>Greenfield No 2</i>	1039	5	208
<i>Hawarden No 1</i>	0	0	0
<i>Hawarden No 2</i>	200	50	4
<i>Holywell</i>	387	14	28
<i>Hope - Bryn y Grog</i>	7	10	1
<i>Hope - Old</i>	0	0	0
<i>Kelsterton</i>	1943	11	177
<i>Rhewl</i>	250	3	83
<i>Treuddyn</i>	397	3	132
Average	5189	142	36
Closed Churchyards			
<i>Ddol Chapel, Afonwen</i>	0	0	0
<i>Ffordd y Llan, Cilcain</i>	0	0	0
<i>Old Churchyard, Halkyn</i>	0	0	0
<i>St James, Holywell</i>	0	0	0
<i>St Peters, Holywell</i>	0	0	0
<i>Trelawnydd</i>	0	0	0
<i>Tyddyn Street, Mold</i>	0	0	0
<i>Vownog Road, Sychdyn</i>	0	0	0



CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Denbighshire and Flintshire Joint Archive Project
Cabinet Member	Leader of the Council and Cabinet Member for Education
Report Author	Chief Officer (Education & Youth)
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to seek Cabinet approval to create an innovative and sustainable archive service in partnership with Denbighshire County Council and develop a state of the art archive facility. The intention is that the Council will be able to maintain its strong and proud track record in curating and preserving important historical documents, fulfilling its statutory requirements in relation to records management and, at the same time, modernise and expand its offer to the public through the use of digital technology and enhanced facilities and activities.

The project also aims to extend and enhance the role of archive services in delivering key objectives of the Social Services and Well-Being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015. It will achieve this by using its unique resources in a ground-breaking way to engage and support all sections of the local community from the youngest to the oldest, for those who may need support for their health and wellbeing, for those who undertake professional research, for those who dabble in local or family history and for those who may never have considered that an archive has something to offer them. The intention of this project is that it will lead the way nationally on how audiences engage with archive material.

The ground-breaking feature of this project is the development of a new, 21st century and environmentally friendly archive facility on the County Hall campus, co-located with our nationally important producing theatre in a joint service arrangement with Denbighshire County Council who also have historically important collections and have been looking for similar solutions to protect and enhance their archive service.

The proposal is to create a cultural hub for the region that is Wales and UK renowned for its building design, collection curation and enhanced offer to the public.

RECOMMENDATIONS

1	<p>Cabinet to approve the proposal to:</p> <ul style="list-style-type: none">i. Create a single shared and sustainable Archive Service with Denbighshire County Councilii. Deliver a 'state of the art' Archive building, co-located with Theatr Clwyd, with an extensive digital archive network across both counties and an innovative public engagement and support programme.
2	<p>That Cabinet commits to allocate £3,027,782 of Council funds, £2,979,782 in National Lottery Heritage Fund match funding and £48,000 in project management funding, to deliver the Denbighshire and Flintshire Joint Archive Project.</p>

REPORT DETAILS

1.00	EXPLAINING THE DENBIGHSHIRE AND FLINTSHIRE JOINT ARCHIVE PROJECT
1.01	<p>Both Flintshire and Denbighshire County Councils are facing significant challenges in the accommodation where their archive collections are currently housed. There is a lack of sufficient and suitable storage facilities that meet statutory industry accreditation standards – Flintshire has already run out of storage space and Denbighshire will in the near future. This means that neither current facility can meet future demand. There are also issues for both archive services in how their resources are made accessible and relevant to their local communities.</p> <p>This project aims to provide a sustainable and improved archive service for Denbighshire & Flintshire via:</p> <ul style="list-style-type: none">i. the creation of a single shared service.ii. the construction of a new purpose built Passivhaus building adjacent to Theatr Clwyd, Mold, to house both the physical archives and the new service operationsiii. an associated 3-year activity plan which will deliver a revolutionary and radical archive offer to the public. <p>It is proposed element (i) will be delivered even if element (ii) and (iii) are not delivered exactly in the format outlined in this report. This is because elements (ii) and (iii) are dependent on National Lottery Heritage Fund (NLHF) funding, topped up with capital investment by both Councils.</p> <p>If NLHF funding is not achieved, an alternative capital solution will need to be developed.</p>

1.02	The project is being developed in collaboration with Denbighshire County Council (DCC) and a Memorandum of Understanding has been signed by both Councils.
1.03	Both Flintshire and Denbighshire Councils have rich archive collections in both Welsh and English which tell the stories of local individuals, communities, families, estates, businesses, local government and churches spreading over 900 years. These materials reflect local, regional and national history and identity.
1.04	Both services currently have a narrow user base and low public profile with little capacity to change. They occupy old listed buildings, unfit for purpose, expensive to maintain and with little scope for adaptation. They are intimidating, provide poor disabled access, lack suitable public facilities or spaces, have storage deficiencies and insufficient space to accept new collections. In these times of public service austerity, archive services in both councils are at risk of financial inefficiency, poor workforce resilience and long term sustainability. This can only be addressed through a radical approach and the development of a different delivery model.
1.05	Merging Flintshire and Denbighshire's archive services will bring economies of scale, enhance the workforce by sharing skills and experience and pool resources, resulting in a more flexible, sustainable and resilient model that is better able to adapt and deliver a more meaningful and modern service to the wider community. Both Councils have a strong track record in successful partnership working.
1.06	<p>An options appraisal to identify a suitable site for a new archive building considered several sites across both Flintshire and Denbighshire. The land adjacent to Theatr Clwyd was considered to be the most suitable site because of its potential to develop a unique cultural hub that combines the historically important collections of both counties alongside a creative partner who has significant skills and experience in engaging audiences.</p> <p>Members will be aware that it is anticipated that the theatre will also be a beneficiary of major investment to update its facilities and while the archive project is further behind in its development, the two projects can be managed successfully alongside each other if the funding is secured for both. This will also then compliment the development of the masterplan for the whole of the County Hall campus.</p> <p>This co-location provides a unique opportunity for the development of an archive offer that enables the best use of the rich historical collections in innovative ways to not just meet the needs of traditional archive users but to expand its reach to those who may not ever have considered what archive materials can offer them. Local market research has shown that there are gaps in the users of archive services e.g. children and young people, people with mental ill health, people with dementia, LGBT+ groups, low income groups, prisoners and probationers.</p> <p>Supporting all aspects of our local communities is a key requirement of all public service bodies and these plans for a new archive service have the potential to make a significant impact on our contribution to the Social</p>

	Services and Well-Being (Wales) Act 2014 and the Well-being of Future Generations (Wales) Act 2015.
1.07	<p>Extensive research into the potential construction method for a new building has concluded that a 'Passivhaus' approach is the most cost and energy efficient and ideally suited to an archive facility which needs temperature and environmentally controlled spaces to preserve delicate historical materials.</p> <p>The building will be designed to include state of the art storage facilities, a conservation studio, a digital lab, research rooms for quiet researchers and noisy explorers, open access/local history spaces, exhibition spaces, and spaces for learning and creative activities. Co-location with the theatre also enables access to quality refreshment facilities, outdoor public spaces and so helps to reduce costs. It also provides income generation opportunities for the theatre during the daytime when their customer base is usually lower.</p>
1.08	The new building, if achieved, is only part of the revised customer offer for archive services. It is envisaged that the new building will act as the central hub for the archive service but that, through the use of digital technology and a carefully planned outreach programme, there will be many 'spokes' emanating out from the hub, reaching out in to the major towns and settlements of Flintshire and Denbighshire making archive materials more accessible to individuals and communities.
1.09	<p>A joint project group was established of senior Council officers and Cabinet Members from both Flintshire and Denbighshire to develop a combined service model and a solution to the accommodation challenges facing both archives. Welsh Government provided some expert consultancy through their Museums and Library Division to this group.</p> <p>The potential for a new facility delivering an innovative, ambitious and unique archive offer to the public through its co-location with Theatre Clwyd has attracted the attention of the National Lottery Heritage Fund who have invited us to make a formal expression of interest to their national Heritage Horizons Grant Fund. If successful, the grant funding would provide 70% of the funding needed to construct a new archive building and develop the public offer.</p>
1.10	<p>Key milestones in the project include:</p> <ul style="list-style-type: none"> • October 2019 - Expression of interest submitted to NLHF • November 2019 – Decision on expression of interest to be received and possible invitation to move to next bidding stage. • December 2019 – Possible Stage 1 bid to NLHF • December 2019 – Appointment of Temporary Joint Service Manager for the Archives • April 2020 - Launch of Single Shared Service for Archive • September 2020 – Possible Stage 2 bid to NLHF • December 2020 – Final decision on outcome of funding bid <p>If the funding bid is successful:</p>

	<ul style="list-style-type: none"> • January to August 2021 - Development Phase of project • December 2021 to January 2024 - Delivery Phase of Construction Project • 2022 to 2024 - Delivery of 3-year activity plan to develop and expand Archive Services.
1.11	<p>The benefits to Flintshire County Council and its residents through this large scale project will be significant and secure archive services for many years to come by delivering:</p> <ol style="list-style-type: none"> i. A new archive service and bespoke building (c.3000m²), delivering a service “hub” in a new building adjacent to Theatr Clwyd in Mold and “spoke” service delivery through a mix of permanent and temporary community outreach provision. ii. Permanent outreach provision of Archive Services within the 6 libraries across Flintshire. (See Appendix A for a visual of Archive locations currently compared to post project state across Flintshire). These Archive library points provide a service 6 days a week across the County compared to the current service’s 4 days a week opening in one location. An injection of funds via the NLHF Activity Plan will revolutionise our purpose and reach by taking collections and services directly into Flintshire communities e.g. schools, community centres and care homes, leveraging new partnerships and digital technologies. This will enable the service to diversify its visitor base, increasing the number of volunteers, increasing its digitalisation and outreach and in doing so future proofs the services relevance now and in the future. iii. The delivery of an accommodation solution to the issue of no more repository space in the Old Rectory and cost avoidance of having to increase our use of commercial storage annually and the one off cost in relation to cost of upgrading the Environmental Management equipment at The Old Rectory which comes to the end of its life at various points over next 25 years. It also meets the cost of ensuring 100% of storage space meets PD5454 standards (currently at 88%), the cost of converting more of the current building to BS compliant archive storage and the cost of upgrading public facilities to an acceptable standard. The building at Mold will be future proofed in terms of repository size and 80% cheaper to run due to its Passivhaus design providing a simplified and lower carbon solution to deliver strict environmental condition standards. iv. A higher quality facility archive building within which national treasures relating to Flintshire can be conserved and showcased via specialised and secure exhibition space e.g The Mold Cape, currently held in The National Museum in London. v. A flexible and learning focused archive building based in Mold within which Flintshire schools, higher education colleges, children and adult services and volunteers can receive bespoke outreach activities to deliver outcomes in education, skills, wellbeing and mental health.

	<p>vi. A state-of-the-art conservation suite in the new building ensuring Flintshire's collections of local, regional and national significance are conserved alongside a purpose built repository of BSI and Accreditation standard, ensuring we discharge our statutory duties effectively.</p> <p>vii. The ability for Flintshire to access additional expert workforce resources through the joint service arrangement which will bring four more members of staff from Denbighshire into the joint service team. This additional resource brings an expertise in digitalising archives, currently limited in Flintshire. This will enable us to deliver on our statutory duty as well as our ambitions for increased digitalisation and outreach. In addition, more staff provides the ability to increase opening hours at the new archive centre</p> <p>viii. Co-location of the new building with Theatr Clwyd will maximise the opportunity to support both buildings' business models e.g. the increased use of café/restaurant/bar within Theatr Clwyd during day time hours by archive users and for the use of additional flexible spaces within the theatre for archive related events/activities. Users of the theatre will be encouraged to engage with Archive services. Architectural designs which may enable the 'linkage' of the two buildings could reduce the need to replicate some facilities and reduce building costs within the archive project.</p> <p>ix. Co-location and joint working with the theatre, which also has its own community outreach programme would provide exciting opportunities to develop a joint programme, maximising the skills and expertise of both organisations and the use of artefacts & historical documents to engage the public.</p>
1.12	<p>Whilst we are hopeful that we will receive a positive response to our National Lottery Heritage Fund bid, both Councils are committed to developing a single archive service from April 2020 as this is the only way to ensure resilience and sustainability. Work to develop a suitable service model is well underway with positive engagement from both service teams and appropriate support and advice from Human Resource and Legal services within both Councils.</p>
1.13	<p>If the NLHF bid is unsuccessful, both Councils will have to revisit the accommodation issues to find an alternative solution that is affordable and maintains the integrity of the collections and enables the ongoing delivery of a public archive offer.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The project is based on the principal that no local authority should be financially disadvantaged from the merger.
2.02	The proposed funding model for the service is based on population size. This currently equates to 60-40 split between Flintshire and Denbighshire

	<p>respectively. In conjunction with statement 6.1, for the cost of operating the single shared service, the organisation currently paying the least will represent the common denominator and the corresponding percentage contribution calculated from that. For example, DCC has the lowest current operating budget of £154,488 (as at 2019/20) and therefore represents 40%. FCC contribution calculated as follows: $154,488/40*60 = £231,732$. If this is less than what FCC is currently paying, that Party may choose to contribute more to the single shared service but they would not be obliged to. Equally FCC may choose to reduce its contribution to the £231,732 level on a gradual basis or/and only once the joint service has moved into the new building.</p>
2.03	<p>It is proposed that this cost allocation model will be used for the match funding contribution and both the service delivery costs and the building running costs. By joining the 2 services together, any new developments and expenditure (e.g. ICT cataloguing system) would be split 60/40, with FCC contributing 60%- instead of 100% as it would need to currently.</p>
2.04	<p>The bid to NLHF will be on a 70:30 ratio – 70% funded from NLHF and 30% from DCC and FCC match. The match funding will be split based on population size- with FCC funding 60% of the 30% match requirement. This means that for every £1.80 FCC contributes it would be leveraging in £8.80 of external funding (£7 NLHF and £1.20 FCC match).</p>
2.05	<p>The estimated cost of delivering this project is £16,650,344. Of which FCC is being asked to contribute £3,027,782 (18%). The project will only go ahead if £11,588,041 (70%) NLHF Heritage Horizons grant monies is secured.</p>
2.06	<p>The overall revenue impact is an estimated saving of £11,647 per annum once the new building is open (2023/24).</p>
2.07	<p>There are further potential revenue savings that could be achieved through the number of FTE staff that FCC contribute to the joint service arrangement. Whilst no reductions are immediately planned this is a factor that will remain constantly under review as the service develops and is managed dynamically.</p>
2.08	<p>By vacating the Old Rectory there is a potential opportunity for FCC to generate a capital receipt from disposing of this site.</p>
2.09	<p>The total estimated figure of cost avoidance is £2,000 per annum from 2021/22 moving to £15,000 per annum (commercial storage, including retrieval) and one off cost of >£718,000 (avoiding need to replace end of life environmental management system and retrofitting existing spaces to meet environmental standard).</p>
2.10	<p>Project expenditure will be over 2021/22 – 2024/25 with most of the spend in 2022/23 and 2023/24.</p>
2.11	<p>Prudential borrowing (@3.04%) has been explored for FCC's £3,027,782 contribution and estimated at £211,945 per annum (average) over 25 years (£5,298,619) or at £151,389 per annum (average) over 50 years (£7,569,455).</p>

2.12	There is a 7 kWp solar PV installation on the roof of the Flintshire Records Office, installed in 2013 and the feed in tariff is guaranteed/secured for 20 years. If the building is to be sold following Archive's vacation, then the panels should be sold with the property and the loss of income to FCC Energy Unit be factored into the selling price. Based on the solar PV generation in 2018-19 (7296 kWh) and assuming the Records Office is sold in 2023, FCC Energy Unit will lose the final 10 years of income- a total of £10,849.
2.13	During the life of the building it is proposed that FCC to retain freehold for the land and the building and DCC will enter into a lease with FCC outlining clearly the terms of the shared occupation of the building (e.g. expectations around building management, maintenance and compliance). This lease would be for 25 years to begin with, pepper corn rate, and review periods and the opportunity to renew at the end of 25 years or expire. Cost sharing will be done based on population- currently 60/40 and reviewed in light of any new census data.
2.14	Considering the end of life of the building, it is proposed that DCC would not seek any return from sale or otherwise of the asset as the initial investment of capital by DCC, over the 25 years of operation, would have delivered a benefit to the organisation over and above any sort of return from sale.
2.15	Impact on other services: <ul style="list-style-type: none"> i. Legal – support required in drawing up legal documentation relating to the creation of a single shared service. ii. HR- support required in creation of a single shared service. iii. Finance – support to merge the two services into a single operating budget iv. Archive - engagement with the design process and working across 2 counties to continue to deliver the service during a period of transition v. Capital Assets – the requirement to consider alternative uses/dispose of the Old Rectory in Hawarden once vacated.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	Please see Appendix 7 – Project Risk Register. The risks associated with the implementation of the post inspection action plan will be incorporated into the risk register for the Education and Youth Portfolio.
3.02	The top 5 risks for the project are outlined in Appendix 2.
3.03	Impact on Biodiversity and the environment include: <ul style="list-style-type: none"> i. The concept designs incorporate up to 600m2 of garden areas which will be used to “rewild” the landscape creating biodiversity rich spaces. The plans for the gardens will also complement the drainage and attenuation strategy for the site, creating channels

	<p>that hold water and thus provide a more diverse plant and animal habitat.</p> <ul style="list-style-type: none"> ii. Opportunities to incorporate features for biodiversity into the new building will also be maximised. For example, in built bat and bird boxes that will complement the landscaping and provide homes for species already on site. iii. It is estimated this project will generate a carbon saving of 13.5 tonnes would contribute towards FCC's commitment to reducing its carbon emissions by 60% by 2021 and the move to becoming a carbon neutral Council in line with Welsh Government's ambition for a carbon neutral public sector by 2030. iv. This project supports the Council's "Green Council" priority by reducing carbon emissions, via its Passivhaus design, and increase the amount of energy generated by renewables, via installation of solar PV on the roof and consideration of inclusion of a small ground source heat pump to provide space heating and cooling requirements. 							
3.04	<p>Anti-Poverty impact include:</p> <ul style="list-style-type: none"> i. Consideration will be given to providing supportive rates on any fees and charges activity undertaken by the Joint Archive Service (e.g. search room bookings). 							
3.05	<p>Equalities impact include:</p> <ul style="list-style-type: none"> i. The new building will be fully DDA compliant and accessible for all users which the current sites are not. ii. The new building will be purposely designed as an archive facilities and therefore designed with health and safety of staff and customers in mind. iii. The Joint Archive Service delivery model is that of a hub and spoke. The hub being the new building in Mold and the spokes being permanent and temporary outreach activity across the 2 counties. Permanent archive access points with libraries for example for digitalised records and temporary initiatives out in communities and with partners on specific topics. 							
3.06	<p>Under the five delivery principles of the Well-being of Future Generations Act this project scored 3 out of 4 stars (actual score 24/30). Implications of the score include:</p> <p>Ways of Working (Sustainable Development) Principles Impact</p> <table border="1" data-bbox="320 1644 1369 2098"> <tr> <td data-bbox="320 1644 759 1704">Long-term</td> <td data-bbox="759 1644 1369 1839" rowspan="3"> <p>The business case does evidence a long term view, particularly on the impact and outcomes it aims to achieve from the delivery of its Activity Plan.</p> </td> </tr> <tr> <td data-bbox="320 1704 759 1765">Prevention</td> </tr> <tr> <td data-bbox="320 1765 759 1825">Integration</td> </tr> <tr> <td data-bbox="320 1825 759 1886">Collaboration</td> <td data-bbox="759 1839 1369 2098" rowspan="2"> <p>The business case can be improved by considering in greater detail the legacy for the vacated spaces in Ruthin and Hawarden, and plans for transport and travel to the new site in Mold (particularly from the bus station</p> </td> </tr> <tr> <td data-bbox="320 1886 759 2098">Involvement</td> </tr> </table>	Long-term	<p>The business case does evidence a long term view, particularly on the impact and outcomes it aims to achieve from the delivery of its Activity Plan.</p>	Prevention	Integration	Collaboration	<p>The business case can be improved by considering in greater detail the legacy for the vacated spaces in Ruthin and Hawarden, and plans for transport and travel to the new site in Mold (particularly from the bus station</p>	Involvement
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Involvement								

		in central Mold up onto the hill) including active travel options.														
3.07	<p>Against the seven well-being goals of the Act, the potential impact of the report is evaluated as follows: -</p> <p>Well-being Goals Impact</p> <table border="1"> <tr> <td>Prosperous Wales</td> <td>Positive</td> </tr> <tr> <td>Resilient Wales</td> <td>Neutral</td> </tr> <tr> <td>Healthier Wales</td> <td>Positive</td> </tr> <tr> <td>More Equal Wales</td> <td>Positive</td> </tr> <tr> <td>Cohesive Wales</td> <td>Positive</td> </tr> <tr> <td>Vibrant Wales</td> <td>Positive</td> </tr> <tr> <td>Globally Responsible Wales</td> <td>Neutral</td> </tr> </table>		Prosperous Wales	Positive	Resilient Wales	Neutral	Healthier Wales	Positive	More Equal Wales	Positive	Cohesive Wales	Positive	Vibrant Wales	Positive	Globally Responsible Wales	Neutral
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3.08	Please see Appendix 8 for the full Wellbeing Impact Assessment report compiled following a workshop on 11th September, including detail on impact.															

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	<p>Formal reports have been presented to the following groups:</p> <ol style="list-style-type: none"> i. Informal Cabinet (November 2018) ii. Capital and Assets Programme Board (July 2019) iii. Special COT (September 2019) iv. COT Business (October 2019).
4.02	<p>Specific engagement meetings have been had with the following internal stakeholders within Flintshire:</p> <ul style="list-style-type: none"> • Political: Lead Members and ward Members • Operational: CEO, Chief Officers Team, Flintshire Record Office (archive service), Legal Services, Financial Services, Biodiversity Officer, Carbon Officer, Health and Safety Officer, Strategic Assets.
4.03	<p>Externally the following have been engaged with:</p> <ul style="list-style-type: none"> • Denbighshire County Council • Wrexham County Borough Council • Theatr Clwyd • The National Archive (TNA) • The National Lottery Heritage Fund (NLHF)

	Further consultation is required with Theatr Clwyd and Cadw in particular. Along with FCC Housing and Assets with regard to the County Hall Campus master plan and FCC Planning officers.
4.04	Consultation and engagement with our key funder NLHF, archive users and traditionally non users and activity plan delivery partners will be ongoing. So far the public have been engaged as follows: <ul style="list-style-type: none"> • Stand and questionnaire at the Flint and Denbigh Show (August 2019) • Public Briefing and online questionnaire launched via social media (September 2019).
4.05	Consultation with elected members, especially Cabinet and Hawarden ward members, will be ongoing.
4.06	Consultation with local stakeholders and key partners will also be undertaken e.g. local history groups, Gladstone Library, Aura Libraries and Leisure etc.
4.07	A report on the project was supported by Education & Youth Scrutiny Committee on 7th November and Cabinet on 19th November 2019.

5.00	APPENDICES
5.01	Appendix 1 – Current Archive Sites Appendix 2 - Locations of sites considered within options appraisal and the chosen site at Theatr Clwyd Appendix 3 - Draft NLHF Expression of Interest Project Impact Description Appendix 4 - Cashable and Non-Cashable benefits of the project Appendix 5 - Concept Designs Appendix 6 – Current access points to Archive Service compared to number of access points created by the project Appendix 7 - Project Risk Register Appendix 8 - Wellbeing Impact Assessment Report

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Denbighshire and Flintshire Joint Archive Project Full Business Case.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Helen Vaughan-Evans, Project Manager Telephone: 01824 706204 E-mail: helen.vaughan-evans@denbighshire.gov.uk

8.00	GLOSSARY OF TERMS
8.01	<p>Service delivery model – how the archive service will go about its business including how members of the public can access the service.</p> <p>Single Shared Archive Service – there will be 1 archive service covering Denbighshire and Flintshire together. At the minute there are 2 Archive Services- 1 covering just Denbighshire and 1 covering just Flintshire</p> <p>Hub and spoke service delivery model- this is how the archive service will go about its business and how members of the public can access the service. “Hub and spoke” is a turn of phrase using the imagery of a bike wheel. The hub (the centre of the wheel) will be the new archive centre in Mold and the spokes (the wires coming out from the centre of the wheel to the tyre) will be the digital access points within libraries and also the activity the service will deliver in communities (e.g. talks, workshops etc).</p> <p>Outreach- this is where the archive service is taken out to where the public are (e.g. in communities) instead of the public coming to where the archive service is (e.g. in Mold, Hawarden, Ruthin).</p>

Appendix 1 – Current Archive Sites



Denbighshire Archives / Ruthin Gaol, Chwyd Street, Ruthin



Flintshire Record Office / The Old Rectory, Rectory Lane, Hawarden

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Appendix 2- Locations of sites considered within options appraisal and the chosen site at Theatr Clwyd



Site Options / Locations of existing services & prospective sites.

- Key**
- 1 / Denbighshire Archives, Ruthin Gaol, Ruthin
 - 2 / Flintshire Record Office, The Old Factory, Hawarden
 - 3 / Canol Y Dre, Ruthin
 - 4 / DCC Corporate Store, Ruthin
 - 5 / Theatr Clwyd site, Mold
 - 6 / Flint Mountain Primary School, Flint Mountain
 - 7 / Old Abattoir, Rhwllt
 - 8 / Greengates Farm, St Asaph



Prospective civic neighbours / Proposed new archive site adjacent to Theatr Clwyd.

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Appendix 3 - Draft NLHF Expression of Interest Project Impact Description

Creative Archives is a ground-breaking project that brings together Denbighshire's and Flintshire's nationally important archive collections with the creativity of Theatr Clwyd, transforming the delivery of the archive service and development of new audiences.

Our rich collections tell the stories of individuals, communities, families, estates, businesses, local government and the church over 900 years and the impact their lives and decisions had on local, regional and national history and identity.

The design of our new joint archive centre, built next to our nationally important producing theatre, will create a cultural hub for the region, reflecting our ambition to engage with audiences in new and different ways. A Passivhaus building, it will contain an exhibition space for co-created displays, a dedicated learning space for creative activities, a digital lab and separate research rooms for quiet researchers and noisy explorers. Our heritage will be in better condition through state-of-the-art storage conditions, conservation and collections management spaces.

Based on our recent market assessment and known gaps in our users, our audiences for development will be:

- Young people (toddlers, schools, young people 14-25)
- People with mental ill health
- People with dementia
- LGBT+ groups
- Low income groups
- Prisoners and people on probation.

The use of archives as the basis for storytelling and performance will be the distinctive and innovative part of our activity programme to engage new audiences and a wider range of people. It is what we will become known for and will be the way that we change archive audience engagement practice across the UK. For example, teaming up with Theatr Clwyd's onsite and outreach teams and - using our archives as raw material and inspiration - we will work with young people to make theatre, building their skills and confidence; we will develop creative writing, literacy and research skills with prisoners from nearby Berwyn Prison; there will be storytelling for families with toddlers; costume-making and sewing for community groups and singing to promote wellbeing and create new memories for people with dementia. We will reach out beyond NE Wales through our website, social media and online resources, including webinars and podcasts.

Our performance, exhibition and project work with people with mental ill health, LGBT+ groups and prisoners will help participants to learn about heritage, and will lead to measurable change in attitudes amongst visitors and audiences.

Heritage will be better identified and better explained, for example, through our proposed project with LGBT+ groups who will research our archives, produce a database of material, an exhibition or performance.

People will develop skills through our extensive volunteering, apprenticeships and work experience programmes and through our project work. There will also be a comprehensive training programme for staff and volunteers, upskilling them to deliver the activity programme and improve life skills and career opportunities.

All our participants, users and audiences will report greater wellbeing through participation in projects and programmes, enabling the service to deliver fully against the Wellbeing of Future Generations (Wales) Act.

Partnership and collaborative working is at the heart of the project. The merging of Denbighshire's and Flintshire's archive services brings economies of scale and sharing of expertise and resources, which will make the service more adaptable and resilient for the future; as will the developing strategic partnership with Wrexham County Borough Council. The partnership with Theatr Clwyd will reinvigorate the service, improving audience engagement skills and attracting more users.

Both services currently have a narrow user base and low public profile with little capacity to transform. They occupy old listed buildings, unfit for purpose, expensive to maintain, and without scope for adaptation. They are intimidating, provide poor circulation and disabled access, lack suitable public spaces and appropriate storage, and have no space to accept new collections. There have been cuts to services and both authorities know that the archive service will be stronger and better together and have already made a commitment to combine services in 2020, which is underpinned by a signed Memorandum of Understanding.

Recent consultation with users and non-users has shown that there is a real appetite to engage with archives and support for bringing the archives together on one site.

Joint staff sessions have been held to develop the vision and activity programming and the project is steered by a Joint Archive Board that meets monthly. The preferred site at Mold was the result of a comprehensive options appraisal that considered six different sites across Denbighshire and Flintshire. A Feasibility Study has developed the preferred option in detail together with the costings.

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Appendix 4 - Cashable and Non-Cashable benefits of the project

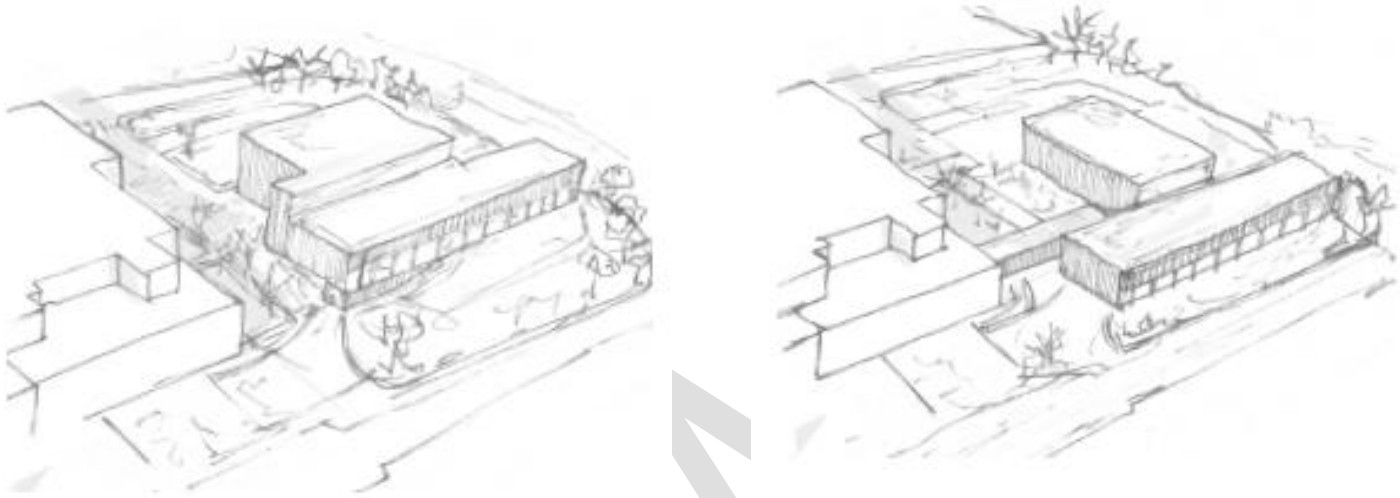
Benefit	Description	Existing	Post Project	Variance
Increased opening days	As combining of services mean more efficiency and effectiveness with staff operating over 2 sites	4 days	5 days	+1 days
Increased number of primary archive material on display over any given year	Via the provision of an environmentally controlled and secure exhibition space	13 items	>100 items	+ >87 items
Increased number of primary archive material of National Significance that tour to the Archive in any given year (e.g. The Mold Golden Cape)	Via the provision of an environmentally controlled and secure exhibition space	0 items	>4 items	+>4 items
Increased square meter for exhibition	Via the provision of an exhibition gallery	0 square meter	50 square meters	+50 square meters
Increased square meter for conservation	Via the provision of a in house conservation studio and function	99 square meters	130 square meters	+31 square meters
Increased square meter for educational delivery	Via the provision of purpose built building	0 square meters	100 square meters	+100 square meters
Increased number of outreach activities done in communities	Via the delivery of the activity plan and combining staff teams to provide increased capacity and capability	11 per annum	>24 per annum	+13 per annum

Benefit	Description	Existing	Post Project	Variance
Increase number of in house learning events	Via the delivery of the activity plan and combining staff teams to provide increased capacity and capability	24 per annum	>48 per annum	+>24 per annum
Increased number of permanent digital access points of archive catalogue in the community	Via provision of digital portals within libraries	1 access point (Hawarden)	7 access points across Flintshire	+ 6 across Flintshire
Reduction in running cost of new building compared to existing estate	In relation to utility use (electric, gas etc) due to Passivhaus design	£10,375 per annum	£6,245 per annum	-£4,130 per annum <i>(assuming retain Old Rectory and mothball)</i>
Reduction in the costs of new annual or one off costs	As costs will be shared with DCC based on population size cost allocation model, 40% DCC, 60% FCC	100% cost allocated to FCC	60% cost allocated to FCC	- 40% cost allocated to DCC
Income generation from fees and charging regime in new shared service	Maximising on staff capacity and capability	£21,522 per annum	£29,000 per annum	+ £7,478 per annum
Income generation from the new building	Including charging for storage of archives on behalf of other organisation and charging for room hire.	£0 per annum	£5,000 per annum	+£5,000 per annum
Cost avoidance of high commercial storage costs including cost of retrieval	Due to having future proofed storage space in the new building	£700 p/a storage costs incurred now	£2,000 - £15,000 of estimated avoided cost per annum	+£1,300 - £14,300 of estimated avoided cost per annum

Benefit	Description	Existing	Post Project	Variance
Cost avoidance of environmental management equipment (e.g. heating, cooling, de-humidifiers, fire suppression systems) coming to end of life at various points over next 25 years	Due to delivering new building	>£10,000 of required work needed now	>£78,000 of estimated avoided cost	+>£68,000 of estimated avoided cost
Cost avoidance of improving 100% of the storage space, including the 12% of current storage space that does not meet PD5454 standards	Due to delivering new building	£0	>£40,000 of estimated avoided cost	+>£40,000 of estimated avoided cost
Cost avoidance of converting more of the building to BS compliant Archive Storage (x2 strong rooms)	Due to delivering new building	£0	>£500,000 of estimated avoided cost	+>£500,000 of estimated avoided cost
Cost avoidance of upgrading public facilities to acceptable standard including refreshment area and disabled toilet	Due to delivering new building	£0	>£100,000 of estimated avoided cost	+>£100,000 of estimated avoided cost

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Appendix 5 - Concept Designs



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3D concept sketch of new Archive (right) next to redeveloped Theatre Clwyd (left)

DRAFT

Appendix 6 – Current access points to Archive Service compared to number of access points created by the project

CURRENT
(1 access point in Hawarden)



POST PROJECT
(8 access points in Broughton, Buckley, Connah's Quay, Queensferry, Flint, Holywell & Mold [x2])



DRAFT

Denbighshire and Flintshire Joint Archive Project - Risk Register

Risk Number	Risk Category	Title	Description	Key Risk	Active	Inherent Risk	Mitigation Strategy	Mitigating Action	Residual Risk	Risk Owners	Date Last Reviewed	Trend
001	Political	Change in Political climate	Political priorities change and support for pursuing the Joint Archive withdrawn	Yes	Yes	2D	Acceptance	- Strong political engagement throughout at all level on case for change	4D	Claire Homard Ian Roberts Alan Smith Tony Thomas	04/07/2019	
002	Economic/Finance/Market	Can not secure Grant Funding for the Build	The New Build is reliant on securing NLHF Heritage Horizon external funding on a 70/30 grant/match ratio	Yes	Yes	1C	Reduction	- Early and continued engagement with NLHF - Appointing external consultancy to assist us with the grant application process - Ensuring synergy with our plans and NLHF objectives - Preparing well for EOI presentation	1D	Helen Vaughan-Evans Claire Harrington	04/07/2019	
003	Economic/Finance/Market	Can not secure Match Funding for the Build	The New Build is reliant on securing LA match funding 70/30 grant/match ratio. Likely that both FCC and DCC will need to fund their match contribution, at least in part, by prudential borrowing.	Yes	Yes	1C	Reduction	- Early and continued engagement with finance stakeholders in FCC and DCC - Meeting with political members and key stakeholders in FCC and DCC - Clear and robust business case - business case would need to demonstrate what income/savings would be generated in order to meet the repayments. - Realistic repayment strategy for any prudential borrowing - explore other options of funding and or repaying the debt - exploring options for the surplus space at Ruthin Gaol and presenting positive scenarios for this site	1B	Claire Homard Alan Smith Helen Vaughan-Evans	27/08/2019	Worse
004	Legal & Regulatory	Planning Objections / Refusals for the Build	The New Build is located adjacent to Theatr Clwyd (listed building) and within the wider Shire Hall Campus. Planning receive significant objections to proposals for new Archive in Mold and / or refuse application	Yes	No	1D	Avoidance	- Early and continued engagement with FCC Planner - seeking pre app advice early to shape design - Early and continued engagement with statutory planning consultees, especially Cadw, and shaping designs to suit - Early and continued engagement with local neighbours, especially FCC Assets team and Theatr Clwyd, to gain buy in for build - Completion off all necessary surveys and analyses for Planning Application - Appointment of Planning Consultant as part of Design&Construction team	1D	Helen Vaughan-Evans Claire Harrington	04/07/2019	
005	Organisational/Management/Human Factors	Operational roll-out issues for single shared service	Problems with roll out mean gains in efficiency and consistency aren't achieved	No	No	2D	Avoidance	- Careful planning on implementation of single shared service including training and co-ordination - Carving out time in staff diaries to engage with one another and spend time in each archive building	4D	Craig Berry	04/07/2019	
006	Organisational/Management/Human Factors	Failure to gain overall community support for the new service model	Apathy towards the new single shared service based in Mold mean visitor numbers drop and income declines. Not aware of temporary/permanent Archive provision in localities across the Counties means they feel a loss of service.	No	Yes	2D	Reduction	- Ongoing consultation / communication with Residents on proposed change to educate & explain & assist - Comprehensive Comms Plan / Strategy	E3	Craig Berry Claire Harrington	04/07/2019	
007	Organisational/Management/Human Factors	Failure to gain overall staff support for the new service model	Apathy towards the new single shared service means loss of productivity and positivity amongst staff. Potential to lose staff.	Yes	Yes	1C	Reduction	- Ongoing consultation / communication with Staff - Comprehensive Comms Plan / Strategy	1D	Craig Berry Claire Harrington Claire Homard Alan Smith	04/07/2019	
008	Organisational/Management/Human Factors	Uncertainty with the direction of travel for the new shared service	Perception of uncertainty amongst staff groups results in the feeling of fear for their jobs and/or new culture/working practices meaning they look for other jobs and/or drop in productivity/positivity in their work	No	Yes	1C	Avoidance	- Detailed project communication and engagement plan - Upfront and transparent communication with staff - Delivery model for new shared service to have a long term life, i.e. deliver model in the least number of changes - Early and continued engagement with Unions - Maximise on opportunity for new roles and training afforded by the NLHF activity plan funding bid element	2E	Claire Homard Alan Smith	04/07/2019	

009	Legal & Regulatory	Delays in obtaining permits/ permissions for the Build	Issues causing delays in obtaining necessary Environmental and Planning Permits / Permissions for required New Build	No	No	2B	Reduction	- Careful planning on implementation including application for any Permits in good time - Commencing Design / Planning work/consultations in good time - allowing float to cope with any time overruns in process	2D	Helen Vaughan-Evans	04/07/2019	
011	Technical/Operational/Infrastructure	Utilities / Drainage Connections	Issues causing delays in obtaining necessary service diversions or/and connections. Utility companies notoriously slow at the application/approval process Will need to liaise with Utilities on Services including Drainage in relation to parcel of land to be developed for new archive and any requirements to link to connections / extensions as part of development of the whole campus site/Theatr Clwyd	No	No	3B	Reduction	- Early submission of any utility permissions - Avoid the need for diversions in design - Allow float in project programme to copy with any time overruns in process - Engagement with Theatr Clwyd development and Shire Hall Campus masterplanning to ensure synergy of utility connection plans	3C	Helen Vaughan-Evans	04/07/2019	
012	Economic/Finance/Market	Change in Financial climate	Financial climate changes which results in requirement to significantly cut FCC and/or DCC contribution towards single shared service which puts the entire joint service model under strain	Yes	Yes	3C	Acceptance	- Operation of a Strategic Joint Archive Project Board which forecasts and manages any potential financial strains - Reducing the operating costs of the Joint archive service to ensure it represents value for money and an efficient service	3C	Claire Homard Alan Smith	04/07/2019	
013	Technical/Operational/Infrastructure	Delays in construction due to weather	Estimating a 1 year build with grounds enabling No works undertaken first which are heavily dependent on weather conditions for completion. Potential to have knock on delays.	No	No	3C	Share	- Attempt to start construction programme, enabling ground works, in Spring - Attempt to avoid winter for concrete works - Attempt to move to internals in winter - Build in float within the programme	4D	Helen Vaughan-Evans Supplier	04/07/2019	
014	Strategic/Commercial	Delays in construction due to supply chain	Construction will rely on provision of materials in a timely manner. Some opportunity for stockpiling but not got a huge amount of space.	No	No	3C	Transference	- Ensure clear in tender information pack employees requirements and build requirements for tenders to start to plan early within their supply chain. - Be clear within contract the approach to stand down days i.e. Client wont be responsible!	4D	Helen Vaughan-Evans Supplier	04/07/2019	
015	Technical/Operational/Infrastructure	Overlapping construction programme with Theatr Clwyd / County Hall Campus works	Potential for Theatr Clwyd redevelopment works to still be ongoing and County Hall Campus works to be commencing (demolition) at the same time as the Archive build	No	No	3B	Share	- Early and continued engagement between project managers of Theatr Clwyd and Shire Hall campus works to understand programme timelines - Maximising on any programme overall opportunities - Minimising on any programme overlap risks- - Appropriate health and safety provision to manage movement risks across the site	4B	Helen Vaughan-Evans Theatr Clwyd Neal Cockerton	04/07/2019	
016	Technical/Operational/Infrastructure	Access/ Egress to/from site	Access/egress to/from site is via existing road network. This network likely to change as a result of Theatr Clwyd work and Shire Hall campus master plan. Unlikely for it to close our access and egress but close engagement and coordination required between parties involved.	Yes	Yes	3D	Avoidance	- Early and continued engagement between project managers of Theatr Clwyd and County Hall campus works - Maximising on any access/egress opportunities - Minimising on any access/egress risks - Building in the expected Archive visitor flow and numbers into any masterplanning work for road layout	4D	Helen Vaughan-Evans Neal Cockerton	04/07/2019	
017	Technical/Operational/Infrastructure	Ground conditions	The site is on a raised section of what we are assuming is made ground. Unknown at this stage the ground conditions and if there is any contamination.	Yes	Yes	2C	Reduction	- undertake intrusive ground investigation as early as possible in the development phase - build in appropriate contingency to plan for worst case scenario in project cost plan -e.g. material removal, piling - Engage with any statutory stakeholders in terms of material management plan - Engage with Shire Hall Campus team in maximising on opportunities to reuse the material on site for any necessary releveling work	3C	Helen Vaughan-Evans	04/07/2019	

018	Organisational/ Management/ Human Factors	Compatibility / Integration with Theatr Clwyd building and County Hall Campus Works including overlapping construction programme	A range of options for integration with Theatr Clwyd Building including- no connection, physical connection or connection through landscaping. Potential loss of quality of outcome if no compatibility / integration with Theatr Clwyd achieved- for both parties involved. Potential for Theatr Clwyd redevelopment works to still be ongoing and County Hall Campus works to be commencing (demolition) at the same time as the Archive build. Without proper coordination, the Theatr Clwyd project may cause a delay on Archive project by 1-2 years and increase in project budget due to inflation of 3-6%	Yes	Yes	2A	Share	- Early and continued engagement with key stakeholders including FCC CEO, Lead Members and Theatr Clwyd MD - Communication and engagement between the two project's project management and design teams - Myth busting and sensechecking - Clear and transparent business case for a link - Early and continued engagement between project managers of Theatr Clwyd and County Hall campus works to understand programme timelines - Maximising on any programme overall opportunities - Minimising on any programme overlap risks- Appropriate health and safety provision to manage movement risks across the site	3A	Claire Homard Helen Vaughan-Evans Claire Harrington Theatr Clwyd Neal Cockerton	02/09/2019	Worse
019	Organisational/ Management/ Human Factors	Understanding of, and belief in, Passivhaus in the building design and eventual operation of the building	Passivhaus still relatively new building and operating methodology although Hereford Archive Passivhaus building provides a successful case study. Lack of understanding at design/build stage may result in unnecessary installation of heating/cooling systems which are redundant. Lack of understanding at building handover and use stage may result in reducing the benefits of Passivhaus in energy use reduction and temperature control.	No	Yes	3D	Reduction	- Awareness raising session with key stakeholders on passivhaus - Site visit to Hereford for key stakeholders in required - Use of a design team (architect) who has track record of Passivhaus archive facilities - Use of builders who has track record of Passivhaus buildings - Proper training and thorough building handover process and building use documentation with Archive Staff and FCC/DCC building maintenance/energy/asset management colleagues	4D	Claire Harrington Designer	04/07/2019	
020	Strategic/Commercial	Surplus building at Old Rectory, Hawarden	A solution is required for the long term use of the Old Rectory once Archive move out. The site has high development potential but access/egress issues need to be resolved. Local Member has made it clear that if Old Rectory goes, that some investment in Gladstone Library needed in order to make that acceptable	Yes	Yes	3A	Acceptance	- Continued engagement with Hawarden residents and local members - Clearly communicating the hub and spoke model of service delivery for the Archive service - Installing permanent and temporary service offerings in Hawarden- building costs within Activity Plan - Completing feasibility study for the site to address egress/access issues	4A	Helen Vaughan-Evans Neal Cockerton	04/07/2019	
021	Strategic/Commercial	Surplus space at Ruthin Gaol, Ruthin	A solution is required for the long term use of the Ruthin Gaol once Archive move out. Archive occupy 70% of the Ruthin Gaol and Countryside and Heritage occupy 30% as a visitor attraction. Councillors have indicated that Ruthin Gaol must not close and any opportunities to enhance the heritage visitor attraction explored	Yes	Yes	2A	Fall back	- Continued engagement with Ruthin residents and local members - Clearly communicating the hub and spoke model of service delivery for the Archive service - Installing permanent and temporary service offerings in Ruthin- building costs within Activity Plan - Progressing talks with The National Trust around the ongoing operation of the site as a tourist attraction - Thinking of other options for the site if National Trust conversations fail with Countryside and Heritage Management	4A	Craig Berry Tom Booty Alan Smith Huw Rees	04/07/2019	

022	Economic/Finance/Market	Cost of new building higher than anticipated	When confirming requirements for development of new Archive and progressing through the RIBA design stages issues arise / issues clarified that mean associated costs escalate	Yes	Yes	2C	Fall back	<ul style="list-style-type: none"> - Seeking cost certainty as early as appropriate e.g. completing ground investigation etc - Develop well defined Requirements Document for new Archive building including sense checking the area schedule for the repository - Work within constraints of existing sites as far as practical and undertake necessary GI, other surveys early to identify any site issues - Appointing a QS early in the project - Planning for worst case scenario in cost estimates - Using a higher contingency % early on in programme and reassessing % level as we progress through RIBA stages - Presenting worst case scenario in any funding bids so no having to go back to funders to ask for more money. 	4C	Helen Vaughan-Evans	04/07/2019	
023	Organisational/Management/Human Factors	Focus drifts from delivering current service	Due to focus of key team members on implementation of new single service and developing the NLHF bid and delivering activity plan, focus on ensuring existing Archives remains well run drifts negatively impacting on quality of current service	No	Yes	3B	Avoidance	<ul style="list-style-type: none"> - Ensure continued resource allocation in place for existing service model including a dedicated Project Manager. - Put in place additional temporary resource to support the delivery of the activity plan- ensure these costs included in the NLHF bid - Be sensitive in resourcing levels when devising project programme - Continue to monitor performance targets of service 	5C	Craig Berry Claire Harrington	04/07/2019	
024	Strategic/Commercial	Construction Procurement Delays	Delays in detailing and undertaking procurement exercise to engage a Contractor to develop proposed new Archive Building	No	No	3C	Avoidance	<ul style="list-style-type: none"> - Clear early decisions on requirements for new Archive and early engagement with Procurement on process required to tender and let contract. - Close liaison with Design colleagues to allocate expertise to oversee design specification. 	3D	Helen Vaughan-Evans Design and Construction	04/07/2019	
025	Strategic/Commercial	Design Procurement Delays	Delays in detailing and undertaking procurement exercise to engage the Design team to develop proposed new Archive Building	No	No	3C	Avoidance	<ul style="list-style-type: none"> - Decision from Project Board on which Design&Construction team (FCC or DCC or joint) will be appointed to manage design team procurement and management. - Clear early decisions on requirements for new Archive and early engagement with Procurement via Design and COstruction on process required to tender and let contract. - Close liaison with Design colleagues to allocate expertise to oversee design specification. 	4D	Helen Vaughan-Evans Design and Construction	04/07/2019	
026	Strategic/Commercial	Funding Terms and Conditions - Ruthin Gaol	Ruthin Gaol received HLF funding in 2000 to redevelop/refurbish the archive. This must remain open as an archive until 2025 unless funding condition can be negotiated.	No	Yes	2B	Fall back	<ul style="list-style-type: none"> - Early engagement with HLF on what is possible here - Build into project programme worst case scenario that it remains open until 2025. - Factor that into cost analysis 	3C	Helen Vaughan-Evans	04/07/2019	
027	Organisational/Management/Human Factors	Failure to recruit/ secure staffing resources required to deliver activity plan	Will need to ensure suitable resource is readily available in order to deliver our ambitions within the activity plan, especially as the roles will be temporary in nature- potentially harder to recruit into	No	No	3C	Reduction	<ul style="list-style-type: none"> - Discussion with other Archive departments in the country to raise awareness of potential opportunities in the pipeline - Consider HR options early and build into programme elements such as upskilling current workforce /introduce career pathways - Build in proper amount of time and cost into programme and funding bid for recruitment and advertisement 	4D	Craig Berry Claire Harrington	04/07/2019	
028	Organisational/Management/Human Factors	Union/Workforce resistance to changes puts quality of new service at risk	The workforce will require ongoing consultation about the service changes. Their job will be different to what it is now, with some roles changing completely. If not carefully managed, this may cause workforce unrest or anxiety amongst individuals.	Yes	Yes	3B	Avoidance	<ul style="list-style-type: none"> - Regular updates provided to the workforce by the team and head of service. - Career Pathways programme to be developed to provide opportunities for upskilling - Maximisation of new job opportunities within the temporary roles as part of the activity plan - Manager's of FCC and DCC servicee leads regular Union meetings. 	4D	Claire Homard Alan Smith	04/07/2019	

029	Strategic/Commercial	Land Provision at the site	The site is owned by FCC. Clarity needed on whether FCC happy for the land to be used for archive building. Clarity needed on whether FCC are expecting any payment for use of land. Clarity needed on whether FCC expecting any "in kind" contribution to be recognised as part of bid and thus reduce the amount of "hard cash" to be used as match towards the funding bid	Yes	Yes	3A	Share	- Early engagement with land owner- FCC - Early engagement with NLHF on how any in kind contribution will be treated...would this reduce the overall figure of cash needed to be found for match or does the cash amount (30% of total bid) remain the same? - Pragmatic negotiations - Early sorting out of any land acquisition processes if needed	5A	Helen Vaughan-Evans Claire Homard Neal Cockerton	04/07/2019	
030	Legal & Regulatory	Ecological issues	Proposed archive site may contain protected species that impact on what is permissible / time scales for development	No	No	3D	Acceptance	- Engagement of Ecologist to get on site as early in programme as possible to undertake necessary Ecological Survey to confirm position and recommend any mitigation required to at least capture scale of any issue as soon as possible	4D	Helen Vaughan-Evans Designer	04/07/2019	
031	Legal & Regulatory	Tree issues	Proposed archive building likely to cause the removal of some trees currently on site that may impact on what is permissible / time scales for development	No	No	3A	Acceptance	- Early engagement with FCC Tree officer - Appointment of arboricultural survey as required - Factoring in nesting season within project programme	5A	Helen Vaughan-Evans Designer	04/07/2019	
032	Economic/Finance/Market	Impact of Brexit	Uncertainty around Brexit timescales and outcomes negatively affecting costs / labour availability	No	Yes	3B	Fall back	- Provide some allowance in material and labour costs within the initial archive cost build up - limit to mitigating action possible to take at this point in time given uncertainty on nature & scale of impact	4B	Claire Homard Alan Smith	04/07/2019	
033	Organisational/Management/Human Factors	Importance of relationship with new and existing partners to ensure reach and delivery of NLHF delivery plan	Given reliance of achieving the activity plan in collaboration with new and existing partners it is critical a good & close relationship is established and maintained with these partners (e.g. health, education etc).	Yes	Yes	2B	Reduction	- A good collaborative approach has been developed to date by the current team with current partners- these need to be enhanced reflecting ambition in activity plan. - New critical relationships with partners needs to be identified early and time spent building up these relationships. - Involve potential target partners in the development of the activity plan so they feel like they own the activity plan and are willing to work with us in a new and different way	4B	Craig Berry Claire Harrington	04/07/2019	
034	Organisational/Management/Human Factors	Requirement of the use and increased recruitment of volunteers within NLHF funding bid	NLHF heavily weights the use of volunteers and expects to see an increase in number of volunteers before and after project	No	Yes	3B	Reduction	- A good collaborative approach has been developed to date by the current team with current volunteers- need to make sure we don't lose any of our current volunteers. - Ideas for recruiting new volunteers need to be built into activity plan and costs included for training/travel etc. - Involve existing and potential new volunteers in the development of the activity plan so they feel like they own the activity plan and are willing to work with us in a new and different way	5B	Craig Berry Claire Harrington	04/07/2019	
035	Strategic/Commercial	Continued operation of Theatr Clwyd	Potential uncertainty of the longer term operation of Theatr Clwyd, be it directly owned by FCC or potential for it to become an arms-length organisation. Also the risk of it being impacted by continuing austerity.	No	Yes	2B	Fall back	- continued engagement with FCC colleagues and Theatr Clwyd to keep updated on thinking and position and plans with regard to Theatr Clwyd management - Ensuring SLA's in place as appropriate for any agreed working relationships between Archive and Theatr Clwyd and that these are contractually transferred to new legal entity if the time comes - Ensure Archive Business Plan is robust enough to withstand any reduction of service/income associated with Theatr Clwyd building/relationship	4B	Claire Homard Helen Vaughan-Evans	08/07/2019	
036	Organisational/Management/Human Factors	Clarity on roles to avoid abortive works	Lack of clarity on roles between Project Team Members- chiefly Craig, Claire and Helen- running the risk that there may be some abortive work undertaken / duplication. Project team coordination will only increase as more people get involved as project progresses.	No	Yes	3B	Avoidance	- Ensure coordination within project team - Helen as PM to act as single point of contact - Clarity within the Project Board action based minutes - Project Team members communicate regularly with each other	4D	Helen Vaughan-Evans Craig Berry Claire Harrington	04/07/2019	

Denbighshire and Flintshire Joint Archive Project

Well-being Impact Assessment Report

This report summarises the likely impact of the proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

Assessment Number:	703
Brief description:	The Denbighshire and Flintshire Joint Archive Project will provide a sustainable, efficient and improved archive service for Flintshire and Denbighshire and will be delivered in the following phases: - Phase I – Single Shared Service: the creation of a single shared service operating across Flintshire and Denbighshire - Phase II – New Building: A new purpose built Passivhaus Archive building in Mold - Phase III - Activity Plan: A 3-year activity plan to create and deliver a revolutionary and radical archive service offer to the public.
Date Completed:	12/09/2019 17:02:02 Version: 1
Completed by:	Helen Vaughan-Evans
Responsible Service:	Business Improvement & Modernisation
Localities affected by the proposal:	Whole County,

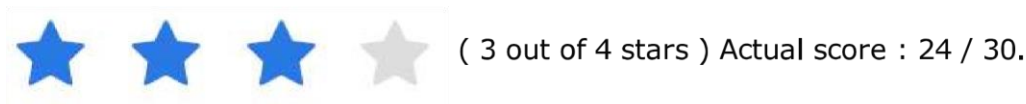
Who will be affected by the proposal?	At the workshop the following people were identified: - People used to "on doorstep" archive - People using the proposed new site - Archive staff (business case assumes no FTE change but they will need to learn new skills) - Schools - Vacated building x 2 (opportunities for Ruthin Gaol heritage attraction to expand; selling Hawarden site for luxury flat development) - Better physical access for users - New site is on a hill in mold with limited public transport up to it - Health partners - New target audiences which will be developed by the project- Disability (mental health, Dementia, dyslexia); Young people (toddlers, schoolchildren 5 – 18, students 18 – 2, young people 14 – 21, young carers); LGBT+; Low income groups; Prisoners - Library users and staff - Archive Volunteers - Archive Depositors (existing and potential) - Wrexham County Borough Council material - Members and other politicians - Theatr Clwyd (the organisation and its users) - Businesses in Ruthin, Hawarden and Mold
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Was this impact assessment completed as a group?	Yes
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IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

Score for the sustainability of the approach



Implications of the score

The business case does evidence a long term view, particularly on the impact and outcomes it aims to achieve from the delivery of its Activity Plan.

The business case can be improved by considering in greater detail the legacy for the vacated sites in Ruthin and Hawarden, and plans for transport and travel to the new site in Mold (particularly from the bus station in central Mold up onto the hill) including active travel options.

Summary of impact

Well-being Goals

A prosperous Denbighshire

A resilient Denbighshire

A healthier Denbighshire

A more equal Denbighshire

A Denbighshire of cohesive communities

A Denbighshire of vibrant culture and thriving Welsh language

A globally responsible Denbighshire

Positive

Neutral

Positive

Positive

Positive

Positive

Neutral



Main conclusions

The business case does well to consider the bigger picture and takes a long term view of its impact and maximising on positive impacts it can make to Well-being goals.

The target audience for the activity plan element of this project particularly are positive. As is the hub and spoke model with more provision within community setting across both Flintshire and Denbighshire. The projects contribution to skills and volunteering also support many of these wellbeing goals.

The business case needs to consider its impact on waste as well as further detail on travel to the new site in Mold. The business case will also be improved by greater consideration as to the opportunities for the vacant space at Ruthin Gaol.

On the whole this project will contribute greatly to the Councils duty under the Future Generations Act.

- We have consulted published research or guides that inform us about the likely impact of the proposal
- We have involved an expert / consulted a group who represent those who may affected by the proposal
- We have engaged with people who will be affected by the proposal

THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

A prosperous Denbighshire

Overall Impact	Positive
Justification for impact	<p>Positive as the Passivhaus building will contribute positively to low carbon society and facilitate increases in visitors to the region.</p> <p>The project will deliver upskilling in staff and users and within target audiences.</p> <p>Co-location with the Theatr means staff and users could benefit from creche facilities providing greater flexibility around employment and working hours and participation in the archive offer.</p>
Further actions required	<p>Need to ensure strong signposting between Theatre Clwyd and the new archives shared service next door. We may need to consider further how our digitisation experience could upskill users as well. We need to continue working on our plans for Ruthin Gaol. There are many challenges, including adaptability. Need to consider that Denbighshire County Council has declared a climate change and ecological emergency. Would there be demand for more frequent services or an additional bus services. Should consider more the positive impact this project can have on tourism across the region.</p>

Positive impacts identified:

A low carbon society	<p>The new building will be built as a Passivhaus building- 80% reduction in energy use and therefore carbon emissions.</p> <p>Potential links to the potential solar farm close to Theatre Clwyd.</p>
Quality communications, infrastructure and transport	<p>We are proposing to increase archives infrastructure and resilience by creating spoke services.</p> <p>There is good mobile infrastructure.</p> <p>Active travel provision</p>
Economic development	<p>Opportunities for Theatre Clwyd to grow and to increase engagement between the archives/theatre productions.</p> <p>Potential benefits for tourism, which need to be scoped further.</p> <p>Also housing developments for the vacant Flintshire site could lead to positive economic impacts. No negative impacts anticipated for the Gladstone Library.</p> <p>USP- only archive collocated with theatre production house</p>
Quality skills for the long term	<p>Opportunities for schools to embed new curriculum.</p> <p>Opportunities for more exciting volunteering opportunities. Also opportunities for staff development.</p> <p>Succession options for conservator functions through apprentice.</p>

Childcare	In theatr there is going to be child care and creche facilities. Could be helpful for staff and visitors.
Quality jobs for the long term	Again, better opportunities for skilling up workforce and for working with a wider range of users.

Negative impacts identified:

A low carbon society	<p>Staff and users potentially travelling longer distances by private car. Business case assumed a four fold increase in business travel for staff.</p> <p>The Gaol will still need to be maintained and heated, continuing to contribute to DCC's carbon emissions.</p>
Quality communications, infrastructure and transport	<p>Access to the proposed site via public transport could be challenging. This is a challenge across both Counties in existing state- not necessarily any worse in new state but should be noted.</p> <p>Safety of active travel</p>
Economic development	<p>There is a risk that parts of the Gaol will become vacant.</p> <p>Potential negative impact on leisure and hospitality in Ruthin/Hawarden sites (cafes, shops, hotels and B&Bs).</p>
Quality skills for the long term	<p>Knowing the skills that need long term difficult- for users mainly.</p> <p>Current staff may be lost due to ease of getting to new work place.</p>
Quality jobs for the long term	Potential restructure over the longer term could affect staff.
Childcare	Not yet known

A resilient Denbighshire

Overall Impact	Neutral
Justification for impact	<p>The impact has been put as neutral pending waste/reuse/recycling being more thoroughly considered.</p> <p>Forecast that the overall impact could become positive though due to the plans around the landscaping around the Archive and the connectivity to the surrounding landscape.</p> <p>Solar farm and Passivhaus design contributes positively to energy and fuel consumption.</p>
Further actions required	Loss of trees would be off set by re-planting. We need to check if current trees are 'in memory of'.... The business case needs to consider waste and recycling.

Positive impacts identified:

Biodiversity and the natural environment	No protected species currently on the site or at either existing sites.
Biodiversity in the built environment	<p>No protected species currently. Formalised garden and landscape area, particularly focussed on being dementia friendly.</p> <p>We proposed to take a re-wilding approach that is sympathetic to the preservation of archive materials (eg no increase in paper-eating insects).</p> <p>Theatre Clwyd and Archive Connection through landscape. Theatre Clwyd is also aspiring to redesign the layout at the front of the theatre.</p>
Reducing waste, reusing and recycling	No known impacts - to be considered
Reduced energy/fuel consumption	<p>Solar PV planned.</p> <p>Potential links to potential solar farm linked to the proposed site.</p>
People's awareness of the environment and biodiversity	<p>Proposed to have interpretation boards within the landscaped area along walk ways.</p> <p>Spaces created for people to stop and sit and be with nature.</p>
Flood risk management	Landscaping will factor in water attenuation which will be apart of managing surface water.

Negative impacts identified:

Biodiversity and the natural environment	Potential loss of six trees, dependent on the design.
Biodiversity in the built environment	Not yet known
Reducing waste, reusing and recycling	No known impacts - to be considered
Reduced energy/fuel consumption	Any increase in archive-related fuel use is expected to be minimal.
People's awareness of the environment and biodiversity	Not yet known
Flood risk management	Not yet known

A healthier Denbighshire

Overall Impact	Positive
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<p>Justification for impact</p>	<p>Positive impact on mental health and the wellbeing is potentially big from this project- in particular the funded activity plan.</p> <p>Need to manage carefully the change in location and approach of the archive service delivery for existing users so any detrimental impacts are lessened/avoided.</p>
<p>Further actions required</p>	<p>Forgotten disabilities eg autistic people, who would like to participate but the environment might not be suitable - this needs to be considered.</p> <p>Supporting change process amongst staff and users required Active travel provision to site been to be considered and included</p>

Positive impacts identified:

<p>A social and physical environment that encourage and support health and well-being</p>	<p>Spoke services incentivise library access.</p> <p>Mold service will be designed to be dementia friendly, engaging.</p> <p>Dedicated space for learning. The WFG Act well-being goals are being embedded in curriculum and there are opportunities to promote the facility to schools.</p> <p>Physical space will be more accessible to more people, with different needs.</p> <p>Physical connectivity to Theatre Clwyd could create new and exciting theatre opportunities.</p>
<p>Access to good quality, healthy food</p>	<p>Theatr Clwyd cafe and restaurant plans- using local food.</p>
<p>People's emotional and mental well-being</p>	<p>Opportunities to bring people together to combat loneliness.</p> <p>Opportunities to use primary archive material in dementia- visiting places of interest as well as archive material.</p> <p>Helping with people with loss- remembering loved ones, how and when and where they live.</p> <p>Opportunities to learn and to volunteer which increase wellbeing.</p>
<p>Access to healthcare</p>	<p>Opportunities to link in with social prescribing to treat conditions....archive service to offer solutions here.</p>
<p>Participation in leisure opportunities</p>	<p>Combined visitors to Theatr Clwyd and Archive.</p> <p>Activity programme out in communities.</p> <p>Both increasing opportunities for participation. Also these activities will be designed to target groups that don't normally participate.</p>

Negative impacts identified:

<p>A social and physical environment that encourage and support health and well-being</p>	<p>Reliance on cars to get to mold hub potentially reducing active travel options</p>
<p>Access to good quality, healthy food</p>	<p>Not yet known</p>
<p>People's emotional and mental well-being</p>	<p>Impact on users about this change- location of archive and the look of the archive- need to be managed carefully</p>
<p>Access to healthcare</p>	<p>Not yet known</p>
<p>Participation in leisure opportunities</p>	<p>If all these opportunities are in the Mold hub then this could be a barrier to participation.</p>
<p>Overall Impact</p>	<p>Positive</p>

A more equal Denbighshire

Justification for impact	<p>The target audiences that this project will develop include those with protected characteristic.</p> <p>To ensure this remains positive the project will need to manage the potential contention of increasing and opening access at same time as needing to deliver a resilient service that can stand on its own 2 feet economically.</p>
Further actions required	<p>The project should maximise on any opportunities to contribute to 2025 movement- eradicating inequality by 2025. Also project will benefit from clear branding for activity programme and careful scheduling of activities at the site to ensure a welcoming and appropriate environment for all users.</p>

Positive impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	<p>Target audience include- dyslexia, LGBT+, those with protected characteristics</p>
People who suffer discrimination or disadvantage	<p>Activity plan target audiences include: Prisoners and on probation. Young carers. Actively engaging. This will be easier in new site rather than the gaol!</p> <p>Ways archive operate and collections held may change by this engagement.</p> <p>Creating vibrant environment.</p>
Areas with poor economic, health or educational outcomes	<p>Often those with other protected characteristics above also lower economic background too so increasing provision and outcomes for these groups will also be positive in this category.</p>
People in poverty	<p>Basic archive function will remain free at point of access.</p>

Negative impacts identified:

Improving the well-being of people with protected characteristics. The nine protected characteristics are: age; disability; gender reassignment; marriage or civil partnership; pregnancy and maternity; race; religion or belief; sex; and sexual orientation	New site which wants to be vibrant and busy. For some users this may be off putting.
People who suffer discrimination or disadvantage	Need to ensure that those on lower incomes are not excluded due to travel to new hub or any fees and charges regime
Areas with poor economic, health or educational outcomes	Facilitating people to come to site who may not be able to afford transport- may miss out
People in poverty	Fees and charges related to new types of service delivery- may be a barrier

A Denbighshire of cohesive communities

Overall Impact	Positive
Justification for impact	<p>It should be noted that for this category for Denbighshire the impact is more neutral but regionally its positive. In particular this is around the effort needed to travel to mold to the new hub.</p> <p>However on the whole the benefits the project will bring to community participation and reliance and its targeting of the prison communities makes this impact positive.</p>
Further actions required	The business case can be bolstered by: - Linking with Youth Justice service on the activity plan - Linking with local groups already in existence- current partnerships- often meet in libraries. Note: assumption that libraries will stay open as is for 25 years.

Positive impacts identified:

Safe communities and individuals	<p>Rehabilitation approach- with men at Wrexham prison and those on probation- reducing the likelihood of reoffending and increasing skills.</p> <p>Feeling of sense and understanding of history and area meaning less likely to deface memorials for example</p>
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Community participation and resilience	<p>The project aims to engage with a broader range of stakeholder.</p> <p>Connection with the Theatre could lead to greater interaction with our shared heritage and history.</p> <p>Opportunities for volunteering will increase</p>
The attractiveness of the area	Local projects to improve the area- connecting people to deliver e.g. memorials- in villages etc.
Connected communities	<p>Heritage out into communities- they will learn more about the background of their local area.</p> <p>Using heritage to generate feeling of belonging.</p> <p>Regional community cohesion- Old Clwyd + Wrexham.</p> <p>Increased reason to visit the library.</p>
Rural resilience	<p>Potential to increase visitors into Ruthin if ambitions around Ruthin Gaol are realised.</p> <p>Activity programme- more outreach going to rural isolated areas</p>

Negative impacts identified:

Safe communities and individuals	Walk up to "the hill" at mold- may be perceived as difficult in early/late day and during winter
Community participation and resilience	Need to ensure a balance of activity at the hub in mold and out in communities across Flintshire and Denbighshire
The attractiveness of the area	<p>Loss of green space of field adjacent to Theatr Clwyd.</p> <p>Potential loss of existing tree</p>
Connected communities	Travel to mold site may be a barrier
Rural resilience	Feeling of loss - reason for coming into Ruthin gone e.g. in context of loss of banks etc

A Denbighshire of vibrant culture and thriving Welsh language

Overall Impact	Positive
Justification for impact	The project is all about increasing access to culture and heritage. The collections have a lot of Welsh relevant aspects to them and the project will mean these are better cared for and interpreted and shared.
Further actions required	The business case would be improved by considering in greater detail the opportunities for Ruthin Gaol following Archive vacation.

Positive impacts identified:

People using Welsh	<p>Compliance with Welsh Language Standards</p> <p>Combining the team gives access to more capacity of welsh speakers- 2 welsh speakers in FCC and 1 in DCC.</p>
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Promoting the Welsh language	<p>Unique element of our collection is our welsh language collection. e.g. Welsh Bible collection- biggest outside of National Library.</p> <p>Global draw.</p> <p>Working with National Library on touring exhibitions in welsh language.</p> <p>Showcasing welsh culture.</p> <p>Bringing together welsh language collection.</p> <p>Theatr Clwyd Welsh Language programme</p>
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Culture and heritage	<p>Connection with the Theatre will lead to greater interaction with our shared heritage and history.</p> <p>Opportunity for expansion of existing heritage attraction at Ruthin Gaol (items of interest, education room etc).</p> <p>Facilities around culture and heritage in localities (libraries and temporary community programme)- more spread than just the 2 locations currently.</p>
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Negative impacts identified:

People using Welsh	Staff recruitment in an area of the hub which has a lower welsh speaking population may reduce staff using welsh language
Promoting the Welsh language	Perception of moving to an area which is less welsh than ruthin
Culture and heritage	<p>Financial challenges around making ambitions around Ruthin Gaol a reality- capital and revenue investment.</p> <p>70% vacate space at Ruthin Gaol.</p>

A globally responsible Denbighshire

Overall Impact	Neutral
Justification for impact	On the whole the project is assessed as neutral on global responsibility.
Further actions required	The business case could be bolstered by greater engagement with potential partners to ensure maximum mutual benefits could be realised. Opportunities around procurement to facilitate good outcomes in this area should be taken at the appropriate time, especially with the construction contract.

Positive impacts identified:

Local, national, international supply chains	<p>The Passivhaus design reduces reliance on fuel which is a finite commodity and exported from abroad.</p> <p>The new site will use café facilities at the Theatr which will be using local supplies.</p>
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Human rights	<p>Target audience include those with dementia which tend to be those who are older.</p> <p>Potential partnership with Alzimas society and contribute to being dementia friendly organisation.</p> <p>Themed activity around human rights using stories within our collections.</p>
Broader service provision in the local area or the region	<p>There are great opportunities to engage with partners.</p>

Negative impacts identified:

Local, national, international supply chains	<p>Materials used for the build potentially originated from further afield</p>
Human rights	<p>Target audience of those in prison could be contentious.</p>
Broader service provision in the local area or the region	<p>At this stage is there adequate engagement with partners?</p>



CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Adaptations to Foster Carers Homes Policy
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Strategic

EXECUTIVE SUMMARY

Foster carers provide loving homes and life-changing care for children who can no longer live with their birth families. Flintshire Social Services recognise that in some circumstances the home environment of foster carers can limit the placement opportunities. This is particularly the case for supporting sibling groups or children with disabilities.

As a result Flintshire Social Services is proposing to introduce the 'Adaptations to Foster Carer Homes Policy' to give Flintshire and the children it is responsible for more choice and options for placements which can offer better value for money for the authority.

The Policy seeks to introduce a grant scheme, which offers foster carers financial support to make adaptations to their existing home, or financial assistance towards the purchase of a new larger or more suitable property, up to the value of £36,000 for adaptations or £20,000 for the relocation to a new property. The grant will be subject to terms and conditions outlined in a Financial Assistance Agreement. Clawback will be applicable under certain conditions, as a means of safeguarding public funding, through a local land charge or legal charge.

The proposed Policy and Grant Application Process is attached for further information.

RECOMMENDATIONS

1	To review and support the Adaptions to Foster Carers Homes Policy.
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REPORT DETAILS

1.00	EXPLAINING THE ADAPTATIONS TO FOSTER CARERS HOMES POLICY
1.01	<p><i>Foster carers</i> provide loving homes and life-changing care for children who can no longer live with their birth families, giving them a brighter, happier future. Fostering can involve looking after children of all ages, from babies to teenagers, who come from different backgrounds.</p> <p>Flintshire Social Services values the care, love and commitment given by its foster carers to the children and young people living with them.</p> <p>However, it is recognised that the role of a foster carer can sometimes be challenging, juggling work and caring commitments, as well as welcoming new children into the home with limited space; but with the right support, training and resources, carers are making a huge impact on the lives of children in Flintshire.</p>
1.02	<p>The Council recognised an opportunity to support foster carers in either making necessary adaptations to their home or supporting them to purchase a larger more suitable house to provide adequate space for children and young people to live and thrive in their care; which in many cases is a more cost effective placement option for children.</p> <p>Therefore, it is proposed that this Policy is introduced to support children in finding the right placements in loving homes and support foster carers in increasing the capacity or useable space within their home so that they can provide the right placement for the child/ children. It also enables the Council to seek better value for money in comparison to many alternative out of county or high cost placement options.</p>
1.03	<p>As a local authority it is our objective to ensure that Flintshire has sufficient and suitable foster care placements, for children and young people, which is in their best interests and meets the well-being outcomes of the children and young people. This policy aims to meet the following objectives:</p> <ul style="list-style-type: none">• Increase the range and choice of available placements for children who require a home outside of their birth family, locally• Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change• Seek best value for money from the range of placements available by using them in the most efficient and effective way• Any placements made are first and foremost in the best interests of the children,• Secure stability or permanence for a children
1.04	<p>This Policy will enable Flintshire to offer <i>grant funding</i> to foster carers to assist them with the cost of making adaptations to their home or financial assistance towards the purchase of a larger more suitable home which will provide adequate space, which is of a sufficient standard, for children and young people to live and thrive in their care.</p>

	This grant funding is introduced to complement the range of support provided to foster carers by the Council.										
1.05	<p>Applications for granting funding will be considered up to a maximum of £36,000 (£20,000 for relocation), however this may be increased in exceptional circumstances such as essential work to meet the assessed needs of children with complex or multiple needs.</p> <p>To enhance the number of foster carers, the Policy provides the discretion to waiver up to £10,000 of grant funding, dependent on the financial assessment of the foster carer and/or property owner and the proposed child placement arrangements.</p> <p>Applications to waive any associated costs will be consider by the Foster Carers Adaptations Panel (which is aligned to the existing Out of County Panel), and will require the endorsement of the Senior Manager for Children’s Services. The costs associated with any waiver will be met through grant funding where available to the local authority (e.g. ICF), or Social Services revenue budget.</p>										
1.06	<p>Grant funding will usually be repayable to the local authority, on a sliding scale, if any of the following clawback conditions are triggered within a 10 year period or sooner if the child reaches maturity (18 years of age) or has a life limiting condition:</p> <ul style="list-style-type: none"> • Sale or transfer of the property • Resignation or death of the foster carer(s) • Termination of approval • Notice given on the individual placement by either Social Services or the foster carers • Foster carer(s)/ property owner wishes to repay the grant funding <table border="1" style="width: 100%; margin-top: 10px;"> <thead> <tr> <th style="text-align: left;">Clawback triggered within (from the date of the signed financial agreement)</th> <th style="text-align: left;">Percentage of grant funding repayable</th> </tr> </thead> <tbody> <tr> <td>1 -2 years</td> <td>100%</td> </tr> <tr> <td>2 – 4 years</td> <td>75%</td> </tr> <tr> <td>4 – 6 years</td> <td>50%</td> </tr> <tr> <td>6 - 10 years</td> <td>25%</td> </tr> </tbody> </table>	Clawback triggered within (from the date of the signed financial agreement)	Percentage of grant funding repayable	1 -2 years	100%	2 – 4 years	75%	4 – 6 years	50%	6 - 10 years	25%
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6 - 10 years	25%										
1.07	<p>All grant applications for funding will be considered against the criteria as outlined in the Policy. If the application does not meet the criteria, the local authority will inform the carer(s) in writing of the reasons for refusal.</p> <p>Where the carer(s) is refused funding and they wish to appeal against the decision, they should appeal to the Council in writing within 15 working days of the date of refusal stating the grounds for appeal.</p> <p>All appeals will be considered by the Chief Officer Social Services and the Chief Officer Housing and Assets, the decision by the Chief Officers will be final in respect of that individual case and will not be binding upon any future applications made by that or any other applicant.</p>										

2.00	RESOURCE IMPLICATIONS
2.01	<p>Flintshire Social Services does not envisage there being significant demand for this grant scheme, this is based on our experience and demand to date.</p> <p>The introduction of this Policy offers the authority more cost effective options for placements for children in its care as well as having a robust and transparent process for doing so.</p> <p>Flintshire Social Services introduces this grant scheme with a flexible, shared-cost approach, therefore there is an expectation that the foster carer will provide 100% financial contribution towards the costs of any additionality to the works or house move. The financial contribution will be 'means tested' as part of the application process – please refer to the 'Grant Funding Application Process'.</p>
2.02	<p>Capital funding: It is proposed that £60,000 per annum is utilised from the Council's capital programme budget. Capital funding will be used for individual projects costing over £20,000.</p> <p>Funding for projects below £20,000 will be sought from other funding streams including the Integrated Care Fund (ICF), and other grant opportunities. Funding for projects under £20,000 would be the responsibility of Social Services to source and/ or cover.</p>
2.03	<p>There are no revenue or human resource implications for the approved revenue budget/workforce structures within Social Services for the current financial year.</p> <p>The grant scheme will be managed and delivered by the existing staff structures within the Fostering Service, in Social Services.</p>
2.04	<p>Support from other internal service areas, such as the Regeneration Team and Valuation, will be subject to a re-charge to Social Services. This re-charge will then be included in the total cost of the project and incorporated into the Finance Assistance Agreement with the foster carer/ property owner.</p>
2.05	<p>Any grant funding awarded under the discretionary £10,000 may lead to in year revenue implications for Social Services that would need to be managed within the Portfolios allocated budget. This discretionary waiver will be monitored throughout the first year of the Policy's inception and reviewed to ensure it is financially manageable and also continues to meet its intended purpose of attracting more foster carers in Flintshire.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	<p>The primary risk for the grant scheme is insufficient funding. However, Flintshire Social Services has a statutory duty for the children it is responsible for, therefore it would be required to find a suitable placement for the child/children regardless of the introduction of this Policy.</p>

As noted above, Social Services will always explore and utilise other available sources of funding, such as Disability Facilities Grant and Integrated Care Fund, before making capital requests or utilising base budget.

Each project funded by the grant scheme will have its own set of risks and challenges. As part of the initial feasibility and project management all highlighted risks will be monitored and mitigated throughout the project.

Ways of Working (Sustainable Development) Principles Impact

Long-term	<p><u>Positive impact</u></p> <p>Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change</p>
Prevention	<p><u>Positive impact</u></p> <p><i>This Policy aims to prevent the need for out of county, and potentially expensive, placements of local children and young people</i></p>
Integration	<p><u>Positive impact</u></p> <p><i>Local children and young people will remain integrated within their local community, schools and social networks.</i></p> <p><i>By supporting local placements relationships with the birth family can be maintained, if appropriate and safe to do so.</i></p>
Collaboration	<p><u>Positive impact</u></p> <p>The Council, across a range of Portfolio's, will work collaboratively to deliver the aims and objectives of this Policy.</p> <p>Services will work together to prevent, manage and solve any placement issues or changes in circumstances.</p>
Involvement	<p><u>Positive Impact</u></p> <p><i>Placements are always made be in the best interest of the child/ children, and where appropriate consider the child's voice and choice.</i></p>

Well-being Goals Impact

Prosperous Wales	<u>Positive impact</u> The procurement of suppliers and contractors to undertake the adaptations to the properties will, wherever possible, under the agreed framework be sourced locally which will include the employment of local tradesmen.
Resilient Wales	<i>No impact</i>
Healthier Wales	<u>Positive impact</u> Children should be able to live in a stable family-based setting that supports their well-being and meets their outcomes
More equal Wales	<u>Positive impact</u> Increasing the range and choice of available placements for children who require a home outside of their birth family, locally. Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change
Cohesive Wales	No impact
Vibrant Wales	No impact
Globally responsible Wales	No impact

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>A range of internal and external colleagues and stakeholders have been consulted and contributed to the development of this final Policy, these include:</p> <ul style="list-style-type: none"> ○ Flintshire County Council, colleagues in: <ul style="list-style-type: none"> ➤ Housing ➤ Legal ➤ Regeneration ➤ Finance ➤ Social Services, including Social Services Management Team ➤ Chief Officers ○ Externally <ul style="list-style-type: none"> ➤ <i>North Wales Policy Developers Group</i> ➤ Sample of foster carers

	In addition to the above, good practice examples of similar policies in other local authority areas have informed the development of this policy, such as Cheshire West, Leeds and Nottingham.
4.02	<p>The Policy is introduced and complements other adaptation Policies within the Council, such as the Disability Facilities Grant (DFG).</p> <p>The core offer contained within both the DFG and Foster Carers Adaptations Policies are aligned to ensure the Council is consistent in its approach to adaptations of private properties, these includes: a clear criteria, maximum grant amount, repayment terms, the primary clawback triggers and methods of safeguarding public funding.</p>

5.00	APPENDICES
5.01	Adaptations to Foster Carers Homes Policy.
5.02	Grant Funding Application process.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	As part of the development of the Policy, Social Services is completing a thorough Integrated Impact Assessment to ensure the potential impacts of this Policy managed appropriately; the headline impacts have been shared within this report.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Craig Macleod, Senior Manager: Children – Social Services Telephone: 01352 701313 E-mail: craig.macleod@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>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.</p> <p>Financial Year: the period of 12 months commencing on 1 April</p> <p>Foster Carers are ordinary people who are willing to open up their hearts and homes to provide care to other people’s children.</p> <p>Grant Funding are a type of funding provided by the government, local councils and some private organisations. Organisations have to apply for</p>

the grant and demonstrate how they will meet the outcomes and conditions of the grant. Grants don't normally have to be repaid but will be subject to clawback in certain circumstances.

Integrated Care Fund from Welsh Government supports health and social care services to work together to meet the needs of:

- older people with complex needs and long term conditions including dementia
- people with learning disabilities
- children with complex needs due to disability or illness
- carers, including young carers
- children at risk of becoming looked after, in care or who are adopted

Funding is currently available until March 2021 and is being used to support a wide range of revenue schemes as well as building related projects.

North Wales Policy Developers Group is a group of policy developers from across North Wales who support one another with the development of similar or regional policies.

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.



FLINTSHIRE COUNTY COUNCIL SOCIAL SERVICES

ADAPTATIONS TO FOSTER CARERS' HOMES POLICY

Policy Owner	Craig Macleod, Senior Manager: Children
Date Approved	
Date Implemented	1 st January 2020
Date last amended	24 th October 2019
Date last reviewed	-
Date of next review	1 st July 2020 and annually thereafter

INTRODUCTION

Foster carers provide loving homes and life-changing care for children who can no longer live with their birth families, giving them a brighter, happier future. Fostering can involve looking after children of all ages, from babies to teenagers, who come from different backgrounds.

Flintshire Social Services values the care, love and commitment given by its foster carers to the children and young people living with them. However, it is recognised that the role of a foster carer can sometimes be challenging, juggling work and caring commitments, as well as welcoming new children into the home with limited space; but with the right support, training and resources, carers are making a huge impact on the lives of children in Flintshire.

By the introduction of this policy, Flintshire is supporting foster carers in making necessary adaptations to their home to provide adequate space for children and young people to live and thrive in their care. The grant funding will complement the existing range of support provided to foster carers, and this funding is another step forward in securing local and stable placements for children.

POLICY OBJECTIVES

As a local authority it is our objective to ensure that Flintshire has sufficient and suitable foster care placements, for children and young people of all ages, which is in their best interests and meets the well-being outcomes of the child/children and young people. This policy aims to meet the following objectives:

- Increase the range and choice of available placements for children who require a home outside of their birth family, locally
- Enable skilled and able foster carers to extend the number of places they are able to offer, or to maintain existing placements as circumstances or needs change
- Seek best value for money from the range of placements available by using them in the most efficient and effective way,
- Any placements made are first and foremost in the best interests of the child/children,
- Secure stability or permanence for a child/children

GUIDING PRINCIPLES

This Policy has been developed with the following principles underpinning our approach to supporting children, young people and foster carers in Flintshire, as guided by the legislation covering this policy: Social Services and Well-being (Wales) Act 2014, Children Act 1989 and Special Guardianship (Wales) (Amendment) Regulations 2018:

Children should be able to live in a stable family-based setting that supports their well-being and meets their outcomes

Placements should always be in the best interest of the child/children, and where appropriate consider the child's voice and choice

Every child and carer is treated with dignity and respect

Be equitable regardless of placement type

All partners will work together to prevent, manage and solve any placement issues or changes in circumstances

Be fair and transparent throughout the process

GRANT FUNDING FOR ADAPTATIONS

This policy enables Flintshire to offer grant funding to foster carers to assist them with the cost of making adaptations to their home to provide adequate space, which is of a sufficient standard, for children and young people to live and thrive in their care. This funding aims to complement the range of support provided to foster carers.

Grant funding can be used to: adapt or convert an existing room into more useable space, extend a property to create extra room(s) or help towards purchasing a new larger or more suitable property.

Applications for granting funding will be considered up to a maximum of £36,000, with a £20,000 maximum grant for the relocation to a more suitable property; however the maximum grant funding may be increased in exceptional circumstances. Social Services will consider individual applications and determine what exceptional circumstances would apply; please refer to the criteria for exceptional circumstances.

Flintshire has the discretion to waiver up to £10,000 of grant funding, dependent on the financial assessment of the foster carer and/or property owner and the proposed child placement arrangements.

Grant funding will usually be repayable to the local authority, on a sliding scale, if any of the following clawback conditions are triggered within a 10 year period or sooner if the child reaches maturity (18 years of age) or has a life limiting condition:

- Sale or transfer of the property
- Resignation or death of the foster carer(s)
- Termination of approval
- Notice given on the individual placement by either Social Services or the foster carers
- Foster carer(s)/ property owner wishes to repay the grant funding

Clawback triggered within (from the date of the signed financial agreement)	Percentage of grant funding repayable
1 – 2 years	100%
2 – 4 years	75%
4 – 6 years	50%
6 - 10 years	25%

The provision of a Local Land Charge, for £10,000 or less, or a Legal Charge, for more than £10,000, will be registered against the property by the local authority to safeguard the grant funding for the clawback period outlined above.

Flintshire Social Services reserves the right to waiver any grant funding that remains payable to the local authority due to individual and/or exceptional circumstances, this decision will be made by the Foster Carer Adaptations Panel.

Flintshire Social Services introduces this grant funding with a flexible, shared-cost approach, therefore there is an expectation that the foster carer will provide 100% financial contribution towards the costs of any additionality to the works or house move. The financial contribution will be ‘means tested’ as part of the application process – please refer to the ‘Grant Funding Application Process’.

Any approval of grant funding will be subject to the availability of funding. If the scheme experiences a high demand, applications will be considered on their individual merit against the published criteria whilst ensuring it meets the child/children’s best interest.

ELIGIBILITY

Eligibility for this policy applies to the following carer(s), children and their housing accommodation:

- approved or prospective foster carers of Flintshire County Council
- existing or prospective adoptive families of those children which Flintshire County Council is responsible for
- Family and friends / carers of children who are under a Special Guardianship Order
- Family and friends under a Child Arrangements Order would be considered if the application is made at the time of the Court Order
- Children who are under the parental responsibility of Flintshire County Council, between the ages of 0 and 18,
- Accommodation can include privately owned, mortgaged, leasehold (99 years remaining) and council rented homes. *Other housing accommodation such as privately rented or social housing are subject to the consent of the property owner and will be considered with their approval.*
- carers who are committed to their caring role for the long term, or at least until the child reaches 18.

[Foster carers of children with a disability who require funding for adaptations should apply for the Disability Facilities Grant (DFG), administered by Flintshire County Council]

CRITERIA

In order to qualify for funding for adaptations or towards the purchase of a more suitable property, at least one of the following criteria must be satisfied with the agreement from the local authority that the adaptation is necessary in order to meet the child/ children's needs and cannot be reasonably met in any other way:

- Promote and secure a placement in the best interests of the child/children

- Provide stability and/or permanence for an existing placement, due to changing needs and outcomes of the child/children
- Secure extra capacity for current or potential fostering placements
- Secure new long term placements
- Enable siblings to be placed together
- Meet the needs of children with multiple disabilities
- To meet health and safety requirements which would otherwise result in a child being moved

Exceptional circumstances, which would include: the complex and multiple needs of the child/ children, the family circumstances and any property limitations, will all be considered by the Foster Carers Adaptation Panel when appraising the application for funding.

Applications will only be considered where it is evidenced that all other options and resources have been exhausted and have been deemed to not be in the best interests of the child/ children.

PROCESS FOR APPLICATIONS

Carers interested in making an application for funding should discuss their plans with the local authority's Fostering Service initially, to ensure that there are no other alternative options or resources available to meet the need for additional living space.

All applications for funding must be completed on the 'Grant Funding for Adaptations Application Form' and accompanied by any other information that the Council considers necessary to be able to consider the application fully.

The local authority will undertake investigative works regarding the application prior to its consideration to determine viability from the outset. This will include (but not exclusive to): feasibility report and initial designs by Building Surveyor, property survey findings, property ownership details, property valuation and financial checks on the carer(s)/ property owners to determine affordability/ equity available in the property. It is also fundamental that the property owner gives full consent (as mortgagor) to the

application and conditions of the grant, if different from the foster carer(s), together with any mortgagee (lender).

The application will be considered by the Foster Carers Adaptations Panel, which consists of local authority officers from Social Services, Fostering Service, Finance, Housing and Assets and Regeneration, within 28 working days. The application will be considered in line with the available funding, the eligibility and criteria as outlined within this Policy.

The local authority will undertake a cost benefit analysis to ensure that any proposed works provides the authority with the best value for money, considering the child/ children's best interest.

The local authority will advise whether the application for funding has been approved or refused in writing within a reasonable timeframe, together with the value of funding that has been approved. Where the application has been refused, the local authority will provide a written statement of the reasons for refusal and details of the appeals procedure.

Any grant funding approved will be available for 12 months from the date of approval. Extensions to this timeframe will be required by the Foster Carers Adaptations Panel.

Foster carers will be given information on the grant funding conditions from the start of the process and will be included in the grant application form. A financial assistance agreement will need to be signed prior to any works commencing and funding being spent. Due to the potential large sums of money that may be involved and the requirement for a Legal Charge to safeguard public funding, carers and property owners are encouraged to seek independent legal advice and will be offered a contribution towards this, to a maximum of £250, per application.

For further information, please refer to the supplementary documentation 'Grant Funding Application Process'.

APPEALS

All grant applications for funding will be considered against the published criteria. If the application does not meet the criteria, the local authority will inform the carer(s) in writing of the reasons for refusal.

Where the carer(s) is refused funding and they wish to appeal against the decision, they should appeal to the Council in writing within 15 working days of the date of refusal stating the grounds for appeal.

All appeals will be considered by the Chief Officer of Social Services and the decision by the Chief Officer will be final in respect of that individual case and will not be binding upon any future applications made by that or any other applicant.

For further information, please refer to the supplementary documentation 'Grant Funding Process'.

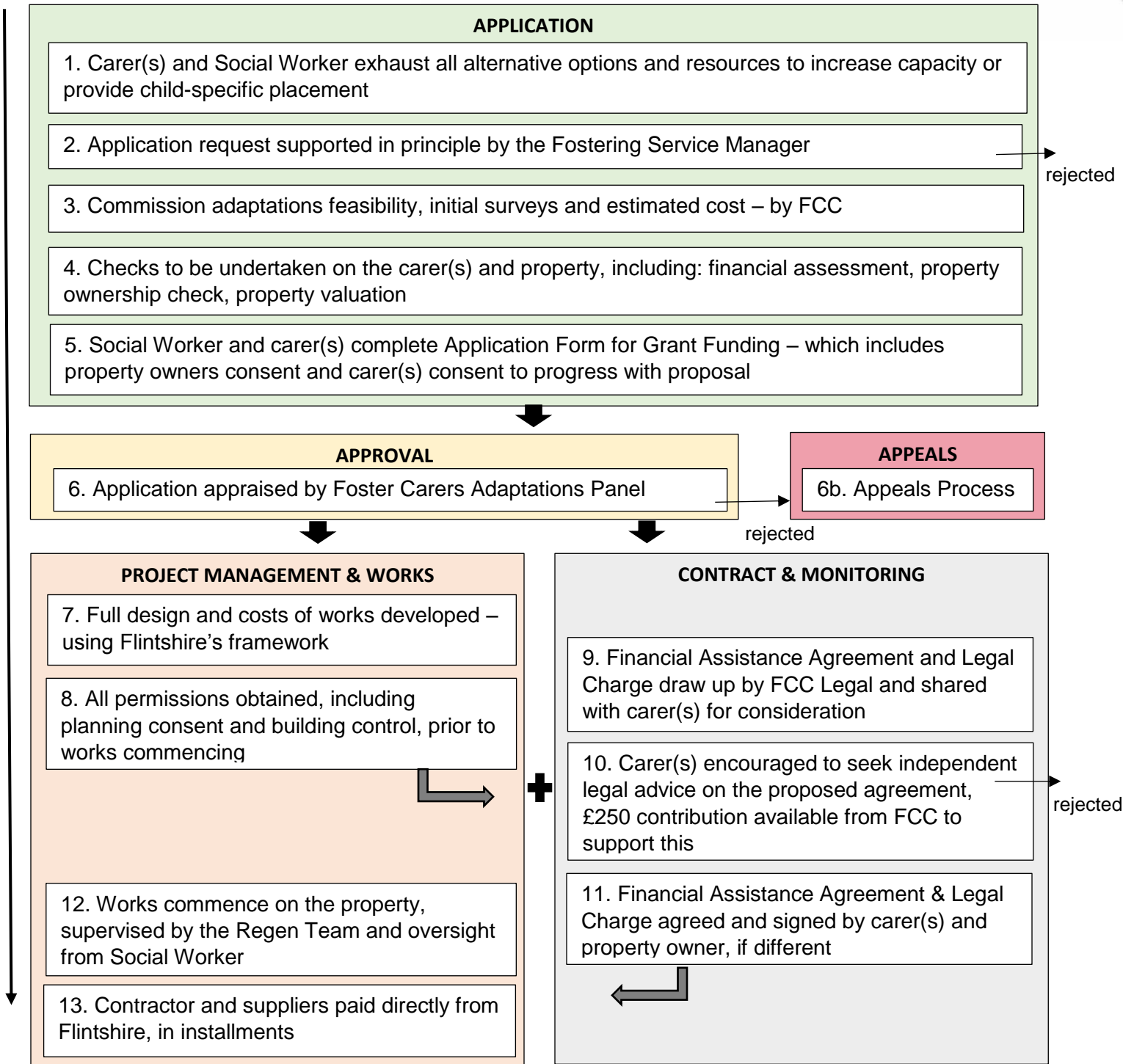
ADDITIONAL DOCUMENTATION:

- Grant Funding for Adaptations Application Form
- Grant Funding Application Process
- Draft Financial Assistance Agreement

GRANT FUNDING APPLICATION PROCESS

GRANT FUNDING FOR ADAPTATIONS TO FOSTER CARERS' HOMES

General Application Process



General Application Process

1. Carer(s) and Social Worker exhaust all alternative options and resources to increase capacity or provide child-specific placement

Carers interested in making an application for funding should discuss their plans with the local authority's fostering service initially.

A Social Worker will be allocated and they will meet with the carer(s) to discuss the housing accommodation and needs. Together, you will need to demonstrate that alternative options or resources have been explored and why they are not viable.

2. Application request supported in principle by the Fostering Service Manager

The Social Worker will discuss the request for grant funding with the Fostering Service Manager, who may or may not support your application in principle.

If the Fostering Service Manager is in support of the proposal, this will be given in writing to the Social Worker, who will then notify the carer(s). The application can then be developed further and investigative works will commence on the proposed adaptation or purchase of an alternative property.

If the Fostering Service Manager is not in support of the request, they may require further information or signpost carers to alternative options for support, for example Disabilities Facilities Grant.

3. Commission adaptations feasibility, initial surveys and estimated cost – by Regen Team, FCC

The local authority will undertake investigative works regarding the proposal prior to its consideration at the Foster Carer Adaptations Panel to determine viability from the outset.

The Council will undertake a feasibility report and surveys on the proposed works or purchase of a property to determine whether the adaptation is possible.

A Building Surveyor from the Regeneration Team will visit the property, along with the allocated Social Worker, to discuss the proposed works and reasons for adaptation or relocation to a more suitable property. They will survey the property, take measurements, photographs and commission any further surveys that they deem necessary, for example asbestos survey. The Regeneration Team will then develop initial plans for the proposal and issue any advisories or risks associated with the works/ purchase.

At this stage it may also be beneficial to complete a preliminary planning application to see the Local Planning Authority's views on the proposal, if the works are deemed complex or substantial by the Surveyor.

This stage of the process is estimated to take approximately 1 month.

4. Checks to be undertaken on the carer(s) and property, including: financial assessment, property ownership check, property valuation

In addition, the local authority will commission further checks associated with the application, including (but not exhaustive of) legal property ownership and plan, a property valuation and financial checks on the carer(s) and/or property owner to determine affordability/ equity available within the property. These will be completed internally by Flintshire County Council teams, such as Property Valuation and Legal.

It is fundamental that the property owner gives full consent (as mortgagor) to the application and conditions of the grant at this stage, together with the mortgagee (lender).

5. Social Worker and carer(s) complete Application Form for Grant Funding – which includes property owners consent and carer(s) consent to progress with proposal

The 'Grant Funding for Adaptations Application Form' must be completed fully, with support from the Social Worker, which is to be accompanied by any other information that the Council considers necessary to be able to consider the application fully, refer to 'Part 5 Checklist for Application' on the Application Form.

Incomplete application forms will not be considered by the Panel until all information is available.

6. Application appraised by Foster Carers Adaptations Panel

The application will be considered by the 'Foster Carers Adaptations Panel', which consists of local authority officers from Social Services, Fostering Service, Finance, Housing and Assets and Regeneration.

The application will be appraised in line with the available funding and the criteria as outlined within the Policy, within 28 working days.

The local authority will undertake a cost benefit analysis to ensure that any proposed works, or the purchase of a more suitable property or equipment provides the authority with the best value for money, always considering the child/ children's best interest.

The local authority will advise whether the application for funding has been approved or refused in writing, together with the value of funding that has been approved, within a reasonable timeframe. Where the application has been refused, the local authority will provide a written statement of the reasons for refusal and details of the appeals procedure.

Any grant funding approved will be available for a 12 month period from the date of approval and is subject to the remaining parts of the grant process being complied with. Extensions to this timeframe will be required by the Foster Carers Adaptations Panel.

6b. Appeals Process

All applications for grant funding will be considered against the criteria as outlined within the Policy. If the application does not meet the criteria, the local authority will inform the carer(s) in writing of the reasons for refusal.

Where the carer(s) is refused funding and they wish to appeal against the decision, they should appeal to the Council in writing within 15 working days of the date of refusal and state the grounds for appeal. The grounds for appeal are as follows:

- Procedural failing
- Additional information available to support the application
- Change in circumstances

All appeals will be considered by the Chief Officer of Social Services and the decision by the Chief Officer will be final in respect of that individual case and will not be binding upon any future applications made by that or any other applicant.

7. Full design and costs of works developed – using Flintshire’s Framework

Once approval for the works is granted by the Foster Carers Adaptations Panel, the Regeneration Team will be commissioned to act as the project managers for the proposed adaptation or property move. These project management costs will form part of the total project cost and will be included within the Financial Assistance Agreement.

Using the agreed Framework to select contractors and suppliers the Team will instruct more detailed designs and costings for the works or property purchase.

Once this is completed, the Team will then seek quotes using the agreed Framework, and a contractor/ supplier will be chosen.

If there is a variance in the approved grant funding to the chosen contractor’s quote, it will be required to be signed off by the Foster Carers Adaptations Panel again.

8. All permissions obtained, including planning consent and building control, prior to works commencing

The Regeneration Team will take the lead in obtaining all the necessary consents associated with the proposed adaptation, such as planning consent and building control. The carer(s) and/ or property owner will need to work closely with the Team providing information where necessary.

The planning permission consent from the Local Planning Authority can take between 8 – 12 weeks.

9. Financial Assistance Agreement and Legal Charge drawn up by FCC Legal and shared with carer(s) for consideration

Once approval for the works is granted by the Foster Carers Adaptations Panel, the Social Worker will notify Flintshire’s Legal department of your approval for grant funding.

The Legal Team will draft a Financial Assistance Agreement and Legal Charge or Local Land Charge (as appropriate), using the published terms and conditions, for your consideration. The Agreement and Legal Charge or Local Land Charge (as appropriate) must be signed by the owners of the property and the carer(s), if different, prior to any works commencing or any monies being spent.

The total cost of the works and all associated costs (including but not limited to management costs, surveys and permissions) will be included in the final grant funding awarded and the figure subject to the Legal Charge and clawback, however the final cost may not be known until after the works have commenced.

10. Carer(s) encouraged to seek independent legal advice on the proposed agreement, £250 contribution from FCC to available to support this

Carers will be given information on the grant funding terms and conditions from the start of the process by the Social Worker and will also be included in the Application Form and the draft Financial Assistance Agreement.

Due to the potential large sums of money that may be approved for grant funding and the requirement for a Legal Charge to safeguard public funding, carers/ property owners are encouraged to seek independent legal advice. The local authority will support carers/ property owners to do this by means of a financial contribution, to a maximum of £250, per application.

11. Financial Assistance Agreement & Legal Charge agreed and signed by carer(s)/ property owner

The Financial Assistance Agreement and Legal Charge or Local Land Charge (as appropriate) must be signed by the carers/ property owner prior to any works commencing and funding being spent by the local authority.

The Legal Charge or Local Land Charge (as appropriate) will be completed and registered by the Flintshire's Legal Team at H.M Land Registry. Any mortgage consent would be required, prior to completing these legal documents; this may involve the property owner contacting the mortgagee (mortgage lending company) to obtain such consent.

12. Works commence on the property, supervised by the Regeneration Team and oversight from Social Worker

Once all the necessary permissions have been obtained, the contractor has been chosen and the legal paperwork has been signed, the Regeneration Team will instruct the chosen contractor to commence works with an agreed schedule.

The Regeneration Team will ensure that a reasonable start date is agreed, the contract between the carers/ property owners and contractor is in place and a programme of works is available.

The Regeneration Team, along with the Social Worker, will supervise the works to ensure a satisfactory standard is achieved within the agreed timeframe.

13. Contractor paid directly from Flintshire

The local authority will pay all contractors and associated costs with the proposed adaptation, as outlined within the process.

The total costs of the works and all associated costs (including but not limited to management costs, surveys and permissions) will be the final grant funding awarded and the figure subject to the Legal Charge and clawback, however the final cost may not be known until after the works have commenced.



CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Regional Technical Statement for Aggregates Second Review Consultation
Cabinet Member	Cabinet Member for Planning and Public Protection
Report Author	Chief Officer (Planning, Environment and Economy)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Regional Technical Statement (RTS) is a document prepared on behalf of the Welsh Government and the Regional Aggregates Working Parties and is a requirement of Planning Policy Wales Minerals Technical Note 1: Aggregates. The purpose of the RTS is to assess the future demand for construction aggregates and to make recommendations to local authorities to make provision in their Local Development Plans to ensure long term security of supply to meet the predicted future demand.

The RTS sets out apportionments of how much construction aggregate (crushed rock and sand & gravel) is required to be planned for in Local Development Plans (LDP) to ensure that a reliable supply can be maintained to meet the needs of the construction sector. The RTS is reviewed at five yearly intervals and this is the second review. The RTS is recommending a significant apportionment of crushed rock (limestone) and a modest apportionment for sand and gravel for Flintshire, both of which will require allocations for minerals in the LDP and advocates inter-authority collaboration where any individual authority is unable to make such provision.

The Welsh Government requires all local authorities to endorse the RTS before it is approved by the Welsh Government, at which point the RTS will have material weight when determining planning applications and the recommendations should be incorporated into Local Development Plans.

RECOMMENDATIONS

1	To endorse the Second Review Regional Technical Statement.
2	To accept the recommendations set out in the RTS for the strategic provisions required for planning for the supply of construction aggregates.

REPORT DETAILS

1.00	EXPLAINING THE REGIONAL TECHNICAL STATEMENT
1.01	Aggregate minerals (crushed rock, sand & gravel) are essential raw materials for the construction industry and infrastructure projects. It is essential that an adequate supply of such minerals is able to be maintained to ensure that these materials are sourced in a sustainable manner. Where required, the planning system must make provision to ensure supply in the form of allocations within development plans, which can be in the form of site specific or preferred areas, to enable planning applications for new reserves of aggregates to come forward.
1.02	To facilitate this process, Planning Policy Wales and Minerals Technical Advice Note 1 requires a Regional Technical Statement (RTS) to be published at five yearly intervals which guides the requirements for aggregates provision for both North and South Wales. The document is the outcome of a collaborative process involving local authorities and the minerals industry in its preparation. The five yearly review enables the level of permitted reserves and trends to be analysed and sets out projections for future demand. The review is being undertaken by a specialist consultant, Cuesta, appointed by the Welsh Government.
1.03	It is a requirement, where possible, LDPs to make provision to ensure that for the duration of the plan period that there is a minimum land-bank of seven years sand and gravel and 10 years for crushed rock. This means that on the final date of a given LDP, there must still be this minimum requirement and when this is added to the duration of a LDP of 15 years, they should make provision for 22 years sand and gravel and 25 years crushed rock aggregate. LDP across Wales will be at different stages of development, so this has to be factored in during the LDP 5 yearly and annual monitoring reviews of any given LDP.
1.04	In the case of Flintshire, the LDP is in the consultation stage of its Deposit Plan and the anticipated date of publication of the RTS and the Flintshire LDP timetable means that the recommendations of the RTS are unlikely to be fully incorporated into the adopted LDP where minerals policies have been developed on the basis of the first review RTS. They will, instead, have accommodated during the first review of the LDP.
1.05	In previous RTS documents, the predictions for future demand were based on an average of three and 10 year sales tonnage, and the resulting apportionments were derived from the land-banks which were calculated by dividing the permitted reserves by the average sales tonnage, and if the land bank was below the required seven and years supply of sand and

	<p>gravel and crushed rock then then an apportionment would be set to ensure that the land-bank would be adequate. The problem with this is economic conditions, construction practice, housing growth, and infrastructure projects uptake are subject to change and the methodology is not always reliable.</p>
1.06	<p>A new approach is being taken for the prediction of future demand for the Second Review RTS, which is based on housing growth and completions within development plans. There is a very close correlation between housing completions and demand for construction aggregates. The demand for construction aggregates is not entirely for housing, which is modest, but it is the wider demand for the infrastructure which housing growth brings, such as new roads, commercial and business development, schools, hospitals, power plants and so on. The logic is that if any given LDP has identified a housing growth need and has made allocations to meet that demand, that it will have been through a process to ensure that it is realistic and deliverable. It then follows that it is logical for the quarrying industry to guarantee that the raw materials are available to meet these growth objectives set out in any LDP.</p>
1.07	<p>Minerals are a depleting asset and can only be worked where they occur. There has not been any significant increase in new permitted reserves granted planning permission in North Wales since the first Review RTS was published on 1st August 2014, and in Flintshire there has only been one minor extension to Maesmynnann sandpit. In some local authority areas there will be a shortfall of permitted reserves and this needs to be addressed within the LDP process.</p>
1.08	<p>The minerals industry has come forward with site specific allocations through the LDP Call for Sites, which amount to around 24 million tonnes of new crushed rock reserves, together with a small allocation for sand and gravel. If planning permissions are granted, on these proposed sites, this will be a significant contribution and mean that for the duration of the first two review periods of the LDP (10 years) the permitted reserves of aggregate will exceed the minimum recommended land-bank. That may still leave a technical shortfall towards the latter five years of the LDP period, however, the actual demand for mineral will be assessed by future reviews of the RTS. The criteria based LDP policies do not preclude unallocated sites coming forward, and the industry may offer further allocations in response to future reviews of the LDP.</p>
1.09	<p>The LDP is considered to be sound even if the full apportionment is not able to be incorporated from the outset of the plan period. The site specific allocations provided by industry provide a high degree of certainty that the development is deliverable, and it will make a substantial contribution towards the recommended apportionment. The Council is in discussion with other mineral operators concerning the provision of additional reserves at other existing sites within Flintshire which were not considered during the call for sites and these are capable of being included in a future review of the LDP, or the subject of planning applications. In addition, a planning application is coming forward in Denbighshire to provide around 5 million tonnes of new permitted crushed rock reserves at Denbigh Quarry, giving scope to enter a Statement of Common Ground with Denbighshire County Council to collaborate with the Council for the crushed rock</p>

	apportionment, as they do not need to make an allocation on account of holding substantial unworked permitted reserves. These matters will be included in background papers to be submitted as part of the evidence base to be provided to the Planning Inspectorate during the examination in public.																																																																														
1.10	Furthermore, Flintshire is able to collaborate with neighbouring authorities, and a Statement of Common Ground may be negotiated with Denbighshire with respect to crushed rock, who have adequate provision due to the presence of unworked permitted reserves. In addition, Flintshire is able to identify preferred areas for new mineral working at LDP review periods if the level of recommended permitted reserves looks like it will fall short of the requirements. A statement of common ground collaboration agreed at Planning Strategy Group on 18 th April 2019 is already in development with Wrexham CBC with respect to crushed rock and sand and gravel whereby Flintshire will provide their crushed rock aggregates and they provide a significant proportion of sand and gravel. This situation has arisen because all of the geology capable of producing crushed rock in Wrexham is of low quality or is constrained by the newly extended Area of Outstanding Natural Beauty in which there is a presumption of no new mineral workings.																																																																														
1.11	<p>Table A6 and A7 of Appendix A of the RTS sets out the required apportionment of crushed rock and sand and gravel for each of the North Wales planning authority areas. Sub-totals for North Wales and a total for all Wales is given, the difference being the subtotal for South Wales.</p> <p>Table A6: Apportionments, Reserves and Allocations for Sand & Gravel in North Wales</p> <table border="1"> <thead> <tr> <th>Local Planning Authority</th> <th>New Annualised Apportionment for sand & gravel (mt)</th> <th>Total Apportionment Required over 22 years (mt)</th> <th>Existing Permitted Reserves at end of 2016 in mt</th> <th>Minimum Allocation needed to meet Required Provision</th> <th>Additional reserves at Dormant sites, 2016 (mt)</th> </tr> </thead> <tbody> <tr> <td>Denbighshire</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>0</td> </tr> <tr> <td>Flintshire</td> <td>0.223</td> <td>4.912</td> <td>1.369</td> <td>3.543</td> <td>0.5</td> </tr> <tr> <td>Wrexham</td> <td>0.646</td> <td>14.217</td> <td>12.652</td> <td>1.565</td> <td>0</td> </tr> <tr> <td>Conwy & Snowdonia NP</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>0</td> </tr> <tr> <td>Gwynedd</td> <td>0.174</td> <td>3.834</td> <td>1.175</td> <td>2.659</td> <td>0</td> </tr> <tr> <td>Isle of Anglesey</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>0</td> </tr> <tr> <td>Sub-totals, North Wales</td> <td>1.044</td> <td>22.963</td> <td>15.196</td> <td>7.767</td> <td>0.5</td> </tr> <tr> <td>Totals Wales</td> <td>1.352</td> <td>29.750</td> <td>18.406</td> <td>11.618</td> <td>0.85</td> </tr> </tbody> </table> <p>Table A7: Apportionments, Reserves and Allocations for Crushed Rock in North Wales</p> <table border="1"> <thead> <tr> <th>Local Planning Authority</th> <th>New Annualised Apportionment for crushed rock (mt)</th> <th>Total Apportionment Required over 25 years mt (30 years in Cardiff)</th> <th>Existing Permitted Reserves at end of 2016 in mt</th> <th>Minimum Allocation needed to meet Required Provision</th> <th>Additional reserved at Dormant sites, 2016 (mt)</th> </tr> </thead> <tbody> <tr> <td>Denbighshire</td> <td>0.860</td> <td>21.500</td> <td>21.710</td> <td>0.000</td> <td>0</td> </tr> <tr> <td>Flintshire</td> <td>3.359</td> <td>83.968</td> <td>48.040</td> <td>35.928</td> <td>1.41</td> </tr> <tr> <td>Wrexham</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>0</td> </tr> </tbody> </table>	Local Planning Authority	New Annualised Apportionment for sand & gravel (mt)	Total Apportionment Required over 22 years (mt)	Existing Permitted Reserves at end of 2016 in mt	Minimum Allocation needed to meet Required Provision	Additional reserves at Dormant sites, 2016 (mt)	Denbighshire	0.000	0.000	0.000	0.000	0	Flintshire	0.223	4.912	1.369	3.543	0.5	Wrexham	0.646	14.217	12.652	1.565	0	Conwy & Snowdonia NP	0.000	0.000	0.000	0.000	0	Gwynedd	0.174	3.834	1.175	2.659	0	Isle of Anglesey	0.000	0.000	0.000	0.000	0	Sub-totals, North Wales	1.044	22.963	15.196	7.767	0.5	Totals Wales	1.352	29.750	18.406	11.618	0.85	Local Planning Authority	New Annualised Apportionment for crushed rock (mt)	Total Apportionment Required over 25 years mt (30 years in Cardiff)	Existing Permitted Reserves at end of 2016 in mt	Minimum Allocation needed to meet Required Provision	Additional reserved at Dormant sites, 2016 (mt)	Denbighshire	0.860	21.500	21.710	0.000	0	Flintshire	3.359	83.968	48.040	35.928	1.41	Wrexham	0.000	0.000	0.000	0.000	0
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Local Planning Authority	New Annualised Apportionment for crushed rock (mt)	Total Apportionment Required over 25 years mt (30 years in Cardiff)	Existing Permitted Reserves at end of 2016 in mt	Minimum Allocation needed to meet Required Provision	Additional reserved at Dormant sites, 2016 (mt)																																																																										
Denbighshire	0.860	21.500	21.710	0.000	0																																																																										
Flintshire	3.359	83.968	48.040	35.928	1.41																																																																										
Wrexham	0.000	0.000	0.000	0.000	0																																																																										

	Conwy & Snowdonia NP	1.201	30.016	62.500	0.000	0.25
	Gwynedd	0.955	23.867	28.540	0.000	0
	Isle of Anglesey	0.321	8.015	14.400	0.000	0
	Sub-totals, North Wales	6.695	167.366	175.19	35.928	1.66
	Totals Wales	18.872	479.816	670.850	94.101	34.20
	<p>Flintshire is required to make a minimum allocation to meet the required provision of 35.928 million tonnes of crushed rock and 3.543 million tonnes sand and gravel. The apportionments necessary for other local authorities are also presented. This is not an unreasonable apportionment, given that historically Flintshire typically sells in excess of three million tonnes of crushed rock per annum. Without an apportionment, at the current rate of extraction, the County is at risk of falling short of the required land-bank of 10 years crushed rock and 7 years sand and gravel during the LDP period, and therefore accommodating this apportionment it essential for continuity of supply of construction aggregates.</p>					
1.12	<p>In practice an apportionment of 36 million tonnes crushed rock is capable of being provided by modest extensions to three existing operational quarries and 3.5 million tonnes of sand and gravel is the equivalent of one modest sized sand pit. The emerging LDP has made site-specific allocations for 24 million tonnes of crushed rock at extensions to Hendre Quarry (Tarmac) near Rhydymwyn and Pant y Pwll Dwr Quarry (Cemex) near Pentre Halkyn, and 2.3 million tonnes sand and gravel at extensions to Ddol Uchaf Sand Pit, AfonWen (Breedon), and Fron Haul Sand Pit (Breedon), Nannerch, which represents a significant contribution to the apportionment.</p>					
1.13	<p>Flintshire is a major supplier of aggregates and has the largest volume of sales of all of the North Wales local authority areas. It plays a pivotal role in the provision of aggregates for the construction industry as its quarries and sand pits sell aggregates across North Wales and North West England. The reason for this is that construction aggregate minerals can only be worked where they occur, and the distribution is not uniform. High quality limestone only occurs in limited locations in North Wales, Lancashire, Derbyshire and Cumbria and in many instances these resources are heavily constrained, such as being in National Parks or designated Areas of Outstanding Natural Beauty. The resources in Flintshire are attractive on sustainability grounds because they are closer to the main markets and the principal transportation network than is the case for other North Wales Local Authorities.</p>					
1.14	<p>The RTS has factored in local demand and has sought to address any significant imbalances between authority areas, so that each authority is making a fair and proportional contribution to regional supply. It is considered that the recommendations of the RTS can be addressed within the current Local Development Plan or its first review.</p>					

2.00	RESOURCE IMPLICATIONS
2.01	Revenue: there are no implications for the approved revenue budget for this service for either the current financial year or for future financial years.
2.02	Capital: there are no implications for the approved capital programme for either the current financial year or for future financial years
2.03	Human Resources: there are no implications for additional capacity or for any change to current workforce structures or roles.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT	
3.01	Ways of Working (Sustainable Development) Principles Impact	
	Long-term	Positive: The RTS is ensuring that the pattern of supply of aggregate is sustainable.
	Prevention	No Change
	Integration	Positive. The requirements of the RTS will need to be incorporated in future revisions of the Council's Local Development Plan.
	Collaboration	Positive. Collaboration with other Councils may be necessary to implement the requirements of the RTS. The RTS is prepared and implemented as a collaborative process with other Councils and the Aggregates Industry.
	Involvement	Positive. The Council has a key part to play in maintaining an adequate supply of aggregates for long term local, regional and national consumption.
	Well-being Goals Impact	
	Prosperous Wales	Positive. A sustainable supply of locally sourced construction aggregates is essential to keep construction, infrastructure projects and repair and maintenance works costs to a minimum. Provides direct and indirect employment for the extraction, distribution and value added products.
	Resilient Wales	Positive. A long term supply of construction aggregates is essential to

		meet the demands of population and housing growth and consequential infrastructure.
	Healthier Wales	Positive and Negative. Aggregates supply the construction of housing and infrastructure which is essential for health, but the removal of countryside and local amenity harm may cause localised negative health impacts.
	More equal Wales	Positive. Locally sourced construction aggregates means that Wales is not dependent upon imports.
	Cohesive Wales	Positive. Locally sourced aggregates will supply growth aspirations of the Welsh Government and fulfil the emerging National Development Framework.
	Vibrant Wales	No Change. Aggregates contribute to the fabric of the built environment.
	Globally responsible Wales	Positive. Locally sourced aggregates minimises transportation and carbon emissions.
	<p>The Councils Well-being Objectives of Ambitious Council applies to the Second review RTS because it promotes economic growth and employment opportunities, and Green Council because it indirectly minimises transportation distances of aggregates. The other objectives do not apply.</p>	

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Distribution to key stakeholders, and a dissemination event to be held in Llandudno Junction on 15 th November 2019. The Council is a key consultee to the process.

5.00	APPENDICES
5.01	RTS Second Review Appendix A North Wales.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	RTS Second Review Main Document.

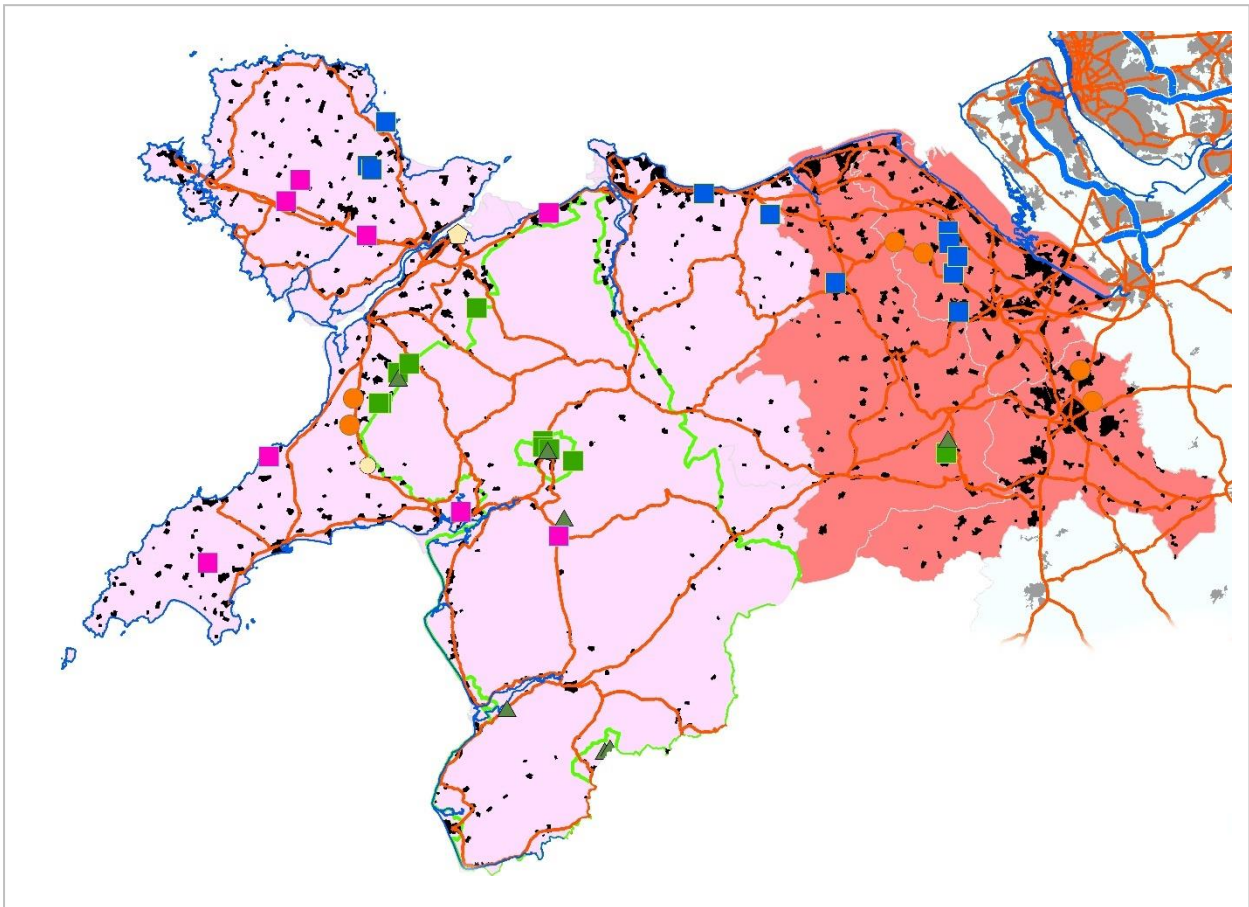
	<p>RTS Second Review Appendix A North Wales RTS Second Review Appendix B South Wales</p> <p>http://www.nwrawp-wales.org.uk/html/rtsreview2013.html</p>
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7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Gary Nancarrow, Manager Minerals & Waste Planning Telephone: 01352 703275 E-mail: gary.nancarrow@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Apportionment: A measure of the tonnage of aggregates which has been assigned to a given local planning authority to meet predicted need and has a responsibility to make provision for in the local development plan for the duration of the plan.</p> <p>Construction Aggregate: Quarried hard rock which has been crushed and Sand and Gravel, which are used for uses such as engineering fill, concrete, drainage media, pipe bedding and manufacture of bricks and blocks.</p>

Regional Technical Statement (2nd Review)

Appendix A (North Wales)



Consultation Draft - September 2019

North Wales
Regional
Aggregates
Working Party



Llywodraeth Cymru
Welsh Government

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Prepared, on behalf of the Welsh Government and the North Wales Regional Aggregate Working Party

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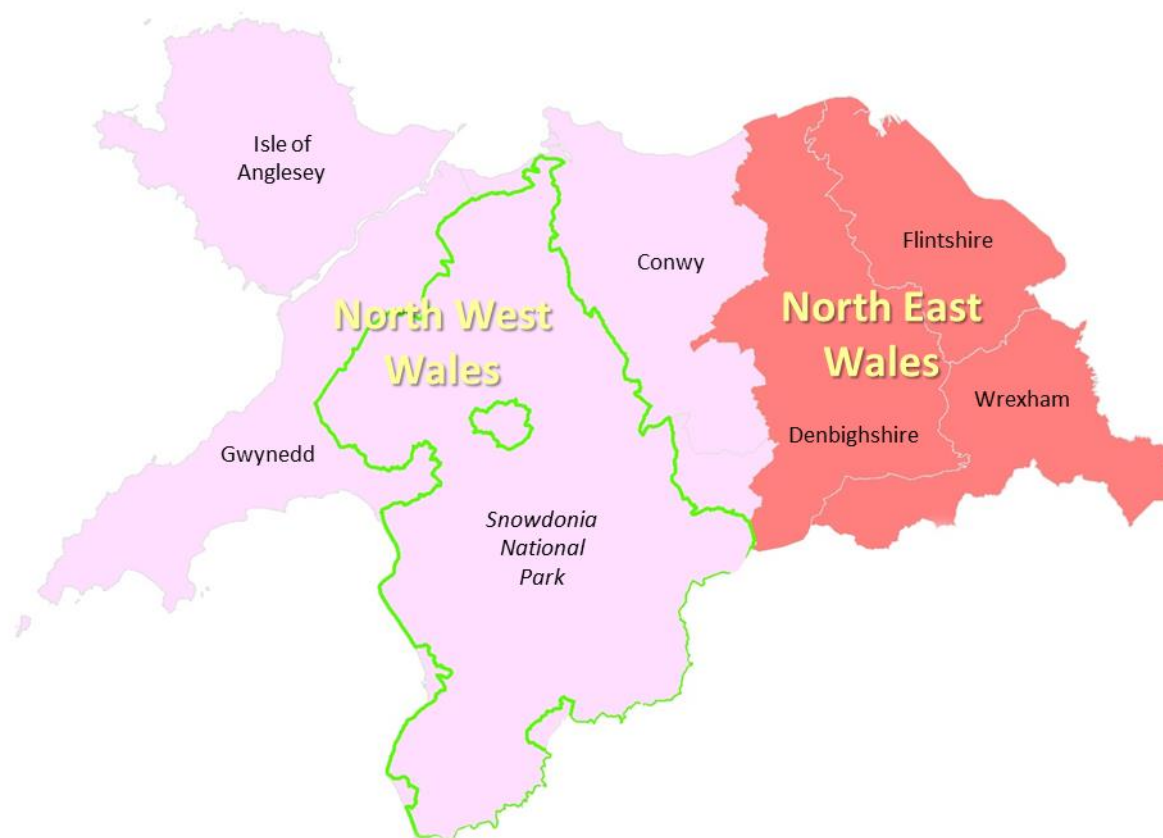
Appendix A: North Wales Region - Detailed Analysis & Recommendations

Introduction

- A1. This appendix is intended to complement, and should be read in conjunction with, the main document of the Second Review of the RTS. It provides additional explanation, specific to the North Wales Regional Aggregate Working Party (RAWP) Region, relating to the consideration of existing supply patterns, the detailed breakdown of sub-regional apportionments and requirements for new allocations. The final part of the Appendix, from paragraph A52 onwards, incorporates that information into specific recommendations and guidance for each individual Local Planning Authority (LPA).

Existing Supply Patterns in North Wales – Regional Overview

- A2. As explained in Chapter 3 of the main document, historical sales figures have been used in this review as a starting point for calculating the overall National requirement for land-won primary aggregate production in Wales, over the period covered by the revised RTS (i.e. 2020-2045). After applying a 30% uplift to reflect the planned increase in housing construction, this enhanced total has then been apportioned between North Wales and South Wales on the basis of their recent historical share of sales. The sub-regional apportionment of those regional figures has then been determined by looking carefully at the patterns of supply within each of seven sub-regions, created specifically for this purpose. That examination is briefly outlined in the main report and described more fully here.
- A3. Figure A1 shows how the North Wales RAWP area is divided into two sub-regions. The sub-regions were created, at Welsh Government's suggestion, for the specific purpose of facilitating strategic minerals planning and collaborative approaches between LPAs. They each represent distinctive 'market areas' between which there is relatively little movement of aggregates, except for exports to England, and within which detailed, strategic consideration can be given as to the most appropriate patterns of supply. Looking carefully at the balance of supply between the LPAs within each sub-region is an important aspect of this. It should be noted that Conwy, though previously forming part of the North-East Wales group of LPAs in the North Wales RAWP reports, is now included in the North-West Wales sub-region of the RTS. The decision to make this change was made following extensive discussion amongst the RTS Steering Group and was agreed by the RAWP.
- A4. For some LPAs, where the existing supply pattern already seems to provide a sensible balance between the spatial distributions of demand, resource availability and other factors, the new apportionments simply reflect the pattern of historical sales (i.e. the regional figures have been divided between the LPAs in proportion to their share of recent historical sales). In other areas, the new apportionments have been adjusted – primarily to take account of the distribution of planned housing activity, as indicated by the housing requirement figures in adopted LDPs - so that they reflect an improved (more equitable, more sustainable) spatial balance between supply and demand. In all cases, consideration has also been given, at least qualitatively, to factors such as environmental capacity, proximity and transport networks. The later sections of this document provide more detailed observations regarding these various factors within each of the North Wales sub-regions.
- A5. It should be noted that the historical sales figures and apportionments relate only to land-won primary aggregates. These materials are needed to satisfy the residual levels of demand, once allowance has been made for the 'top-sliced' proportion of supply which is obtained from secondary and recycled sources and from marine-dredged aggregates. These materials contributed to the overall market throughout the baseline period and will continue to do so, leaving only the residual demand to be supplied from primary land-won sources.

Figure A1: Sub-Regional Areas and their constituent Local Planning Authorities in North Wales

- A6. No reliable monitoring data on recycled and secondary aggregate production is currently available for any part of the UK. The recently updated Mineral Planning Factsheet on aggregates produced by the British Geological Survey (BGS, 2019)¹ estimates that these materials now constitute approximately 30% of overall supply (based on data provided by the Mineral Products Association), and that most of the material that is suitable for aggregates use (primarily construction, demolition and excavation waste – CD&EW) is already being recovered and utilised. This has been the case since around 2005² and the proportion is thought unlikely to change in the foreseeable future. Being closely dependent upon the rate of construction activity, the actual tonnages can therefore be expected to rise and fall in line with variations in the overall rates of economic growth and will have a neutral impact on the demand for primary aggregates, compared to that seen during the baseline period (2007 to 2016). Moreover, in the case of recycled aggregates, since the arisings of CD&EW are (by definition) very closely associated with the occurrence of new construction work, their availability is unlikely to have any significant influence on spatial patterns of demand.
- A7. That might not be the case for secondary aggregates, which have a more varied spatial distribution, with different types and different quantities being available within each LPA. Again, there are no up-to-date data sources to provide further details, but there are indications that some of these sources may be declining in availability, which would potentially increase the demand on primary aggregates within those areas. Further observations on this are noted, where appropriate, in the later sections on individual sub-regional areas.

Land-won Primary Aggregate Production

- A8. The historical sales figures for all land-won primary aggregates within each LPA in North Wales (including both crushed rock and natural sand & gravel) are shown in Table A1, below. The

¹ <https://www.bgs.ac.uk/downloads/start.cfm?id=1355>

² https://mineralproducts.org/documents/Contribution_of_Recycled_and_Secondary_Materials_to_Total_Aggs_Supply_in_GB.pdf

proportion supplied from crushed rock sources (averaged over 10 years) is shown in the right-hand column – the balance being sourced from land-won sand & gravel sites. The LPAs are grouped according to the sub-regions shown in Figure A1. The origin of the data is explained fully in Chapter 3 of the main text.

Table A1: 10-year and 3-year Total Land-Won Primary Aggregates Sales Averages (to 2016) for each LPA in North Wales.

Local Planning Authority	10-yr Average Aggregate Sales (total) (mtpa)	3-yr Average Aggregate Sales (total) (mtpa)	Highest of 3-yr and 10-yr ave. sales in each LPA (mtpa)	Proportion from crushed rock sources
Denbighshire	0.329	0.043	0.329	100%
Flintshire	2.663	3.204	3.204	93.77%
Wrexham	0.435	0.514	0.514	0%
Conwy + Snowdonia NP	0.955	0.813	0.955	100%
Gwynedd	0.868	0.898	0.898	84.56%
Isle of Anglesey	0.236	0.255	0.255	100%
TOTAL, North Wales			6.155	86.6%

SOURCE: Collated by the North Wales RAWP secretary from confidential industry data.

- A9. The figures show that the supply of land-won sand & gravel has been dominated by Wrexham and Flintshire, this being largely a reflection of their proximity and good access to the main market areas in both North East Wales and adjoining parts of North West England. It also reflects the existence of substantial glacio-fluvial sand & gravel resources in those areas - particularly to the east of Wrexham. Whilst similar deposits exist in North West Wales, particularly in Gwynedd, these are less well-placed to serve the main markets, and production there is therefore more limited.
- A10. In the case of crushed rock aggregates, historical demand has again been focused primarily on North East Wales, and for the same reasons, but in this case the materials have overwhelmingly been supplied from Flintshire. This reflects the extensive resources of high quality Carboniferous Limestone within relatively unconstrained areas to the east of the Clwyddian Hills AONB, in contrast to the situation in Wrexham, where the continuation of these resources falls almost entirely within the AONB. Significant quantities of limestone from Flintshire, including high purity limestone for industrial uses, are exported into England, and some are used for cement manufacture at Padeswood near Mold. Limestone produced for non-aggregate uses, however, is excluded from the statistics given in this report. Limestone production also takes place elsewhere in North Wales, together with igneous rock and slate production, particularly in Gwynedd. In the case of Conwy, the output figures incorporate sales from one small igneous rock quarry within the Snowdonia National Park, in order to maintain confidentiality.
- A11. Further observations on the relationships between production, resources, markets and environmental capacity within each of the sub-regions are given in paragraphs A26 *et seq.*, below.

Marine-dredged Aggregates

- A12. In North Wales, very little marine-dredged sand & gravel is used. The figures for marine aggregates are combined, in the annual RAWP reports, with those for land-won sand & gravel, but are shown, in the latest AM Survey report (for 2014) to be in the order of 30,000 tonnes per annum (tpa) (a figure which has gradually declined from 48,000 tpa in 1997). Dredging licences within the coastal waters of North Wales are primarily used to supply Merseyside, with substantial quantities being landed in Liverpool. This, in turn, offsets the pressure for exports to NW England from land-based resources in North-East Wales.
- A13. For the time being, it seems reasonable to suppose that marine-dredged aggregates will continue to supply a similar (very small) proportion of overall demand as they have done over at

least the last twenty years, so the demand for land-won aggregates in any of the LPAs in North Wales is not likely to be affected.

Secondary Aggregate Production

- A14. Secondary aggregates comprise the by-products of various industrial processes, including metallurgical slags and power station arisings, but also the by-products from certain types of non-aggregate mineral extraction, such as colliery spoil and slate waste, and from the recycling of glass, ceramics, asphalt plantings and rail ballast³.
- A15. Aggregate production from metallurgical slags and from coal-fired power station arisings, no longer occurs in North Wales. Small amounts of aggregate minerals (sandstone and occasionally sand) arise adventitiously from the reworking of former colliery spoil tips or from the working of opencast coal. In North Wales, almost all former colliery waste tips (mainly in Flintshire/Wrexham) have been either landscaped as part of reclamation schemes or utilised for base fill material. Volumes still available have not been assessed recently but are understood to be small or insignificant.
- A16. In North Wales, crushed slate, derived either from slate waste (as a by-product of roofing slate production) or quarried specifically for use as primary aggregate, features significantly in the overall pattern of supply, especially in Gwynedd. Depending upon the quality and characteristics of the material involved, it is used not only in bulk fill applications, but also as an uncoated road stone and, increasingly, as an aggregate in the production of concrete building blocks.
- A17. Both slate waste and quarried slate have been included in the overall figures for crushed rock production within the North Wales RAWP reports since 2008 and, over the 10-year baseline period (up to 2016), have accounted for an average of 9.7% of total crushed rock sales. The proportion fell abruptly after 2009, from a peak of more than 16% in 2007. Although sales volumes fell sharply, to less than half of the levels seen in 2007, the reduction in proportional share was less dramatic and this had recovered to more than 11% by 2016. However, given that slate production is already included in the crushed rock statistics, this trend has no implications for the overall level of future demand, only for the balance between slate and other types of crushed rock.
- A18. In August 2019, Gwynedd Council published a draft management plan for the slate areas of north west Wales, relating to their identification as a UK candidate for potential UNESCO World Heritage status. The proposals include bans on quarrying in some areas alongside the revocation of all extant mineral working permissions. Depending on details, if implemented, this could have a significant effect on the future demand for other sources of primary crushed rock aggregates in the region.
- A19. The various sources of secondary aggregate noted above, together with recycled aggregates, as discussed below, are currently exempt from the Aggregates Levy, in a deliberate attempt to minimise the use of primary aggregates. At the time of writing, the Aggregates Levy itself was in the process of being comprehensively reviewed by HMRC (... update to be added in due course...)

Recycled Aggregates

- A20. Aggregates produced from construction, demolition and excavation wastes (CD&EW) form an important contribution to the overall consumption of construction aggregates. The 2008 RTSs noted a total output for the whole of Wales of 3.97mt, based on 2005 survey data, and suggested a roughly 3 to 1 split between South Wales and North Wales, based on earlier surveys and population ratios. They also noted that, despite the lack of quantitative detail, it is inevitable that the greatest volumes of CD&EW arisings and usage are in the urban areas. The RTS documents emphasised, however, that all statistics for this sector need to be used with a high degree of caution, because of the low rate of response to the surveys.
- A21. The situation, in terms of available data, has not improved since the original RTSs were published. No new survey data is available, so any observations on recent or future trends can

³ it might appear more logical to group these substances with other recycled materials from construction, demolition and excavation wastes (CD&EW). However, the coverage of CD&EW is already well defined in terms of survey returns, so those items are included here as secondary aggregates.

only be regarded as broad approximations. If anything, the efficiency of recycling is likely to have increased, and the introduction of WRAP's (2005) 'Quality Protocol' for the production of aggregates from inert waste may have increased the proportion and usage of higher value products derived from the various recycled sources. Such improvements, however, represent only small increments on the progress which had previously been made - primarily as a consequence of the price advantages resulting from the landfill tax and, to a lesser extent, the aggregates levy. The view of the Mineral Products Association (MPA), which is not disputed by the NRW, remains that there is little opportunity for significant further increase in the proportion of construction aggregate likely to be derived from this sector. As noted earlier, the future availability of recycled aggregates seems likely to be inextricably linked to the overall rates of construction activity and economic growth, so the safest assumption is that it will rise and fall in a very similar way to overall demand, and will thus have a neutral impact on the demand for primary aggregates, compared to the baseline period (2007 to 2016).

Imports and Exports

- A22. Wales has always been a net exporter of land-won aggregates. Data on both exports and imports is recorded in the periodic Aggregate Minerals (AM) Surveys, and data for exports in the last four surveys is summarised in Table A2, below.

Table A2: Summary of key export statistics for North Wales from recent AM surveys

<i>Note: all figures exclude sales for non-aggregate use</i>	AM2001 (mt)	AM2005 (mt)	AM2009 (mt)	AM2014 (mt)
(data from Table 4k of the AM reports)				
Land won Sand & Gravel Sales	1.342	1.192	0.589	0.897
S&G Exports*	0.544	0.508	0.128	0.158
Exports as % of S&G total	41%	43%	22%	18%
Limestone Sales	6.062	4.641	2.636	3.508
Limestone Exports*	3.344	2.973	1.116	2.226
Exports as % of Limestone total	55%	64%	42%	64%
Igneous Sales	1.136	1.022	0.610	0.660
Igneous Exports*	0.091	0.277	0.064	0.054
Exports as % of Igneous total	8%	27%	10%	8%
Sandstone Sales	0	0	0	0
Sandstone Exports*	0	0	0	0
Exports as % of Sandstone total	0%	0%	0%	0%
Total Crushed Rock Sales**	7.198	5.663	3.245	4.168
Total CR Exports*	3.436	3.251	1.178	2.280
North Wales CR Exports as % of CR total	48%	57%	36%	55%

* 'exports' are primarily to England but include some movement between South Wales and North Wales.

** Unlike the figures used elsewhere in this Review, crushed rock sales in the AM reports exclude slate

- A23. In North Wales, the main aggregate exports, by far, are those of Carboniferous Limestone which are supplied mainly to North West England. These exports, in turn, are sourced primarily from the NE Wales sub-region (mostly from Flintshire) with smaller quantities from NW Wales (especially Conwy). The AM Survey figures generally show that, as limestone (and overall) sales fell during the recent recession, the proportion (as well as the totals) of exports also fell, but that both have since recovered substantially. This implies that, during periods of recession, for general-purpose limestone aggregates, there is a reduced dependence by importing regions on supplies from more distant sources, as would be expected. But the reverse is also true: as the economy rebounds from the recession, the demand for exports from North Wales has begun to increase once again, and more quickly than the overall rate of economic growth. However, whether or not this will eventually reach or exceed the levels of demand experienced prior to the recession is uncertain: it will depend, to a large extent, on the future level of economic growth and construction activity within North West England.

- A24. Imports of land-based aggregates are very minor, by comparison with exports. In North Wales in 2014 (from Table 5k of the AM 2014 survey report), land-based imports amounted to 0.023mt of sand & gravel (mostly from NW England) and 0.128mt of crushed rock, primarily igneous rock from South Wales. These compare with imports of 0.03mt of land-won sand & gravel and 0.653mt of crushed rock in the previous (AM 2009) survey. The reduction in crushed rock imports from South Wales has been quite significant.
- A25. Imports and exports of marine-dredged sand and gravel between England and Wales are only relevant to the RTS apportionment exercise if they affect the continuity of supply of these materials to Wales and thus give rise to increased demand on land-based resources. This is potentially an issue in South East Wales (see Appendix B) but not in North Wales, where the quantities involved are relatively minor. In Liverpool Bay, the only licence area in Welsh waters remains a net exporter to north west English markets.

Sub-Regional Analysis

- A26. In the First Review, the analysis of patterns supply and demand for North Wales was carried out for the region as a whole. In this review, as explained earlier and as illustrated in Figure A1, above, it is based on two separate sub-regions, each one being intended to approximate a relatively 'self-contained' market area for aggregate production and sales, with little movement of aggregate taking place between adjoining areas, other than exports to England.
- A27. Maps corresponding to each of these areas are presented in Figures A2 to A5, below. For each sub-region there are three maps. The first one shows the distribution of aggregate resources and existing quarries. The second map, at a smaller scale, deals with 'proximity' issues (i.e. the relationships between resources, quarry locations, major roads and the distribution of both planned housing requirements in each LPA and existing urban areas). Planned housing requirements are used in preference to the population density maps that were used in the First Review, although both distributions are shown, for comparison, in Figures 4.7 and 4.8 of the main document. The third map for each sub-region then deals with environmental capacity issues, utilising output from the earlier IMAECA analysis (Enviros, 2005). The maps are presented at slightly different scales (as indicated in each case by the 30km scale bar).
- A28. It must be emphasised that these maps show only resources and not permitted reserves. **Resources** are geological materials, including rocks and naturally occurring sand & gravel, which have the potential to be used for a particular purpose (in this case as construction aggregates). **Permitted Reserves** are those parts of a resource which are known to be suitable for this purpose (usually as a result of detailed ground investigations and laboratory testing) and which have valid planning permission for the winning and working of the materials in question. The outlines of permitted reserves are not shown on the maps.
- A29. The resources are illustrated in several main categories. Natural **sand & gravel resources**, as mapped by the British Geological Survey (BGS) may be associated with five different types of 'superficial' deposits, as shown on the key to each map, though the extent of workable mineral within these deposits is highly variable. The maps for NW Wales show an additional category of sand & gravel resource blocks (shown by the deep red shading) that were identified in more detailed study for the Welsh Assembly by the University of Liverpool and Enviros (2003).
- A30. **Crushed rock resources** within the area comprise Carboniferous Limestones (which are subdivided, on the larger maps, into high purity (>97% CaCO₃) and other limestones); Igneous Rocks (including HSA dolerites, which are differentiated on the larger maps); and Slates. Numerous small outcrops of HSA Sandstone are also shown, though none of these have been worked in recent decades.
- A31. The quarries shown on the maps are categorised in the same way as the resources. They include both active and inactive units (as of 2018), the latter including a small number of dormant sites. Separate listings of all active, inactive and dormant sites in North Wales are given in Tables A3, A4 and A5, respectively.

North East Wales Sub-Region

- A32. Figure A2, below illustrates the distribution of quarries and land-based aggregate resources within North-East Wales, incorporating Denbighshire, Flintshire and Wrexham. The crushed rock resources here comprise:
- **Carboniferous Limestone**, currently worked at Aberdo, Halkyn, Pant, Hendre and Cefn Mawr quarries in Flintshire, and at Denbigh Quarry in Denbighshire;
 - **Silurian slates**, currently worked, on a small scale, at the Berwyn Slate Quarry and from slate waste tips at Moel-y-Faen Quarry – both in Denbighshire; and
 - **Ordovician igneous rocks**, predominantly volcanic tuffs in southern Denbighshire and adjoining parts of Wrexham. None of these is currently worked;
- A33. In addition, there are extensive **glaciofluvial sand & gravel** deposits, primarily in Wrexham (where they are worked at Borrás and, intermittently, at Ballswood) but also in Flintshire (where they are currently worked, on a smaller scale, at the Maes Mynan and Fron Haul gravel pits) and in parts of Denbighshire. There are also quite extensive mapped deposits of **Sub-Alluvial** and **River Terrace sand & gravel**, though these are not commercially exploited.
- A34. Figure A3 illustrates the relationships of these quarries and resources to issues relating to the likely pattern of demand (as indicated by proximity to existing urban areas, planned housing requirements and the primary road network); and issues relating to environmental capacity.
- A35. Carboniferous Limestone is by far the main source of crushed rock production within the sub-region. The resources are widespread but are primarily worked in Flintshire since, in this area, they are very well placed in terms of proximity to the main centres of demand, including exports to Chester, Merseyside and other parts of north west England. In this respect, proximity to the A55 North Wales coast road is a major factor. Unworked resources close to these quarries are characterised by generally low environmental capacity, whereas some of the resources further north, in Flintshire, and in parts of Denbighshire, are better-placed in that respect. Whilst those areas are less ideal in terms of proximity to major markets and transport routes, they could have an important role to play in supplementing future supplies from the main quarrying areas, as well as supplying urban areas and infrastructure projects along the North Wales coast. The southern part of the Carboniferous Limestone outcrop in Flintshire, and almost all of the outcrop within Wrexham, are heavily constrained by their location within the Bryniau Clwyd AONB.
- A36. The only two operational slate workings in the sub-region are also located within the southern part of that area but are understood to produce little or no aggregate material other than decorative chippings.
- A37. Overall, there is limited justification for changing the existing pattern of supply of crushed rock within the sub-region, other than to encourage an increase in the proportion supplied from Denbighshire. This is in recognition of the surplus of existing permitted reserves within that county, which can be used to offset some of the very large projected shortfall of reserves in neighbouring Flintshire. This has been accomplished through an adjustment of the apportionments given to each LPA as explained in Table 5.2 of the main report. Even with that adjustment, Flintshire is facing the need to make new allocations for Carboniferous Limestone production, totalling at least 35.928 million tonnes (Table 5.6 of the main document).
- A38. In the previous (First) review of the RTS, the crushed rock apportionment for Flintshire had been increased, with a corresponding reduction in those for Gwynedd and Anglesey, in order to encourage an eastward shift in future crushed rock production. This was intended to better reflect the anticipated distribution of demand. In practice, although the level of production in Anglesey in subsequent years has been close to (less than) the previous apportionment, sales in Gwynedd have been much higher, suggesting that there is a corresponding demand in north-west Wales for which supplies need to be maintained. The notion of shifting production from Gwynedd to Flintshire has therefore been discontinued.

Figure A2: Aggregate Resources and Quarries in the North East Wales Sub-Region

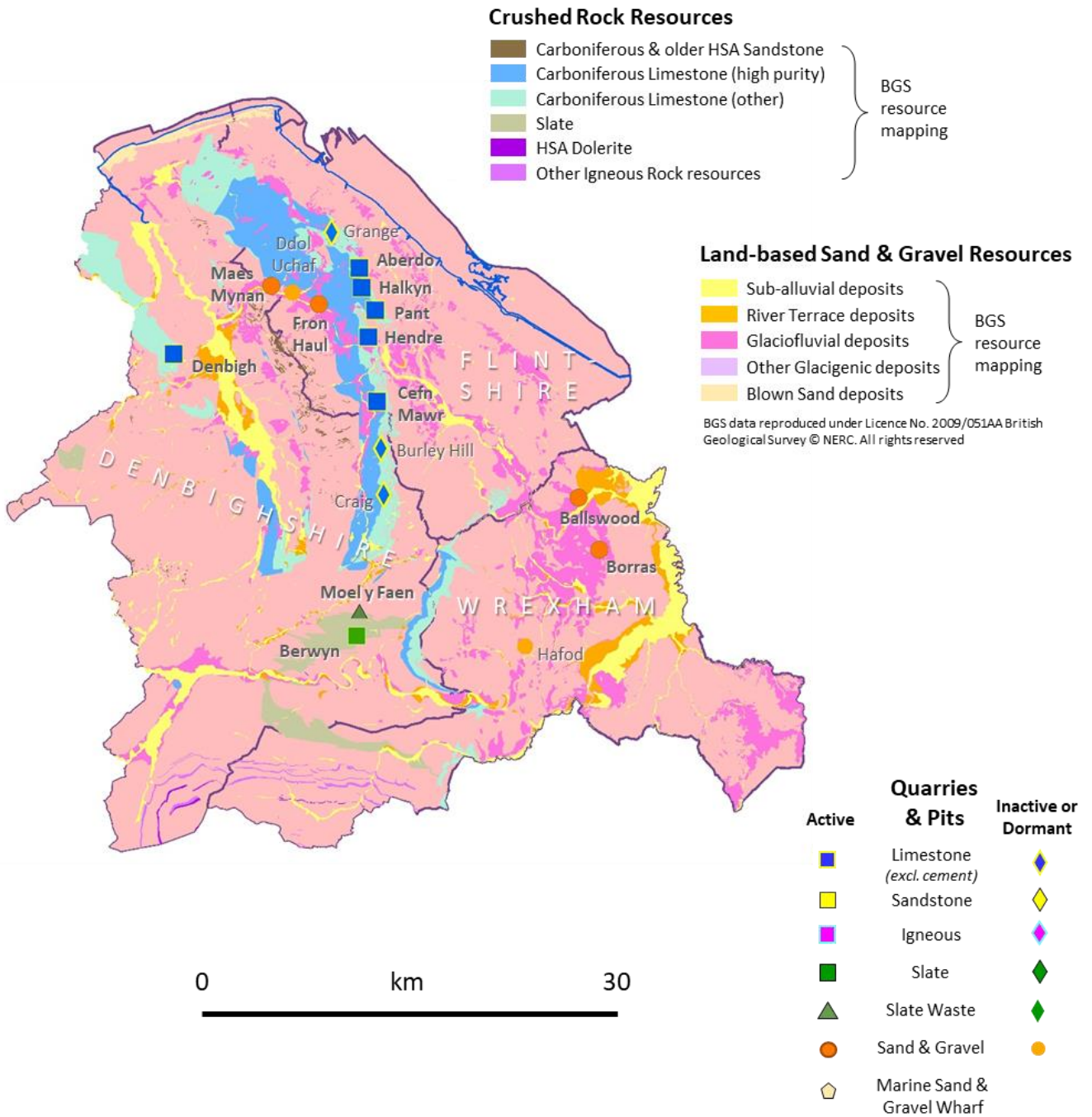
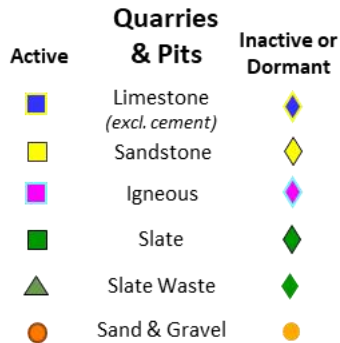
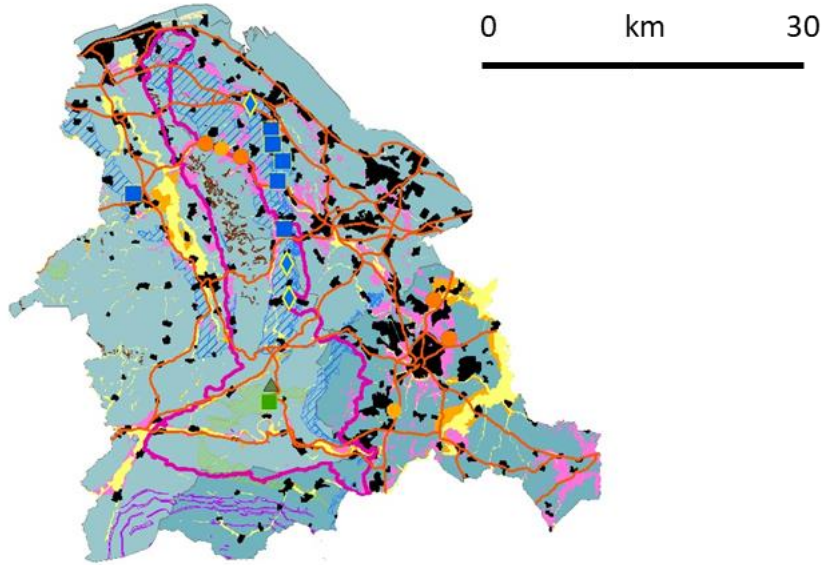
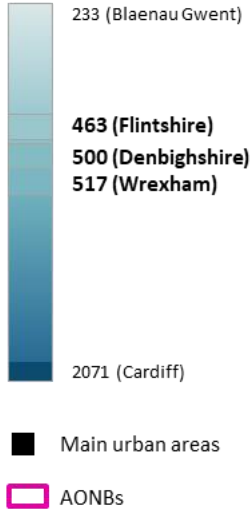
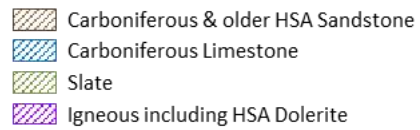


Figure A3: Aggregate Resources, Quarries, Planned Housing Requirements and Environmental Capacity in the North East Wales Sub-Region

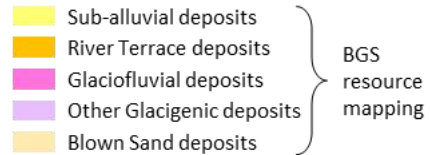
Annualised Housing Requirements in Adopted LDPs (houses per year)



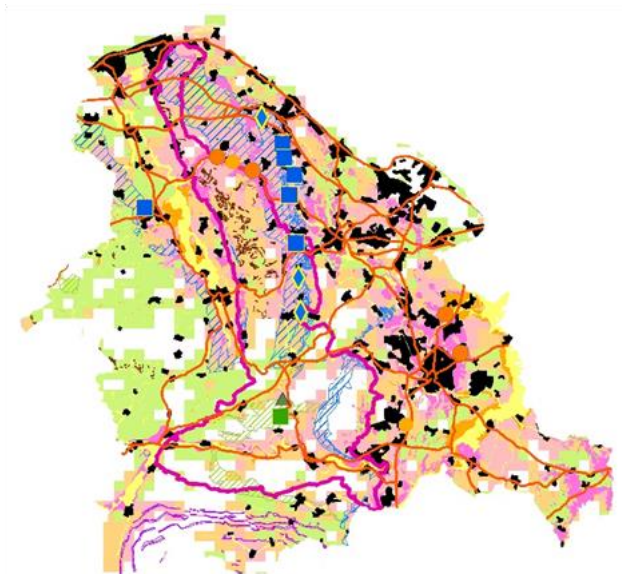
Crushed Rock Resources



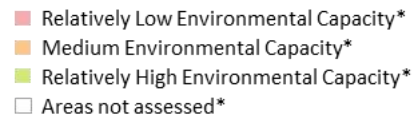
Land-based Sand & Gravel



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Environmental Capacity*



* Assessed as part of the 'IMAECA' project, (Implementing the Methodology for Assessing the Environmental Capacity for Primary Aggregates - Enviro, 2005).

A39. In the case of land-based sand and gravel extraction in North-East Wales, the current supply pattern is dominated by one site within Wrexham, although smaller contributions are also made by three other active (or intermittently active) pits: one other in Wrexham, and two in Flintshire. Whilst the Wrexham sites are ideally placed in relation to the markets of Flintshire, Wrexham and adjoining parts of NW England, they are much further away from the smaller but important local markets along the North Wales coast (both in Denbighshire and neighbouring Conwy). From a proximity point of view there is therefore a need to maintain adequate supplies to those areas from the sites and resources in both Flintshire and Denbighshire. Although some mapped resources do exist in Conwy, the nearest other working gravel pits are much further west in Gwynedd. As shown in Table 5.4 of the main document, there is a significant shortfall of existing permitted reserves of sand & gravel within Flintshire, and a landbank (at the end of 2016) of only 6.1 years. This is below the minimum requirement of 7 years stipulated in MTAN 1 and points to an urgent need for the release of further permitted reserves. There is also a shortfall in Wrexham, though in that case the landbank (in 2016) stood at 19.6 years. Nevertheless, there is a need for further allocation within that area, in order to meet RTS requirements.

North West Wales Sub Region

A40. Figure A4 illustrates the distribution of quarries and land-based aggregate resources within the North West Wales sub-region, incorporating Gwynedd, the Isle of Anglesey, Conwy and the Snowdonia National Park. In these areas, the crushed rock resources comprise:

- **Carboniferous Limestone**, currently worked at two quarries northern Conwy (Raynes and Abergele), and three units on Anglesey (Aber, Nant Newydd and Rhuddlan Bach);
- A wide range of **igneous rock resources**, including the Precambrian Coedana Granite of Anglesey (worked at Gwalchmai, Gwyndy and Gaerwen quarries); Granite of unknown age (currently worked at Trefor Quarry on the north coast of the Llŷn Peninsula); Ordovician diorite (worked at Penmaenmawr quarry the Conwy coast); Ordovician HSA dolerite (worked at Minffordd in Gwynedd); and other Ordovician igneous rocks at Nanhoron Quarry on the Llŷn Peninsula; and
- **Cambrian and Ordovician slates**, currently worked either as virgin aggregate or from previously discarded slate waste at numerous sites within Gwynedd and at two sites within the Snowdonia National Park.

A41. In addition, there are **glaciofluvial sand & gravel** deposits primarily in northern Gwynedd and, especially, across the Llŷn Peninsula. In addition to the deposits mapped by the BGS, these include a number of potential resource blocks identified in more detail by the University of Liverpool and Enviro (2003) in a study for the Welsh Assembly. At present, sand & gravel is worked only at two sites in Gwynedd (Penygroes and Cefn Grainog Farm), whilst sand (only) is worked at Chwarel Bryncir. Additional, but relatively minor sand & gravel deposits are mapped by the BGS as glacial, sub-alluvial, river terrace and blown sand deposits, though none of these is currently worked.

A42. Figure A5 illustrates the relationships of the various resources and quarries to issues relating to the likely pattern of demand (as indicated by proximity to existing urban areas, planned housing requirements and the primary road network); and issues relating to environmental capacity. Each of these factors is discussed below in relation to each type of resource.

Figure A4: Aggregate Resources and Quarries in the North West Wales Sub-Region

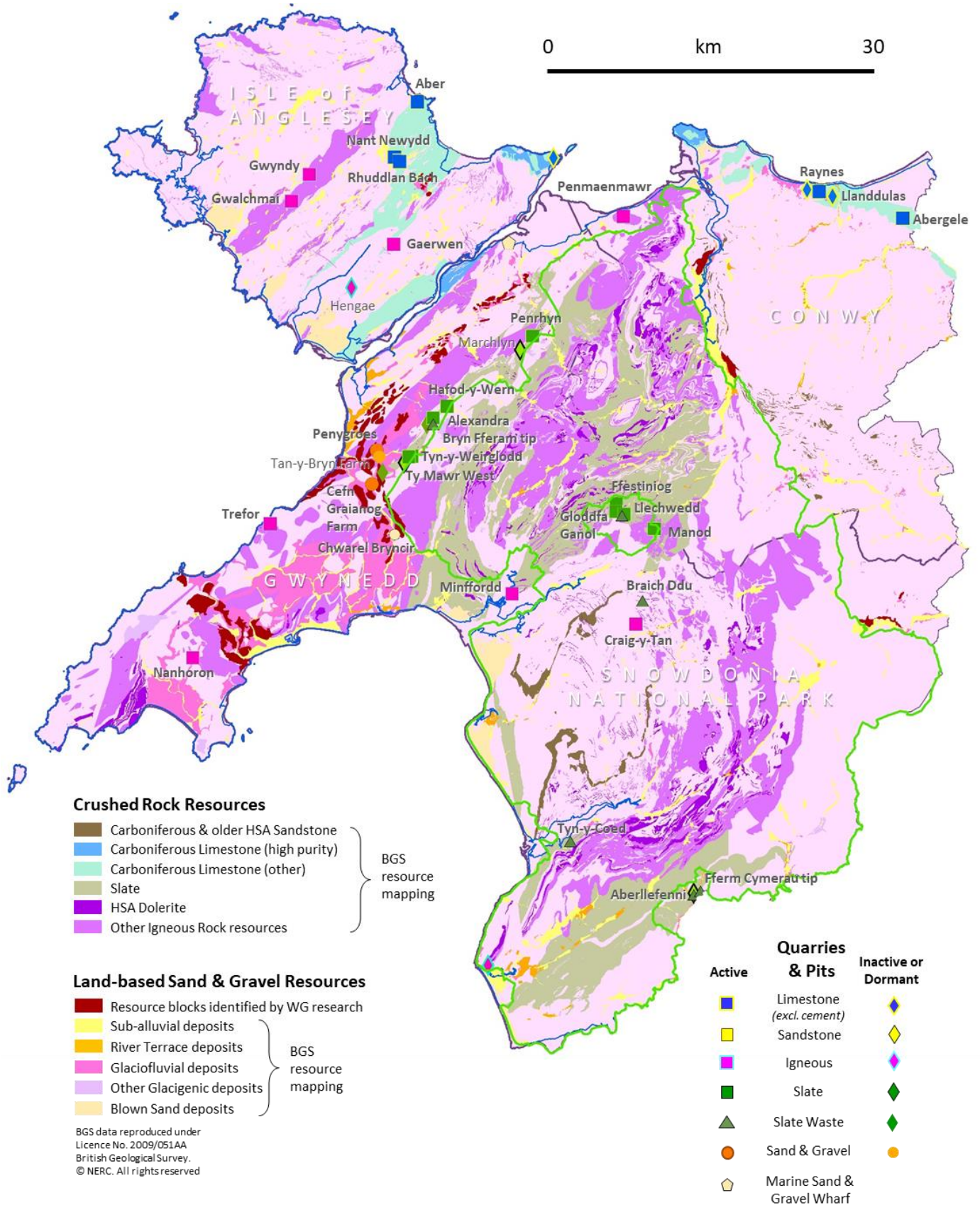
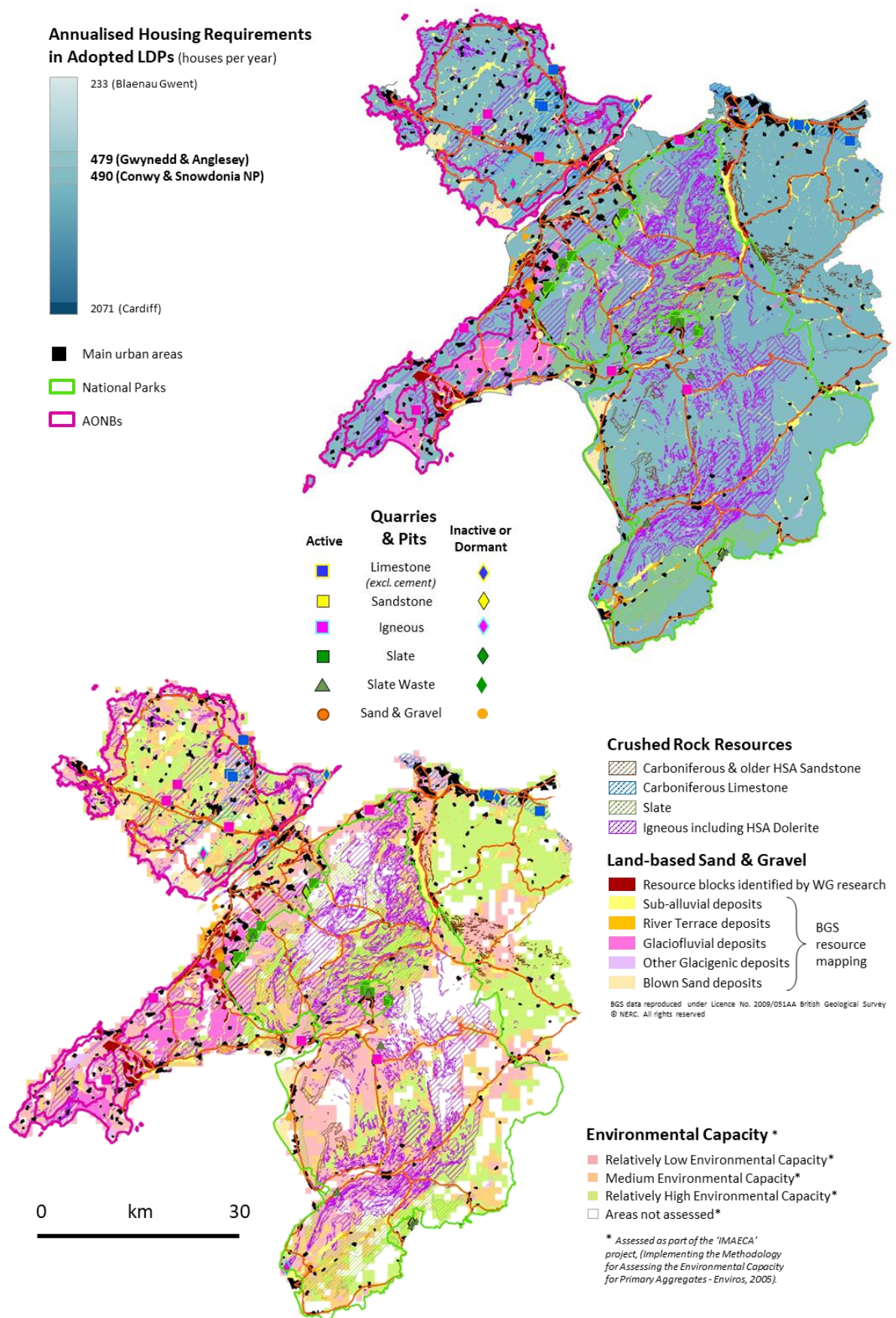


Figure A5: Aggregate Resources, Quarries, Planned Housing Requirements and Environmental Capacity in the North West Wales Sub-Region



- A43. Carboniferous Limestone resources within North West Wales are restricted to the northern part of Conwy, Anglesey and one (currently unworked) area on the Gwynedd side of the Menai Straits, to the south-west of Bangor. Whilst some of these outcrops coincide with areas of relatively low environmental capacity, or are constrained by Areas of Outstanding Natural Beauty, others (including those surrounding Abergele Quarry and smaller areas within Anglesey) are characterised by relatively high environmental capacity and may therefore offer scope for future resource development. The two quarries in Conwy are both operated by major aggregate producers and serve wide market areas along the north Wales coast. In terms of proximity to both urban areas and transport links, they are both well-placed, though they are close to the limits of viability for exports by road into England. Raynes Quarry also exports significant quantities of limestone to North West England, and elsewhere, via a dedicated jetty. The three limestone quarries in Anglesey, by comparison, are all operated by small local firms and are presumed to serve only local markets.
- A44. The 'igneous rock' resources, as shown on the BGS maps, which encompass both igneous and metamorphic rock types, all have similar suitability for use as general purpose hard rock aggregates. This includes being used as a substitute for limestone in most construction applications. However, in almost all parts of the sub-region, the igneous rock resources are either subject to National landscape constraints (National Park or AONBs) or fall within areas of relatively low environmental capacity. The main exceptions are much of the Coedana Granite outcrop in central Anglesey and some of the igneous outcrops in the eastern side of the Llŷn Peninsula. In some areas, (shown on the maps as 'HSA Dolerite'), the rocks are potentially suitable for use as High Specification Aggregate for road surfacing materials (as defined in Chapter 4 of the main document) and are worked as such at Minffordd near Porthmadog in Gwynedd. This is currently the only unit in this group which exports aggregate to England. Penmaenmawr diorite quarry on the north coast of Conwy was formerly an exporter of rail ballast to England, by rail, but ballast production here has been greatly reduced since 2008, when the contract to supply Network Rail was lost. Both of these units fall outside the National Park but are within areas of low environmental capacity. All other igneous quarries in the sub-region tend to supply only local markets although, in the recent past, these have included major contracts such as upgrading the A55 North Wales Coast road and the A5 across Anglesey.
- A45. Slate resources, including both virgin material quarried specifically for the purpose, and material derived from the processing of previously discarded slate waste, are an important source of construction aggregate within North West Wales. Although materials from slate waste are technically classed as secondary aggregate, and although all types of slate are currently exempt from the Aggregates Levy, slate that is used as a construction aggregate has traditionally been counted as primary aggregate within the North Wales RAWP reports. Virtually all of the slate resources within the sub-region are located within the Snowdonia National Park, though only two operational sites, working former waste tips, lie within the Park. The majority of ongoing slate aggregate production is from sites located immediately outside the National Park boundaries although most (but not all) of these are within areas mapped as being of relatively low environmental capacity.
- A46. Given that most slate aggregate is used locally within NW Wales, and that most of the resources are constrained by the National Park, there is little to suggest that the existing supply pattern either needs to change or is capable of doing so. There is scope for the output from established sites in Gwynedd to increase, in response to any future rise in demand in the NW Wales sub-region, but there is limited (if any) likelihood of this material displacing sales of limestone aggregate to the main markets in North East Wales and North West England. This could potentially happen to some extent, if there were to be a significant increase in the Aggregates Levy, giving slate aggregates a further price advantage, but the reverse could be true if the Aggregates Levy were to be abolished, in line with the recent legal challenge by the British Aggregates Association. Moreover, any potential sustainability benefits associated with increased use of slate waste would need to be balanced against the increased radius of transportation from sites within Gwynedd, which would be contrary to the proximity principle. Slate would not be able to substitute, however, for all other types of crushed rock aggregate, particularly road surfacing materials, and applications where high crushing strength is required.
- A47. Overall, there appear to be few opportunities and little, if any, justification for the spatial pattern of crushed rock production in North West Wales to be altered. Both the markets and the

available resources are widely dispersed and, at the present time, there are adequate permitted reserves to provide for the RTS requirements over the next 25 years.

- A48. In the case of land-based sand and gravel extraction, the current supply pattern is limited to just three sites in Gwynedd (two sand & gravel operations and one supplying just sand). As shown in Table 5.4 of the main document, Gwynedd (and therefore North West Wales as a whole) is now facing a shortfall of permitted reserves, compared with the RTS 2nd Review requirements, with an existing (2016) landbank of only 6.7 years. This is below the minimum level required by MTAN 1 and points to an urgent requirement for further planning permissions to be granted. As noted earlier, there are extensive areas of potential sand & gravel resources within Gwynedd, both to the east and south of Caernarfon, and to the west of Pwllheli, within resource blocks identified by the Liverpool University (2003) study. An important requirement, however, is to ensure that the resources provide an appropriate balance between fine aggregate (sand) and coarse aggregate (gravel).

Summary of Current Sources of Supply in North Wales

- A49. Tables A3 to A5, below, list the currently active, inactive and dormant aggregate quarries (respectively) in each of the sub-regions of North Wales, updated to August 2018. The lists exclude quarries devoted to the manufacture of cement, building stone, silica sand, shale or other non-aggregate products.

Table A3: Active Aggregate Quarries in North Wales (2018)

Quarry Name	Operator	Commodity	Easting	Northing
DENBIGHSHIRE				
Berwyn	Berwyn Slate Quarry Ltd	Slate	318500	346300
Denbigh	Breedon Southern	Limestone	305090	367050
Moel y Faen	Jones Bros Ruthin	Slate	318700	348100
FLINTSHIRE				
Aberdo	CCP Building Products Ltd	Limestone	318700	373300
Fron Haul	Breedon Southern	Sand & Gravel	315700	370600
Halkyn	CEMEX UK	Limestone	319000	372000
Hendre	Tarmac	Limestone	319400	368000
Maes Mynan	Breedon Southern	Sand & Gravel	311500	372100
Pant	Tarmac	Limestone	319800	370200
WREXHAM				
Ballswood	DP Williams Ltd	Sand & Gravel	335200	356600
Borras	Breedon Group	Sand & Gravel	336300	352500
CONWY				
Abergele	Hanson Aggregates	Limestone	296700	375800
Penmaenmawr	Hanson Aggregates	Igneous	270135	375515
Raynes	CEMEX UK	Limestone	289000	378190
SNOWDONIA				
Braich Ddu	John Roberts	Slate Waste	271985	338460
Craig y Tan	G E Williams	Igneous	271349	336224
Ty'n-y-Coed	R. Meredith, Arthog Slate Co	Slate Waste	265030	315275
GWYNEDD				
Aberllefenni Slate Tip	R. Meredith, Arthog Slate Co	Slate Waste	276920	310290
Alexandra	Caernarfon Crown Slate	Slate + Slate Waste	251800	356105
Bryn-Fferam	Wynne's Transport Ltd	Slate Waste	251810	355495
Cefn Graianog	Tudor Griffiths Group	Sand & Gravel	246000	349500
Chwarel Bryncir	JC Evans Ltd	Sand	248100	344855
Fferm Cymerau tip	?	Slate Waste	277572	310485
Ffestiniog	Welsh Slate (Breedon Group)	Slate + Slate Waste	269206	347186
Gloddfa Ganol quarry + tip	Welsh Slate (Breedon Group)	Slate Waste	269325	347590

Hafod-Y-Wern	Gwilym Elias Owen	Slate Waste	253135	357215
Llechweidd Slate Mine	Northern Welsh Quarries Ltd	Slate	270200	346800
Llechweidd tip	Northern Welsh Quarries Ltd	Slate Waste	270000	346680
Manod	Welsh Slate (Breedon Group)	Slate	273100	345400
Minffordd (HSA)	Breedon Group	Igneous	259400	339100
Nanhoron	E Thomas, Nanhoron Quarry	Igneous	228650	332980
Penrhyn Slate Quarry + tip	Welsh Slate (Breedon Group)	Slate + Slate Waste	261375	364000
Penygroes	Tudor Griffiths	Sand & Gravel	246370	352985
Trefor	R T Davies	Igneous	236100	345900
Ty Mawr West Quarry + tip	Ellis Jones	Slate + Slate Waste	249650	352450
Tyn-y-Weirglodd	Welsh Slate (Breedon Group)	Slate Waste	249450	352195
ISLE OF ANGLESEY				
Aber	Anglesey Masonry Ltd	Limestone	250300	386650
Gaerwen	Anglesey Aggregates Ltd	Igneous	248000	372830
Gwalchmai	Hogan Aggregates	Igneous	238175	376990
Gwynndy	Hogan Aggregates	Igneous	239955	379665
Nant Newydd	Clive Hurt Plant Hire (Anglesey)	Limestone	248100	381100
Rhuddlan Bach	Clive Hurt Plant Hire (Anglesey)	Limestone	248600	380700

Table A4: Inactive Aggregate Quarries in North Wales (2018)

Quarry Name	Operator	Commodity	Easting	Northing
DENBIGHSHIRE				
Burley Hill	Tarmac	Limestone	320280	360075
Graig	Tarmac	Limestone	320500	356500
FLINTSHIRE				
Ddol Uchaf	Breedon Southern	Sand & Gravel	313800	371500
Pen-yr-Henblas	Grosvenor Estate	Limestone	319100	372900
WREXHAM				
Hafod	Cory Environmental Ltd	Sand & Gravel	330800	345600
CONWY				
Llanddulas	Waste Recycling Group	Limestone	290300	377460
Plas Gwilym	Plas Gwilym Environmental	Limestone	287850	378100
GWYNEDD				
Aberllefenni Mine	Wincillate Ltd	Slate	276920	310290
Crown New	Caernarfon Crown Slate	Slate Waste	251205	355465
Greenarfon	Mulcair Ltd	Slate Waste	246950	350840
Twll Llwyd	W Humphries	Slate	249000	351800
ISLE OF ANGLESEY				
Dinmoor	Buckley Estate, Beaumaris	Limestone	263405	381173
Hengae	Hogan Aggregates	Igneous	244000	368600
Penmon	Jones Bros Ruthin	Limestone	263555	381290

Table A5: Dormant Aggregate Quarries in North Wales (2018)

Quarry Name	Operator	Commodity	Easting	Northing
FLINTSHIRE				
Grange	Mr. D. Priestley ? or Tarmac ?	Limestone	316660	375935
SNOWDONIA NATIONAL PARK				
Tonfannau	Spencer Industrial (N. Wales)	Igneous	257105	303345
GWYNEDD				
Marchlyn	First Hydro	Slate	260200	362675
Tan y Bryn Farm	G & G L Bowness	Sand & Gravel	246640	352350
Twll Coed	Welsh Slate (Breedon Group)	Slate	249165	351945

- A50. Whilst any of the sites listed in these tables may be able to contribute to future supply (subject to the dormant sites obtaining new development consents through the ROMP process⁴), it is only the active and remaining inactive sites which contributed to the reserves figures presented in Table 5.4 and 5.6 of the main document. Reserves at dormant sites are noted separately in those tables. The active sites and some of the currently inactive ones, together with a small number of other sites which have since closed, contributed to the historical sales over the baseline period (2007 to 2016).
- A51. Full lists of active, inactive and dormant sites for individual years prior to 2018 are given in the relevant annual RAWP reports.

Apportionments, Allocations and Guidance to LPAs in North Wales

- A52. Tables A6 and A7, below, summarise the apportionments, permitted reserves and allocations for land-won sand & gravel and for crushed rock (respectively) which have been assigned to each Local Planning Authority in North Wales.
- A53. The pages which follow set out in more detail the recommendations and guidance for each individual LPA in the Region, drawing upon the figures set out in these tables. The LPAs are dealt with in alphabetical order. In each case, reference to the 'Plan period' relates to the end date of the Local Development Plan which has been adopted or is in preparation (whichever is later) for that particular planning authority.
- A54. As explained more fully in the main document, the figures for each authority are based on the assumptions that future aggregate requirements will increase in future years to reflect the increased planned requirements for house construction, and that supplies of alternative aggregates, from marine, secondary and recycled sources, will continue to be maintained in proportions comparable to those experienced during the baseline period (2007 to 2016).
- A55. The accuracy of these assumptions will continue to need to be monitored by the planning authorities, using information from various data sources and new surveys (e.g. by Welsh Government, NRW, and the Mineral Products Association) and that data will be used to inform a revision of the apportionment requirements, if this is needed, as part of the next review of the RTS.
- A56. It should be emphasised that the annualised apportionment figures are given only as a guide to the calculation of the total apportionment required over the duration of the LDP. In practice, sales will vary from year to year and there is no requirement for an LPA to maintain or limit those sales in line with the annualised apportionments.

⁴ ROMP is the acronym for the Review of Old Mineral Permissions, under the Environment Act 1995. Further details are given in the Glossary at the end of the main report.

Table A6: Apportionments, Reserves and Allocations for Sand & Gravel in North Wales

Local Planning Authority	New Annualised Apportionment for sand & gravel (mt)	Total Apportionment Required over 22 years	Existing permitted reserves at end of 2016 in mt	Minimum Allocation needed to meet Required Provision (mt)	Additional reserves at Dormant sites, 2016 (mt)
Denbighshire	0.000	0.000	0.000	0.000	0
Flintshire	0.223	4.912	1.369	3.543	0.5
Wrexham	0.646	14.217	12.652	1.565	0
Conwy + Snowdonia NP	0.000	0.000	0.000	0.000	0
Gwynedd	0.174	3.834	1.175	2.659	0
Isle of Anglesey	0.000	0.000	0.000	0.000	0
Sub-totals, North Wales	1.044	22.963	15.196	7.767	0.5
TOTALS Wales	1.352	29.750	18.406	11.618	0.85

SOURCE: Table 5.4 of the main document

Where allocation requirements are shown these are the minimum amounts required to meet the RTS requirements. In many cases an application for an individual new permission will exceed these amounts, in the interests of economic viability. Such applications should not be rejected purely on the grounds of exceeding the minimum requirements shown here. In some cases, the suggested allocations may already have been partially or entirely fulfilled, either by new permissions granted since 2016, or by allocations that have already been identified in LDPs. See following text for details

Table A7: Apportionments, Reserves and Allocations for Crushed Rock in North Wales

Local Planning Authority	New Annualised Apportionment for crushed rock (mt)	Total Apportionment Required over 25 years (30 years in Cardiff)	Existing permitted reserves at end of 2016 in mt	Minimum Allocation needed to meet Required Provision (mt)	Additional reserves at Dormant sites, 2016 (mt)
Denbighshire	0.860	21.500	21.710	0.000	0
Flintshire	3.359	83.968	48.040	35.928	1.41
Wrexham	0.000	0.000	0.000	0.000	0
Conwy + Snowdonia NP	1.201	30.016	62.500	0.000	0.25
Gwynedd	0.955	23.867	28.540	0.000	0
Isle of Anglesey	0.321	8.015	14.400	0.000	0
Sub-totals, North Wales	6.695	167.366	175.19	35.928	1.66
TOTALS Wales	18.872	479.816	670.850	94.101	34.20

SOURCE: Table 5.6 of the main document

Where allocation requirements are shown these are the minimum amounts required to meet the RTS requirements. In many cases an application for an individual new permission will exceed these amounts, in the interests of economic viability. Such applications should not be rejected purely on the grounds of exceeding the minimum requirements shown here. In some cases, the suggested allocations may already have been partially or entirely fulfilled, either by new permissions granted since 2016, or by allocations that have already been identified in LDPs. See following text for details.

- A57. The need for provision to extend beyond the Plan period is based on the requirement in MTAN1 for maintaining landbanks of 7 years for sand & gravel and 10 years for crushed rock, throughout the full duration of the LDP. Subject to this requirement being met, the overall provision at any given time may comprise both landbanks of permitted reserves and allocations for future working, where these are required.
- A58. In all cases, the recommendations are based on currently available information regarding reserves, production, proximity and environmental capacity. As noted in 'Box 1' of the original RTS documents, the suggested apportionments and allocations may not take fully into account all factors that may be material to the ensuring an adequate supply of aggregates obtained from appropriately located sources. Such factors may include such things as:
- The technical capability of one type of aggregate to interchange for another;
 - The relative environmental cost of substitution of one type of aggregate by another;
 - The relative environmental effects of changing patterns of supply; and
 - Whether adequate production capacity can be maintained to meet the required level of supply.
- A59. For such reasons, and as already noted in Chapter 1 of the main document, where it is justified by new (e.g. more up to date, more detailed or more precise) evidence, it is open for individual LPAs to depart from the apportionment and allocation figures recommended by the RTS when preparing their LDP policies. In doing so, however, an LPA would need to demonstrate that their intended departure would not undermine the overall strategy provided by the RTS itself (e.g. by working together with other LPAs within the same sub-region to ensure that sub-regional and regional totals are still achieved). To reinforce that concept, this Review of the RTS introduces a new requirement for all LPAs within each sub-region to agree a Sub-Regional Statement of Collaboration, and for this to be approved by the RAWP, prior to the Examination of any individual LDP within that area.
- A60. As noted in MTAN 1, paragraph A3: If the local authorities reach no agreement or if individual local authorities do not accept the Regional Technical Statement, the Welsh Assembly Government will consider its default powers to intervene in the planning process as a last resort.

ANGLESEY

Apportionment for the future provision of land-won primary aggregates

The planning authority is required to make future provision for land-won primary aggregates within its Local Development Plan on the basis of the following annualised apportionments:

- Land-won sand & gravel provision: Nil
- Crushed rock aggregates provision: **0.321 million tonnes per year** until the end of the Plan period and for 10 years thereafter.

Comparison with existing landbanks

The total apportionments for Anglesey, as calculated in Tables 5.4 and 5.6 of the main document, over the 22-year horizon required for sand & gravel, and the 25-year timescale required for crushed rock, are zero for land-won sand & gravel and 8.015 million tonnes for crushed rock. These figures compare with existing landbanks of zero for sand & gravel and 14.4 million tonnes for crushed rock (as at 31st December 2016).

Allocations required to be identified in the Local Development Plan

In view of the lack of any sand & gravel apportionment being required for Anglesey (which itself is a reflection of the very limited availability of potential resources on the island, by comparison with those available in neighbouring Gwynedd), there is no specific requirement for land-based sand & gravel allocations to be identified within the LDP. This represents no change from the First Review of the RTS but contrasts with the recommendations given in the original RTS which, purely on the basis of average regional proportions of total consumption, required Anglesey to make an allocation of 1.5 million tonnes of sand & gravel within its LDP.

Given that existing permitted reserves of crushed rock on Anglesey are now significantly greater than the RTS requirement, with a landbank of almost 45 years, there is no necessity for any further crushed rock allocations to be made within the LDP. However, consideration should be given to whether any of the factors set out in paragraph A58 above give rise to any other requirements for new resource allocations. If any adjustments are made, they would need to be confirmed within a Sub-regional Statement of Collaboration, and agreed with the North Wales RAWP, before any of the constituent LDPs within North West Wales are submitted for Examination.

As far as possible, any allocations that are needed should be identified as Specific Sites or, failing that, as Preferred Areas. If, as a last resort, it is only possible to identify broad Areas of Search, these should be sufficient to offer the potential of much greater quantities of reserves, in order to reflect the uncertainties involved.

In accordance with MTAN 1 (para. 49), no allocations should be identified within the Ynys Môn Area of Outstanding Natural Beauty, unless there are no environmentally acceptable alternatives.

Use of alternative aggregates

Little or no marine-dredged aggregates are thought to be utilised within Anglesey. As noted in the original RTS, the use of secondary aggregates is confined to occasionally processing locomotive ash at Trywyn Trewan and recycled glass is mixed with stone for asphalt at one quarry. There may be some additional potential for recycling construction, demolition and excavation wastes as aggregates in the event that MOD or industrial land is released for redevelopment but, otherwise, this source of alternative aggregate is also likely to be very limited.

Nevertheless, the residual requirements for primary land-won aggregates assume that these alternative materials will continue to be utilised to a level comparable to that seen in previous years, and the authority should continue to encourage this.

Safeguarding of primary aggregate resources

Relevant resources of both crushed rock aggregates and land-based sand & gravel have been safeguarded within the LDP, in accordance with detailed advice based on the use of British Geological Survey mapping, prior to the publication of the BGS safeguarding maps.

Safeguarding of wharves and railheads

All existing and potential new railheads should be identified for safeguarding within the LDP, in order to provide a full range of sustainable transport options (whether or not they are currently utilised).

CONWY AND THE SNOWDONIA NATIONAL PARK**Apportionment for the future provision of land-won primary aggregates**

The planning authority is required to make future provision for land-won primary aggregates within its Local Development Plan on the basis of the following annualised apportionments:

- Land-won sand & gravel provision: Nil
- Crushed rock aggregates provision: **1.201 million tonnes per year** until the end of the Plan period and for 10 years thereafter.

The majority if not all of this provision is expected to be supplied from Conwy.

Comparison with existing landbanks

The total apportionments for Conwy and the Snowdonia National Park (combined), as calculated in Tables 5.4 and 5.6 of the main document, over the 22-year horizon required for sand & gravel, and the 25-year timescale required for crushed rock, are zero for land-won sand & gravel and 30.016 million tonnes for crushed rock. These figures compare with existing (combined) landbanks of zero for sand & gravel and 62.5 million tonnes for crushed rock (as at 31st December 2016).

Allocations required to be identified in the Local Development Plan

In view of the surplus of existing permitted crushed rock reserves, no further allocations for crushed rock are required to be identified within either of the LDPs. However, consideration should be given to whether any of the factors set out in paragraph A58 above give rise to any further requirements for resource allocations within Conwy. If any adjustments are made, they would need to be confirmed within a Sub-regional Statement of Collaboration, and agreed with the North Wales RAWP, before any of the constituent LDPs within North West Wales are submitted for Examination.

As far as possible, any allocations should be identified as Specific Sites or, failing that, as Preferred Areas. If, as a last resort, it is only possible to identify broad Areas of Search, these should be sufficient to offer the potential of much greater quantities of reserves, in order to reflect the uncertainties involved.

Paragraph 49 of MTAN 1 notes that landbanks are not required to be maintained within National Parks or Areas of Outstanding Natural Beauty. For this reason, no allocations should be identified within the National Park, unless there are no environmentally acceptable alternatives, and efforts should continue to be made to gradually transfer the very small amount of production which currently takes place within the National Park to Conwy and/or to other neighbouring authorities.

Treatment of Dormant sites

A single dormant quarry permission (Tonfannau) still exists within the Snowdonia National Park. The planning authority should assess the likelihood of this site being worked within the Plan period, subject to the completion of an initial review of planning conditions and submission of an Environmental Impact Assessment. Where there is a likelihood of reactivation, and where the site is considered by the authority to conform to the definition of 'Specific Sites', as set out in paragraph 14 of Minerals Planning Policy Wales, the extant permitted reserves may be offset against any requirements that may otherwise be identified for allocations for future working.

Use of alternative aggregates

Small quantities of marine sand are landed at Port Penrhyn in neighbouring Gwynedd, some of which may be utilised within the coastal towns in north east Conwy.

As noted in the original RTS, no significant sources of secondary or recycled aggregates have been identified in Conwy, with the possible exception of relatively small slate waste tips. Two small-scale slate waste tips are also active within the Snowdonia National Park

There is also likely to be continued recycled aggregate production, albeit at a modest level, from construction, demolition and excavation wastes, primarily within the towns along the Conwy coast.

Nevertheless, the residual requirements for primary land-won aggregates assume that these alternative materials will continue to be utilised to a level comparable to that seen in previous years, and the authority should continue to encourage this.

Safeguarding of primary aggregate resources

Relevant resources of both crushed rock aggregates and land-based sand & gravel have been safeguarded within the LDP, in accordance with detailed advice based on the use of British Geological Survey mapping, prior to the publication of the BGS safeguarding maps.

Safeguarding of wharves and railheads

All existing and potential new wharves, jetties and railheads within Conwy should be identified for safeguarding, in order to provide a full range of sustainable transport options (whether or not they are currently utilised). This should include facilities for the transfer of slate waste from neighbouring areas, through Conwy.

DENBIGHSHIRE

Apportionment for the future provision of land-won primary aggregates

The planning authority is required to make future provision for land-won primary aggregates within its Local Development Plan on the basis of the following annualised apportionments:

- Land-won sand & gravel provision: Nil
- Crushed rock aggregates provision: **0.860 million tonnes per year** until the end of the Plan period and for 10 years thereafter.

Comparison with existing landbanks

The total apportionments for Denbighshire, as calculated in Tables 5.4 and 5.6 of the main document, over the 22-year horizon required for sand & gravel, and the 25-year timescale required for crushed rock, are zero for land-won sand & gravel and 21.5 million tonnes for crushed rock. These figures compare with existing landbanks of zero for sand & gravel and 21.71 million tonnes for crushed rock (as at 31st December 2016).

Allocations required to be identified in the Local Development Plan

Although Denbighshire has a zero apportionment for natural sand & gravel, and no existing permitted reserves, it does have potential resources – particularly within the Clwyd Valley, between Denbigh and Ruthin. Some of these fall within the Bryniau Clwyd AONB, but others do not. It may be possible for these areas to be worked, in future, as alternatives to the deposits in adjoining parts of Flintshire, should that be come necessary. It would therefore be useful for the two authorities to work collaboratively on this and, if necessary, for the allocation requirements for Flintshire to be shared.

In view of the surplus of existing permitted crushed rock reserves within Denbighshire, no further allocations for crushed rock are required to be identified within the LDP. In the longer term, however, it may become necessary for Denbighshire to take on a greater share of crushed rock production within the sub-region than is presently the case and, again, there would be merits in collaborative working on this between all three LPAs within the NE Wales sub-region.

Consideration should also be given to whether any of the factors set out in paragraph A58 above give rise to any further requirements for resource allocations within the area.

If any adjustments to the suggested apportionments and allocations are made, they would need to be confirmed within a Sub-regional Statement of Collaboration, and agreed with the North Wales RAWP, before any of the constituent LDPs within North East Wales are submitted for Examination.

As far as possible, any allocations that are made should be identified as Specific Sites or, failing that, as Preferred Areas. If, as a last resort, it is only possible to identify broad Areas of Search, these should be sufficient to offer the potential of much greater quantities of reserves, in order to reflect the uncertainties involved.

Paragraph 49 of MTAN 1 notes that landbanks are not required to be maintained within National Parks or Areas of Outstanding Natural Beauty. For this reason, no allocations should be identified within the Bryniau Clwyd AONB, unless there are no environmentally acceptable alternatives.

Use of alternative aggregates

Little or no marine-dredged aggregates are thought to be utilised within Denbighshire.

Slate waste is processed at one remaining active site within the southern part of the Bryniau Clwyd AONB, but the material is believed to be used only as decorative chippings and low grade fill. Other than this, there are no other known sources of secondary aggregate within the county.

There is likely to be some recycled aggregate production from construction, demolition and excavation wastes, primarily within the main coastal towns, but also within some of the quarries.

Despite the limited availability of alternative materials within Denbighshire, the residual requirements for primary land-won aggregates assume that these will continue to form part of the overall supply pattern and the authority should continue to encourage this.

Safeguarding of primary aggregate resources

Relevant resources of both crushed rock aggregates and land-based sand & gravel have been safeguarded within the LDP, in accordance with detailed advice based on the use of British Geological Survey mapping, prior to the publication of the BGS safeguarding maps.

Safeguarding of wharves and railheads

All existing and potential new railheads should be identified for safeguarding within the LDP, in order to provide a full range of sustainable transport options (whether or not they are currently utilised).

FLINTSHIRE

Apportionment for the future provision of land-won primary aggregates

The planning authority is required to make future provision for land-won primary aggregates within its Local Development Plan on the basis of the following annualised apportionments:

- Land-won sand & gravel provision: **0.223 million tonnes per year** until the end of the Plan period and for 7 years thereafter.
- Crushed rock aggregates provision: **3.359 million tonnes per year** until the end of the Plan period and for 10 years thereafter.

Comparison with existing landbanks

The total apportionments for Flintshire, as calculated in Tables 5.4 and 5.6 of the main document, over the 22-year horizon required for sand & gravel, and the 25-year timescale required for crushed rock, are 4.912 million tonnes for land-won sand & gravel and 83.968 million tonnes for crushed rock. These figures compare with existing landbanks of 1.369 million tonnes for sand & gravel and 48.04 million tonnes for crushed rock (as at 31st December 2016). The figures exclude limestone reserves which are allocated for non-aggregate use.

Allocations required to be identified in the Local Development Plan

In order to address the resulting shortfalls, new allocations totalling at least 3.543 million tonnes of sand & gravel and at least 35.928 million tonnes of crushed rock will need to be identified within the LDP. These are substantial increases compared with the requirements set out in the First Review and, amongst other things, they reflect the resurgent importance of Flintshire in exporting limestone aggregate to North West England. This is clearly demonstrated by the data in Table A2, above. The total allocations required for Flintshire have been minimised by increasing the sub-regional contributions from neighbouring Denbighshire, so as to utilise the existing permitted reserves in that area (see Table 5.2 and associated commentary in the main document). Further collaborative working, with both Denbighshire and Wrexham may be needed to provide optimal solutions.

Any shared arrangements would need to offer advantages, in terms of the proximity principle, environmental capacity and other sustainability criteria, compared with the option of developing new reserves within Flintshire itself. They would also need to be reflected in a Sub-regional Statement of Collaboration, and agreed with the North Wales RAWP, before any of the constituent LDPs within the North East Wales sub-region are submitted for Examination.

Consideration should also be given to whether any of the factors set out in paragraph A58 above give rise to any further requirements for resource allocations.

As far as possible, allocations should be identified as Specific Sites or, failing that, as Preferred Areas. If, as a last resort, it is only possible to identify broad Areas of Search, these should be sufficient to offer the potential of much greater quantities of reserves, in order to reflect the uncertainties involved.

Paragraph 49 of MTAN 1 notes that landbanks are not required to be maintained within National Parks or Areas of Outstanding Natural Beauty. For this reason, no allocations should be identified within the Bryniau Clwyd AONB, unless there are no environmentally acceptable alternatives.

Treatment of Dormant sites

A single dormant limestone quarry (Grange) still exists within Flintshire. The planning authority should assess the likelihood of this site being worked within the Plan period, subject to the completion of an initial review of planning conditions and submission of an Environmental Impact Assessment. Where there is a likelihood of reactivation, and where the site is considered by the authority to conform to the definition of 'Specific Sites', as set out in paragraph 14 of Minerals Planning Policy Wales, it may be offset against any requirements that may otherwise be identified as allocations for future working. Subject to such assessment, this may help to address part of the requirement for new crushed rock allocations noted above.

Use of alternative aggregates

Unknown quantities of navigational dredgings from the Dee Estuary are landed at Mostyn Dock, some of which are understood to have been deployed for low specification construction fill. Other than this, no marine-dredged aggregates are thought to be used within Flintshire.

Colliery spoil would once have been available for use as a secondary aggregate within the coalfield area but, in most instances, the area has been redeveloped for use by new, high-tech industries, leaving little further opportunity for generating secondary aggregates on a regular basis.

The relatively high levels of industrial and commercial development and redevelopment (compared with most other parts of North Wales) generate significant quantities of construction, demolition and excavation wastes, from which (currently unknown quantities of) recycled aggregates are derived. Whilst redevelopment has already taken place in many areas, there may be some further opportunities in the south of the county.

The residual requirements for primary land-won aggregates assume that these varying quantities of alternative materials will continue to form part of the overall supply pattern and the authority should continue to encourage this.

Safeguarding of primary aggregate resources

Relevant resources of both crushed rock aggregates and land-based sand & gravel have been safeguarded within the LDP, in accordance with detailed advice based on the use of British Geological Survey mapping, prior to the publication of the BGS safeguarding maps.

Safeguarding of wharves and railheads

All existing and potential new railheads should be identified for safeguarding within the LDP, in order to provide a full range of sustainable transport options (whether or not they are currently utilised).

GWYNEDD

Apportionment for the future provision of land-won primary aggregates

For planning purposes, Gwynedd excludes the Snowdonia National Park, which is a separate Mineral Planning Authority (and is dealt with in combination with neighbouring Conwy, above). Gwynedd is required to make future provision for land-won primary aggregates within its Local Development Plan on the basis of the following annualised apportionments:

- Land-won sand & gravel provision: **0.174 million tonnes per year** until the end of the Plan period and for 7 years thereafter.
- Crushed rock aggregates provision: **0.995 million tonnes per year** until the end of the Plan period and for 10 years thereafter.

Comparison with existing landbanks

The total apportionments for Gwynedd, as calculated in Tables 5.4 and 5.6 of the main document, over the 22-year horizon required for sand & gravel, and the 25-year timescale required for crushed rock, are 3.834 million tonnes for land-won sand & gravel and 23.867 million tonnes for crushed rock. These figures compare with existing landbanks of 1.175 million tonnes for sand & gravel and 28.54 million tonnes for crushed rock (as at 31st December 2016).

Allocations required to be identified in the Local Development Plan

In order to address the resulting shortfall for sand & gravel, new allocations totalling at least 2.659 million tonnes will need to be identified within the LDP. In view of the small surplus of existing crushed rock reserves, no crushed rock allocations are specifically required. However, consideration should also be given to whether any of the factors set out in paragraph A58 above give rise to any other requirements for resource allocations.

In particular, a sizeable part of the existing crushed rock landbank in Gwynedd is made up of permissions at slate quarries and slate waste tips and, whilst slate aggregate is able to substitute for other rock types in many situations, it is not suitable for all applications. Additional allocations for other types of crushed rock might therefore be required and the situation will need to be kept under close review by the planning authority. Particular attention will need to be given to the continuation (or otherwise) of the exemption of slate from the Aggregates Levy (see para. A19 above). If the exemption is removed there could well be an increased demand for other types of crushed rock aggregate.

As noted in the original RTS, any future crushed rock permissions in Gwynedd may need to be specifically dependent upon justification for material of a particular quality (e.g. rail ballast or road surfacing aggregate) which cannot be met from processed slate waste.

As far as possible, any allocations should be identified as Specific Sites or, failing that, as Preferred Areas. If, as a last resort, it is only possible to identify broad Areas of Search, these should be sufficient to offer the potential of much greater quantities of reserves, in order to reflect the uncertainties involved.

Paragraph 49 of MTAN 1 notes that landbanks are not required to be maintained within National Parks or Areas of Outstanding Natural Beauty. For this reason, no allocations should be identified within the Llŷn Peninsula AONB, unless there are no environmentally acceptable alternatives.

If any adjustments to the suggested apportionments and allocations are made, they would need to be confirmed within a Sub-regional Statement of Collaboration, and agreed with the North Wales RAWP, before any of the constituent LDPs within North West Wales are submitted for Examination.

Treatment of Dormant sites

A total of three dormant quarry permissions still exist within Gwynedd, as detailed in Table A5, above. Two of these are slate quarries and one is a sand & gravel site. The planning authority should assess the likelihood of each of these sites being worked within the Plan period, subject to the completion of an initial review of planning conditions and submission of an Environmental Impact Assessment. Where there is a likelihood of reactivation, and where the site(s) in question are considered by the authority to conform to the definition of 'Specific Sites', as set out in paragraph 14 of Minerals Planning Policy Wales, they may be offset against any requirements that may otherwise be identified for allocations for future working. Subject to such assessment, the dormant sand & gravel unit may offer prospects for addressing part of the requirement for new allocations noted above.

Use of alternative aggregates

Small quantities of marine sand are landed at Port Penrhyn near Bangor. These are probably utilised within a radius of 20 to 30 miles within northern Gwynedd and (perhaps) neighbouring Conwy.

As noted earlier in this Appendix, crushed slate, derived either from slate waste or quarried specifically for use as primary aggregate, features significantly in the overall pattern of supply within Gwynedd. Together, over the 10-year baseline period (up to 2016), these products have accounted for an average of 9.7% of total crushed rock sales within North Wales as a whole, falling abruptly since 2009, from a peak of more than 16% in 2007, but recovering to more than 11% by 2016. However, given that slate production is already included in the crushed rock statistics for North Wales, this trend has no implications for the overall level of future demand, only for the balance between slate and other types of crushed rock.

Recycled aggregate production from construction, demolition and excavation wastes within Gwynedd is likely to be limited to small quantities within the main towns and utilised only for local projects.

The residual requirements for primary land-won aggregates assume that all of these alternative materials will continue to be utilised, particularly but not only in the case of crushed slate, and the authority should continue to encourage this.

Safeguarding of primary aggregate resources

Relevant resources of both crushed rock aggregates and land-based sand & gravel have been safeguarded within the LDP, in accordance with detailed advice based on the use of British Geological Survey mapping, prior to the publication of the BGS safeguarding maps.

Safeguarding of wharves and railheads

All existing and potential new railheads should be identified for safeguarding within the LDP, in order to provide a full range of sustainable transport options (whether or not they are currently utilised).

WREXHAM

Apportionment for the future provision of land-won primary aggregates

The planning authority is required to make future provision for land-won primary aggregates within its Local Development Plan on the basis of the following annualised apportionments:

- Land-won sand & gravel provision: 0.646 million tonnes per year until the end of the Plan period and for 7 years thereafter.
- Crushed rock aggregates provision: nil.

Comparison with existing landbanks

The total apportionments for Wrexham, as calculated in Tables 5.4 and 5.6 of the main document, over the 22-year horizon required for sand & gravel, and the 25-year timescale required for crushed rock, are 14.217 million tonnes for land-won sand & gravel and zero for crushed rock. These figures compare with existing landbanks of 12.652 million tonnes for sand & gravel and zero for crushed rock (as at 31st December 2016).

Allocations required to be identified in the Local Development Plan

In order to address the sand & gravel shortfall, new allocations totalling at least 1.565 million tonnes will need to be identified within the Wrexham area.

In recognition of the constraints imposed by the Bryniau Clwyd AONB on the working of crushed rock resources within most of the Wrexham area, the level of crushed rock provision (and thus the requirement for identifying allocations for future crushed rock working) has been set at zero. Small areas of crushed rock resources (both limestone and igneous rock) do exist, however, just outside the AONB in the south-western part of the area, and the possibility remains of identifying prospects for future extraction in those areas. If any such opportunities do arise, it may be possible for Wrexham to share part of the crushed rock allocation currently assigned to neighbouring Flintshire.

Any such shared arrangements would need to offer advantages, in terms of the proximity principle, environmental capacity and other sustainability criteria, compared with the option of developing new reserves within Flintshire. They would also need to be reflected in a Sub-regional Statement of Collaboration, and agreed with the North Wales RAWP, before any of the constituent LDPs within the North East Wales sub-region are submitted for Examination.

Consideration should also be given to whether any of the factors set out in paragraph A58 above give rise to any further requirements for resource allocations.

As far as possible, any allocations should be identified as Specific Sites or, failing that, as Preferred Areas. If, as a last resort, it is only possible to identify broad Areas of Search, these should be sufficient to offer the potential of much greater quantities of reserves, in order to reflect the uncertainties involved.

Paragraph 49 of MTAN 1 notes that landbanks are not required to be maintained within National Parks or Areas of Outstanding Natural Beauty. For this reason, no allocations should be identified within the Bryniau Clwyd AONB, unless there are no environmentally acceptable alternatives.

Use of alternative aggregates

Little or no marine-dredged aggregate is thought to be utilised within Wrexham, not least because of the extensive and accessible reserves of land-based sand & gravel within the area.

As noted in the original RTS, slag banks were periodically processed at the former Brymbo Steelworks for construction fill and colliery spoil heaps were utilised as embankment fill, but neither of these sources of secondary aggregate are now available. Similarly, a substantial amount of derelict land and buildings associated with the former mining and clay products industries, e.g. around Ruabon, has been cleared and other tips have been reprofiled leaving little scope for generating further material from such sources.

As in Flintshire, relatively high levels of industrial and commercial development and redevelopment (compared with other parts of North Wales) generate significant quantities of construction, demolition and excavation wastes, from which (currently unknown quantities of) recycled aggregates are derived. Significant further redevelopment is anticipated in the years ahead and this source of alternative aggregates is therefore likely to continue.

The residual requirements for primary land-won aggregates assume that all available alternative materials will continue to be utilised and the authority should continue to encourage this.

Safeguarding of primary aggregate resources

Relevant resources of both crushed rock aggregates and land-based sand & gravel have been safeguarded within the LDP, in accordance with detailed advice based on the use of British Geological Survey mapping, prior to the publication of the BGS safeguarding maps.

Safeguarding of wharves and railheads

All existing and potential new railheads should be identified for safeguarding within the LDP, in order to provide a full range of sustainable transport options (whether or not they are currently utilised).



CABINET

Date of Meeting	19 November 2019
Report Subject	Revenue Budget Monitoring 2019/20 (Month 6)
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest detailed revenue budget monitoring position for 2019/20 for the Council Fund and Housing Revenue Account for the financial year and presents the position, based on actual income and expenditure, as at Month 6. 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 £2.698m which is a favourable movement of £0.344m from the deficit figure of £3.042m reported at Month 5.
- A projected contingency reserve balance as at 31 March 2020 of £2.171m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.010m higher than budget which is a positive movement of £0.098m from the deficit figure of £0.108m reported at Month 5
- A projected closing balance as at 31 March 2020 of £1.313m

As reported within the Month 5 Report and to assist with mitigating the overall projected overspend the following measures were introduced at Month 6:-

- 1). All non-essential spend has been reviewed and challenged with a view to ceasing/delaying where able and

2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying.

This has resulted in identifying a one-off delay in spend of -£0.530m at Month 6 which has helped to reduce the overall financial overspend position. However, additional demand pressures at Month 6 totalling a net £0.186m have negatively affected the overall position, hence the net overall reduction in variance of £0.344m.

Engagement by Portfolio Budget Holders with Finance Teams has been good so far. However, work will continue into Month 7 and beyond with the same rigour and challenge in an attempt to further improve the position.

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2020.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 6 POSITION
1.01	<p>Council Fund - Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> • An operating deficit of £2.698m • A projected contingency reserve balance as at 31 March 2020 of £2.171m <p>To assist with mitigating the overall projected overspend the following measures have been introduced:-</p> <ol style="list-style-type: none"> 1) All non-essential spend is being reviewed and challenged with a view to ceasing/delaying where able and 2) Further Portfolio Management Team challenge of recruitment to vacancies i.e. ceasing/delaying <p>The outcome of this initial work is shown within the Month 6 Budget Monitoring Report and will continue as part of the robust challenge of the future monthly monitoring position.</p>

1.02

Table 1. Projected Position by Portfolio

The table below shows the projected position by portfolio:

Portfolio/Service Area	Approved Budget	Projected Outturn	In-Year Over / (Under) spend
	£m	£m	£m
Social Services	65.962	66.032	0.070
Out of County Placements	9.033	11.254	2.221
Education & Youth	8.519	8.194	(0.325)
Schools	91.946	91.946	0.000
Streetscene & Transportation	30.335	31.821	1.487
Planning & Environment	5.907	5.931	0.024
People & Resources	4.451	4.536	0.085
Governance	9.177	9.228	0.051
Strategic Programmes	5.272	5.273	0.000
Housing & Assets	15.137	14.739	(0.398)
Chief Executive	2.801	2.660	(0.141)
Central & Corporate Finance	22.810	22.433	(0.377)
Total	271.350	274.048	2.698

1.03

The reasons for the favourable movement of £0.344 from the previous month are shown in Appendix 1. The reasons for the overall projected variances are summarised within Appendix 2 showing the detail of all variances over £0.050m and a summary of minor variances for each portfolio. This provides the overall position for each portfolio and the overall position for the Council Fund.

1.04

Enhancements to the format of the Revenue Budget monitoring report have been made which aim to highlight the following key information for Members:

- The key major variances to bring to the attention of Cabinet
- The tracking of in year financial risks
- Potential MTFS Impact of the current in year monitoring position

Major Variances to highlight this Month

1.05

Out of County Placements

At this stage in the financial year, there is a projected overspend of £2.221m for the provision of Out of County Placements.

The Council included an additional amount of £1.655m in the 2019/20 budget to reflect the number of clients and care packages at that particular

	<p>time. However, in the early part of 2019/20 there has been an increase in the number of high cost placements.</p> <p>This has created a projected overspend of £1.655m in Children’s Social Services and a projected overspend of £0.567m within Education & Youth Inclusion Services. This is based on current clients and their assessed need.</p> <p>The projection includes externally provided placement costs for over 150 children, some of which lie within Flintshire’s geographic boundary.</p> <p>A Report on ‘Improving the in-house offer for Out of County Placements for Children’ taken to the Joint Education & Youth and Social & Health Care Overview and Scrutiny Committees in July, 2019 outlined the Council’s strategy and commitment in ensuring safe, high quality, support for Children’s Services.</p> <p>A separate report was also presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.</p>
1.06	<p>Street Scene and Transportation</p> <p>Transportation and Logistics - £1.195m Overspend</p> <p>The pressure in school transport costs totalling £1.240m is as a result of several factors:-</p> <ul style="list-style-type: none"> - The effect of non-statutory school transport arrangements and ongoing transport policy anomalies; - An increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with increases in the number of school escorts to accompany SEN pupils and in the number of single occupancy routes; - Transporting enrolment cohort to Connah’s Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement; - An increase in number of school days for 2019/20 <p>Work is in hand to try to contain this figure within a cost pressure range which had an estimated ceiling of £0.800m.</p> <p>Service Delivery – £0.129m Overspend</p> <p>Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim to Welsh Government has been submitted for these</p>

	<p>additional costs, which is currently awaiting confirmation on eligibility and award of funding.</p> <p>Car Park Income - £0.180m Overspend</p> <p>The pressure is based on the average shortfall in income against monthly projections for each town using the first full ten months of implementation (received in 2018/19) of the increased tariff charges and projected for 2019/20. More recently, a large section of car parking at Flint Retail Park has been closed for development, which will result in a displacement of vehicles into Council car parks providing an increase in car parking income.</p> <p>Other cumulative variances across the portfolio total £0.075m, which includes increased transport provision to Social Services service users of £0.048m.</p> <p>A separate report was presented to Corporate Resources Overview and Scrutiny Committee on the key issues and latest position at the meeting on 19 September.</p>
1.07	<p>Social Services</p> <p>The overall position for Social Services is a projected overspend of £0.070m.</p> <p>There are however some significant variances both adverse and favourable that underpin this position due to overspends within Children's Services and net underspends within Adults Services.</p> <p>All details of variances are provided in Appendix 2 and consideration has been given to further realignment of budgets within the Portfolio to address changes in service delivery.</p> <p><u>Additional Winter Pressures Grant</u> Welsh Government (WG) have confirmed additional funding of £17m across Wales to enable delivery over the 2019/20 winter for Local Health Boards, Local Authorities and the Welsh Ambulance Service to collaborate to deliver action against a small number of key themes to aid resilience across health and social care services over the winter period. Regional Partnership Boards are seen (by WG) as the key vehicle to support integrated planning and delivery and that allocation of the funding will be undertaken by these Boards. More clarity on this funding will be provided in future budget reports once further details emerge of the level of funding that is available and what services this will specifically target and support within the Social Care sector.</p>
1.08	<p>Central & Corporate Finance</p> <p>Pension; £0.784m underspend</p> <p>There was a significant underspend on the pension contribution account in 2018/19 with £0.600m contributing towards the 2019/20 budget. Early analysis suggests that there is a further efficiency in year.</p>

	<p>There are various factors affecting the position including the financial impact of the transfer of various services being less than anticipated and the recovery of a higher level of contribution to the deficit due to the increased pay award. The position is under review as part of the current work on the 2020/21 budget.</p> <p>Income Target; £0.150m un-achieved</p> <p>The Council is continuing to review its fees and charges and to investigate new sources of income. A report to Cabinet in July recommended a process for the annual review of fees and charges with the aim of achieving full cost recovery wherever possible. It is likely that the position will improve in-year and this will be reported on in future monitoring reports.</p>
1.09	<p>Tracking of In-Year Risks and Emerging Issues</p> <p>At the time of setting the Budget for 2019/20 a number of significant risks were identified and an update is provided below.</p>
1.10	<p>Out of County Placements</p> <p>A key risk identified at the time of setting the 2019/20 budget was the general rising costs of social care and the upward trend in the number of cases of Out of County placements across Wales. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area.</p> <p>The impact of the current pressures on Out of County Placements have been included in the Councils updated forecast for 2020/21.</p>
1.11	<p>School Transport</p> <p>Managing the increasing demand into future years in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in-County and for Out of County placements, along with further potential increases in the number of school escorts to accompany SEN pupils and the number of single occupancy routes;</p>
1.12	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2019/20 budget contains £6.939m of specific efficiencies which are tracked and monitored. In 2018/19 the level of efficiency achievement was 98% which was an improvement on the 94% achieved during the previous year. The Council aims to achieve a 95% rate in 2019/20 as reflected in the MTFs KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2019/20 shows that £6.197m or 90% of the efficiencies will be achieved.</p> <p>However when taking into account the decision of Cabinet to re-phase the efficiency from the Aura Subsidy this changes the achievement rate to 91%.</p>

	<p>The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2020/21 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with the overall impact in relation to any impact for 2020/21 being reviewed as part of the ongoing work on the MTFs.</p>																								
1.13	<p>Income</p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.150m remained 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 with a number of potential opportunities being considered as part of business planning and annual review.</p>																								
1.14	<p>Recycling Income</p> <p>The market rate for income received from recycling plastic, paper and card are extremely volatile and can fluctuate rapidly. Recycling income has reduced over recent years and there is always a risk that the market rates may reduce further.</p>																								
1.15	<p>Schools Pressures</p> <p>In recent years there has been considerable pressure on secondary school budgets. 7 out of 11 secondary schools in Flintshire carried forward deficits into 2019/20 and a summary is provided below. Schools are required to submit a licensed deficit application to the Council and this is reviewed by the Chief Officer, Education & Youth and the Section 151 Officer.</p> <table border="1" data-bbox="399 1187 1236 1545"> <thead> <tr> <th>School</th> <th>Deficit Balance brought forward</th> <th>% of budget</th> </tr> </thead> <tbody> <tr> <td>Connah's Quay High School</td> <td>-34,477</td> <td>-0.8%</td> </tr> <tr> <td>St. Richard Gwyn</td> <td>-508,276</td> <td>-16.2%</td> </tr> <tr> <td>Ysgol Treffynnon</td> <td>-646,173</td> <td>-29.5%</td> </tr> <tr> <td>Castell Alun High School</td> <td>-8,674</td> <td>-0.2%</td> </tr> <tr> <td>Ysgol Maes Garmon</td> <td>-173,177</td> <td>-6.7%</td> </tr> <tr> <td>Argoed High School</td> <td>-56,000</td> <td>-2.2%</td> </tr> <tr> <td>St. David's High School</td> <td>-452,609</td> <td>-23.9%</td> </tr> </tbody> </table> <p>This position is being reviewed by the Council on a school by school basis due to concerns about the deteriorating position. The issue has also been highlighted by Estyn as a specific recommendation in its recent inspection report.</p>	School	Deficit Balance brought forward	% of budget	Connah's Quay High School	-34,477	-0.8%	St. Richard Gwyn	-508,276	-16.2%	Ysgol Treffynnon	-646,173	-29.5%	Castell Alun High School	-8,674	-0.2%	Ysgol Maes Garmon	-173,177	-6.7%	Argoed High School	-56,000	-2.2%	St. David's High School	-452,609	-23.9%
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1.16	<p>Other In-Year Issues</p> <p>Inflation</p> <p>Included within the 2019/20 budget are provision for Non Standard Inflation fuel (£0.034m), Energy (£0.329m) and NDR/Price (£0.204m). As in previous years, these amounts are held centrally until later in the year when actual cost pressures are known. It is currently assumed that all of these</p>																								

	<p>allocations will be required in 2019/20 but this will be kept under review throughout the financial year.</p> <p>In previous years, the Council has had to make a payment associated with the Carbon Reduction Scheme. This scheme has now ended and the impact of this is likely to result in higher energy charges for the Council. The funding associated with this has now been added to the central inflation budget and will be allocated according to need</p>
1.17	<p>MTFS Impact</p> <p>An initial projection for the MTFS in April showed a budget gap of £13.3m. This has since been revised following review of the in-year position to take into account the latest intelligence on pay and other pressures which has led to an increase in the budget gap to £16.2m.</p> <p>The most significant increase in the budget gap is due to the rise in demand and complexity of Out of County Placements for which we are currently reporting an overspend of £2.221m within this report.</p> <p>The full Cabinet report on the MTFS can be accessed via the link in 6.01.</p> <p>Further Risks for MTFS</p> <p>Continual review of the in-year position will be undertaken throughout the year with revisions to the forecast considered as we move through the budget process for 2020/21</p> <p>All Portfolios will continue to consider their financial position, the risks within their service and the impacts on the Medium Term on a monthly basis as part of their Portfolio Management Team meetings.</p>
1.18	<p>Reserves and Balances</p> <p>Un-earmarked Reserves</p> <p>The 2018/19 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2019 (above the base level of £5.769m) of £8.252m.</p> <p>As approved in the 2019/20 budget an amount of £2.221m was utilised as part of the strategy to balance the budget. In addition an amount of £0.062m was approved to operate a Sustainable Drainage System (SuDS) Approving Body (SAB), £1.000m for investment in change and an amount of £0.100m for the ongoing resourcing of the Victim Contact Team within Social Services.</p>
1.19	<p>Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2020 is projected to be £2.171m as detailed in Appendix 4.</p>
1.21	<p>The projected level of school balances are currently being reviewed as part of the first detailed monitoring of the new academic year. At this stage there is the potential for a significant reduction in overall balances. However, in the past schools have benefitted from the notification in-year of external</p>

	grant funding opportunities. An update will be provided in future monitoring reports.
1.22	Housing Revenue Account The 2018/19 Outturn Report to Cabinet on 16 July 2019 showed an un-earmarked closing balance at the end of 2018/19 of £1.165m and a closing balance of earmarked reserves of £1.056m.
1.23	The 2019/20 budget for the HRA is £36.239m which includes a movement of £0.158m to reserves.
1.24	The monitoring for the HRA is projecting in year expenditure to be £0.010m greater than budget and a closing un-earmarked balance as at 31 March 2020 of £1.313m, which at 3.65% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.25	The budget contribution towards capital expenditure (CERA) is £13.717m.

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	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Revenue Budget Monitoring Report reflects the 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 1.09 to 1.17.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None required

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 5 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	Medium Term Financial Strategy and Budget 2020/21

	http://committeemeetings.flintshire.gov.uk/ieListDocuments.aspx?CId=391&MId=4453&Ver=4&LLL=0
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7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Dave Ledsham (Strategic Finance Manager)</p> <p>Telephone: 01352 704503</p> <p>E-mail: dave.ledsham@flintshire.gov.uk</p>

8.00	<p>GLOSSARY OF TERMS</p> <p>These are provided corporately on the Infonet (link) and maintained by the Executive Office</p>
8.01	<p>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.</p> <p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>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.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>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</p> <p>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.</p> <p>Underspend: when referring to expenditure the actual expenditure incurred is less than budget. When referring to income the actual income achieved exceeds the budget.</p> <p>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.</p>

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 6 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	-0.085	Delayed recruitment to cover two maternity leave vacancies £0.018m from non-essential spend review. Delayed social prescribing spend £0.027m from non-essential spend review. Direct payments have reduced by £0.011m. £0.031m reduction in Residential and Nursing care costs due to demand.
Resources & Regulated Services	0.040	External funding income had previously been over estimated.
Minor Variances	0.026	
Adults of Working Age		
Resources & Regulated Services	0.133	Due to an agreed inflationary uplift for a specialist provider and transferring eligible care package costs from Disability Services.
Disability Services	-0.043	Net movement due to a review of eligible care package costs which can be transferred from Childrens Services and care package costs which are able to be reported within Resources and Regulated Services.
Minor Variances	0.008	
Children's Services		
Professional Support	-0.079	A review of Childrens ages within Childrens Disability Service has resulted in £0.050m of Direct Payment care packages transferring to the Adults Disability service. Additional ICF funding has been achieved which is now funding a post.
Minor Variances	0.031	
Safeguarding & Commissioning		
Business Systems & Financial Assessments	-0.053	As a result of the challenge of non-essential spend, costs of £0.050m for software license, support and maintenance can be delayed until 2020/21.
Minor Variances	-0.001	
Total Social Services (excl Out of County)	-0.023	
Out of County		
Children's Services	0.021	
Education & Youth	0.092	Net impact of new placements, less ended placements and a number of rate changes
Total Out of County	0.114	
Education & Youth		
Inclusion & Progression	-0.078	£0.045m in year savings identified through the challenge of non-essential spend
Integrated Youth Provision	-0.085	£0.064m is due to the challenge of non essential spend and the remaining -£0.021m is due to other minor movements
School Improvement Systems	-0.041	In year savings identified as part of the challenge of non-essential spend found in School Improvement and Early Entitlement
Minor Variances	-0.002	
Total Education & Youth	-0.206	
Schools	-0.000	
Streetscene & Transportation		
Transportation	-0.093	Validation of forecasting methodology for School Transport following retendering of high cost services and route review. Further route reviews and retendering programme is currently being undertaken with a view to securing additional efficiencies.
Other Minor Variances	-0.040	
Total Streetscene & Transportation	-0.113	
Planning, Environment & Economy		
Development	-0.023	Vacant Buiding Control Officer post
Minor Variances	-0.007	
Total Planning & Environment	-0.030	
People & Resources		
HR & OD	-0.002	
Corporate Finance	-0.013	
Total People & Resources	-0.015	
Governance		
ICT	0.017	Alterations and Improvements

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Revenues	-0.021	Early indication of a potential surplus on the Council Tax Collection Fund
Minor Variances	0.005	
Total Governance	0.001	
Strategic Programmes		
Public Libraries & Arts, Culture & Events		
Leisure		
Total Strategic Programmes	0.000	
Housing & Assets		
Property Asset And Development	-0.025	-£0.020m is attributable to the challenge of non-essential spend relating to consultancy costs. The remaining -£0.005m is due to other minor variances.
Caretaking & Security	-0.049	All due to the the challenge of non-essential spend and relating to salary savings -£0.034m and R and M of buildings -£0.015m.
Minor Variances	-0.025	
Total Housing & Assets	-0.098	
Chief Executive's	0.012	
Central & Corporate Finance	0.013	
Grand Total	-0.345	

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Social Services						
Older People						
Localities	18.814	18.080	-0.734	-0.649	Residential and Nursing Care is projecting a £0.494m underspend due to fluctuation in demand for residential and nursing care placements as well as increases to capital limits. Staff budgets are underspending within Intake/First Contact and Localities Teams, not all staff are currently top of grade and there are in-year savings due to short term vacancies.	ICF Grant funding is used to fund residential care to reduce the amount of time people spend in hospital. If this funding is fully spent duuring the year sliippage on the residential care budget is requiredto continue minimising hospital stays.
Reablement Services	0.542	0.445	-0.096	-0.120	The service is expected to underspend due to in-year savings from vacancies.	
Resources & Regulated Services	7.018	7.671	0.653	0.613	Council provided residential care is £0.449m overspent due to relief and agency cover. Relief and agency staff are requird to maintain the mandatory level of staff within the residential homes, however the amount of budget to fund this is low and does not contain contingencies for sickness absences. There are also pressures from buildings expenditure such as repairs and maintenance.	
Minor Variances	0.717	0.723	0.006	26.753		
Adults of Working Age						
Resources & Regulated Services	24.170	23.639	-0.531	-0.664	This is due to a combination of a decrease in high cost placements at the end of 2018/19 with the subsequent full year financial impact showing in 2019/20 and inflation provision for care provider fee increases not automatically passing to all providers and in some cases are only considered upon request.	This service area is subject to changes in demand for services. Thee are always a number of potential service users which may require services in the future. Although these service users are known to us at this time the most appropriate care package has not yet been determined and full costs associated for their care cannot yet be estimated and included within this months financial projections. There also remains potential for providers to request increases in their fees and the Council is currently negotiating with some specialist providers over proposed uplifts.
Transition & Disability Services	0.765	0.704	-0.061	-0.073	The service is expected to underspend due to all staff at top of grade and one off in-year vacancy savings.	
Residential Placements	1.241	1.717	0.476	0.476	The overspend is because of the number of residential placements currently funded.	This service is a demand led service and can be volatile.
Professional Support	0.821	0.760	-0.062	-0.076	Salary underspends due to staff not being top of scale and in-year vacancy savings.	
Minor Variances	2.957	2.887	-0.070	-0.009	Minor variances across the portfolio below £0.050m	
Children's Services						

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Family Placement	2.564	2.889	0.325	0.319	The overspend is due to current demands on the service from the number of fostering placements, which in some cases avoid making an Out of County placement. The main pressure areas and payments for foster care, foster agencies and special guardianship payments.	
Family Support	0.371	0.521	0.150	0.136	This is due to the number of court directed contact sessions which require support workers to attend. Sessional workers were historically used, however the need to use sessional workers has increased to a level whereby, under employment regulations, sessional workers are required to be issued fixed term contracts.	Parts of this service are being reviewed with a view to making it more cost efficient.
Legal & Third Party	0.178	0.477	0.299	0.288	Legal costs are overspent due to the number of cases going through the courts and the use of external legal professionals. Direct payments have recently seen an increase in demand.	
Professional Support	5.190	5.262	0.072	0.151	To support adequate levels of child protection the established staffing structure needs to be maintained at the required standard as much as possible. Vacancies are therefore minimised and challenges to recruitment leads to the use of agency staff, this leads to an increase in costs as agency rate isd higher than non-agency staff. The use of agency staff is monitored and kept to a minimum as much as possible but it is not possible to avoid altogether.	
Minor Variances	1.125	1.152	0.027	0.027		
<i>Safeguarding & Commissioning</i>						
Charging Policy income	-2.923	-3.096	-0.174	-0.183	Charging policy income is expected to exceed the budgeted amount due to increases in the non-residential care maximum weekly charge cap and an increase to the base number of service users who contribute to their care.	
Business Support Service	1.235	1.128	-0.107	-0.101	There are a number of short term vacancy savings and some posts currently occupied by staff who are not top of grade.	
Safeguarding Unit	0.923	0.844	-0.079	-0.084	The underspend is due to a number of short term vacancy savings and some posts currently occupied by staff who are not top of grade.	
Management & Support	-1.929	-1.730	0.198	0.193	There is a shortfall from the assumed proportion of grant allocations announced by Welsh Government which were included within the 2019/20 budget. The total shortfall across the three grants is £0.283m, although some of this is partly mitigated by one off refunds from the Regional Collaboration Unit.	
Vacancy Management	-0.080	-0.304	-0.224	-0.224	Short term vacancy avings transferred from across the portfolio.	

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Minor Variances	2.262	2.264	0.002	0.068		
Total Social Services (excl Out of County)	65.962	66.032	0.070	0.093		
Out of County						
Children's Services	5.288	6.942	1.655	1.633	The overspend is influenced by a significant increase in the number of placements and the full year impacts of new placements which emerged during 2018/19.	A threefold approach to mitigation by :- 1) - direct action e.g Commissioning Practice 2) Expenditure controls within the same service or portfolio 3) After exhaustion of 1 and 2, consider how to effect corporate level mitigation
Education & Youth	3.745	4.311	0.567	0.474	The overspend is influenced by a significant increase in the number of placements and the full year impacts of new placements which emerged during 2018/19.	A threefold approach to mitigation by :- 1) - direct action e.g Commissioning Practice 2) Expenditure controls within the same service or portfolio 3) After exhaustion of 1 and 2, consider how to effect corporate level mitigation
Total Out of County	9.033	11.254	2.221	2.108		
Education & Youth						
Integrated Youth Provision	1.290	1.208	-0.083	0.002	Underspends across the whole of the service identified through the challenge of non-essential spend	
School Improvement Systems	1.716	1.579	-0.137	-0.097	In year savings identified through the challenge of non-essential spend across School Improvement and Early Entitlement	
Minor Variances	5.513	5.408	-0.104	-0.024	Minor variances across the portfolio below £0.050m	
Total Education & Youth	8.519	8.194	-0.325	-0.119		
Schools	91.946	91.946	-0.000	0.000		
Streetscene & Transportation						

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Service Delivery	8.536	8.665	0.129	0.109	Following the extreme weather event during June 2019, the service has incurred additional revenue pressures from responding and resolving flooding issues across the County. The network damage was widespread and included road foundations being undermined, particularly on roads adjacent to water courses, and road surfaces being lifted by inspection covers, due to the pressure created by the sheer volume of water within the drainage system. The costs include the additional staffing costs towards responding and repairing the highway along with costs of plant and materials. A claim to Welsh Government has recently been notified as unsuccessful and the service is now working to mitigate these costs. Potential total cost up to £0.180m. The flooding has also impacted the capital programme creating an additional pressure of £0.350m for highway repairs.	
Transportation	8.598	9.793	1.195	1.288	The pressure in school transport costs are as a result of several factors across the service. Effect of non-statutory school transport arrangements and delay in implementing policy on removing historic transport anomalies. Increase in mainstream secondary education pupil transport and Special Educational Needs (SEN) pupil transport, both in County and out of County placements, along with an increase in number of school escorts to accompany SEN pupils and growth in number of single occupancy routes. Transporting enrolment cohort to Connahs Quay High School and placing duplicate vehicles on public bus services as a response to non-eligible pupil displacement. There is also an increase in number of school days in 2019-20. The Transportation service have successfully reviewed high cost routes and re-rendered contracts where a more favourable rate may be secured. The impact of this to date is a reduction in the forecast position from £1.238m variance figure reported last month to £1.195m and work is ongoing to mitigate this further. Increased transport provision to Social Services of £0.048m. The Transportation service are looking to mitigate this pressure through a route optimisation exercise.	The Transportation Service are attempting to mitigate some of the pressure.

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Regulatory Services	4.841	5.021	0.180	0.185	Car Park income. The pressure is based on the average shortfall in income against monthly projections for each town following the first full ten months of implementation (received in 2018/19) of the increased tariff charges. A large section of car parking	Keep car park income closely monitored.
Other Minor Variances	21.737	22.028	0.291	0.311	Minor variances across the portfolio below £0.050m	
Total Streetscene & Transportation	30.335	31.821	1.487	1.599		
Planning, Environment & Economy						
Business	1.583	1.635	0.052	0.065	Extension of two EHO contracts has been agreed due to increasing service pressures and demands	
Access	1.337	1.402	0.065	0.055	Historic Income Target not realised due to cessation of Environment Single Revenue Grant in March, 2019 £0.027m. Service Review in Rights of Way resulting in increased staffing costs £0.028m	
Management & Strategy	1.390	1.324	-0.066	-0.057	Vacant posts across the service: Land Drainage and Planning Policy	
Minor Variances	1.598	1.570	-0.028	-0.009		
Total Planning & Environment	5.907	5.931	0.024	0.053		
People & Resources						
HR & OD	2.367	2.444	0.076	0.078	The launch of the salary sacrifice scheme for AVSC was undertaken earlier this year and all existing employees paying AVSC have been written to encouraging them to take up the scheme together with information for all staff via the infonet workforce news. To date only £0.009m has been achieved through this scheme and this has been estimated to a full year efficiency at £0.018m	Promote the AVSC Scheme and encourage further staff take up.
Corporate Finance	2.083	2.092	0.009	0.023		
Total People & Resources	4.451	4.536	0.085	0.100		
Governance						
Legal Services	0.723	0.895	0.172	0.163	Overspend as a result of employing locums to December, 2019 covering absence to ensure continuing client service delivery in the area of child protection £0.090m. Previous years efficiency target that was dependant on demand reduction in another service that has not occurred, thereby preventing the consequent achievement of the efficiency £0.090m. Mitigated by the fee income and commitment challenge within the service £0.017m	Absence monitoring and monitor fee income levels
Revenues	0.197	0.151	-0.046	-0.025	Early indication of a potential surplus on the Council Tax Collection Fund	Continue to monitor collection data

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Approved Budget (£m)	Projected Outturn (£m)	Annual Variance (£m)	Last Month Variance (£m)	Cause of Major Variances greater than £0.050m	Action Required
Minor Variances	8.256	8.182	-0.075	-0.087	Minor variances across the portfolio below £0.050m	
Total Governance	9.177	9.228	0.051	0.051		
Strategic Programmes						
Leisure	5.272	5.273	0.000	0.000		
Minor Variances	5.272	5.273	0.000	0.000		
Total Strategic Programmes	5.272	5.273	0.000	0.000		
Housing & Assets						
Caretaking & Security	0.263	0.208	-0.055	-0.006	Savings identified arising from the review and challenge of non-essential spend, of which £0.034m relates to staff cost savings arising from vacancies and reduced overtime payments. A further £0.015m saving on R and M of Buildings arose from the challenge of non essential spend making a total of £0.049m for this service. The remaining £0.006m of the projected underspend relates to minor savings which had previously been identified and reported.	Continue to review and challenge all non essential spend in future months.
CPM & Design Services	0.673	0.604	-0.069	-0.060	Mainly due to a surplus of income recovered via Service Level Agreements (SLAs) and also £0.012m arising from the review and challenge of non-essential spend.	Continue to review and challenge all non essential spend in future months.
Benefits	11.566	11.291	-0.275	-0.273	Projected underspend on the Council Tax Reduction Scheme (CTRS).	
Minor Variances	2.636	2.635	-0.000	0.040		
Total Housing & Assets	15.137	14.739	-0.398	-0.300		
Chief Executive's						
	2.801	2.660	-0.141	-0.153	Vacant Posts	
Central & Corporate Finance						
	22.810	22.433	-0.377	-0.390	Over recovery of planned pension contributions recoupment against actuarial projections due to pay award increase mitigated by the under achievement of Income efficiencies and Workforce efficiencies	
Grand Total	271.350	274.048	2.698	3.043		

2019/20 Efficiencies Outturn Tracker (Month 6)

Efficiency Description	Accountable Officer	Efficiency Target	Projected Efficiency	(Under)/Over Achievement	Efficiency Open/Closed (O/C)	Confidence in Achievement of Efficiency - Based on (see below) R = High Assumption A = Medium Assumption G = Figures Confirmed	Reason for variation	Mitigating Action if Amber or Red
		2019/20 £m	2019/20 £m	2019/20 £m				
Portfolio								
Corporate								
Minimum Revenue Provision	Change in accounting Policy for MRP	Liz Thomas	1.400	1.400	0.000	C	G	N/A
New Income Targets* (See below for further breakdown)	Additional Income Target 19/20	All	0.100	0.000	(0.100)	O	A	See income analysis below
Management of Workforce and Inflation cost pressures	Corporate Financing Efficiency for Pensions/Auto Enrolment & 17/18 Inflation	Gary Ferguson	1.144	1.144	0.000	C	G	N/A
Workforce Terms and Conditions	Essential Car User Allowance/Travel/AVC	Sara Dulson/Sharon Carney	0.250	0.100	(0.150)	O	A	To be confirmed
ADM Subsidies		Rachael Corbelli	0.400	0.285	(0.115)	C	G	Agreed re-profiling of subsidy reduction
Reduction in Corporate Management Costs		Joanne Pierce	0.250	0.256	0.006	C	G	£0.256m achieved to date though further efficiencies from CO post (Oct-March) may be achieved pending confirmation of resourcing
HRA/Council Fund Recharges		Rachael Corbelli	0.158	0.158	0.000	O	G	N/A
Newsletter & Promotions		Karen Armstrong	0.029	0.029	0.000	O	G	
Workforce Reduction		Karen Armstrong	0.015	0.015	0.000	O	G	
IT Infrastructure		Gareth Owen	0.097	0.097	0.000	O	G	
Democratic Services		Gareth Owen	0.009	0.009	0.000	O	G	
Total Corporate Services			3.852	3.493	(0.359)			
Social Services								
Domiciliary Care Charging Cap		Neil Ayling	0.264	0.264	0.000	O	G	
Business Systems Mobiles and Hardware			0.005	0.005	0.000	O	G	
Older Peoples Day Services			0.020	0.020	0.000	O	G	
Reduction in Voids			0.025	0.025	0.000	O	G	
Regional Efficiency			0.020	0.020	0.000	O	G	
Strategic Use of Grants			0.170	0.170	0.000	O	G	
Telecare			0.010	0.010	0.000	O	G	
Deferral of Recruitment			0.050	0.050	0.000	O	G	
Social Care Additional Funding			1.410	1.303	(0.107)	C	G	Grant allocation of £1.303m advised by WLGA
Children's Services Additional Funding			0.110	0.000	(0.110)	O	A	Grant allocated to National Adoption Service arrangement with WCBC as lead - funding being fully spent on new staff
Regional Allocation Health and Social Care			0.705	0.639	(0.066)	O	G	ICF funding £0.639m for Children's Services Edge of Care and complex needs
Total Social Services			2.789	2.506	(0.283)			
Education & Youth								
Integrated Youth Provision			0.014	0.014	0.000	O	G	
School Planning and Provision			0.005	0.005	0.000	O	G	
School Improvement Systems			0.058	0.058	0.000	O	G	
Gwe Efficiency			0.006	0.006	0.000	O	G	
Total Education & Youth			0.083	0.083	0.000			
Housing & Assets								
Housing Solutions; Reduction to temporary accommodation		Jenny Griffiths	0.030	0.030	0.000	O	G	
Housing Programmes; Reductions in bond applications		Mel Evans	0.005	0.005	0.000	O	G	Delay to reviewing processes
Total Housing & Assets			0.035	0.035	0.000			
Streetscene & Transportation								
School Transport		Anthony Stanford	0.100	0.000	(0.100)	C	R	Decision not to review historic transport anomalies in year.
Review Security Arrangements in depot		Katie Wilby	0.005	0.005	0.000	O	G	
Total Streetscene & Transportation			0.105	0.005	(0.100)			Impact of not achieving the efficiency included in the Additional School Transport Costs range in the Month 2 report.
Planning, Environment & Economy								
Service Review - Trading Standards		Sian Jones	0.035	0.035	0.000	O	G	
Supplies and Services review		Lynne Fensome	0.005	0.005	0.000	O	G	
Regeneration review of spending		Niall Waller	0.023	0.023	0.000	O	A	
Greenfield Valley Management Fee (10% £68k)		Tom Woodall	0.007	0.007	0.000	O	G	
Minerals & Waste shared service		Gary Nancarrow	0.005	0.005	0.000	O	A	
Total Planning, Environment & Economy			0.075	0.075	0.000			
Total 2019/20 Budget Efficiencies			6.939	6.197	(0.742)			

Less Previously agreed Decision	Agreed Re-profiling of Subsidy - AURA	(0.115)	0.115
Revised 2019/20 Budget Efficiencies		<u>6.824</u>	<u>6.197</u>
			<u>(0.627)</u>

Total 2019/20 Budget Efficiencies		100	6.939
Total Projected 2019/20 Budget Efficiencies Underachieved		-11	(0.742)
Total Projected 2019/20 Budget Efficiencies Achieved		89	6.197
Total 2019/20 Budget Efficiencies (Less Previously agreed Decisions)		100	6.824
Total Projected 2019/20 Budget Efficiencies Underachieved		-9	(0.627)
Total Projected 2019/20 Budget Efficiencies Achieved		91	6.197

New Income Targets		£m
Income Target Efficiency from Previous Years		(0.207)
Income Efficiency 19/20		(0.100)
Total Income Efficiency		<u>(0.307)</u>

	Efficiency	Amount Achieved	(Under)/Over Achievement
	2019/20	2019/20	2019/20
	£m	£m	£m
19/20 New Income Efficiencies from Business Planning			
Corporate			
Graphics Income	(0.005)	(0.005)	0.000
Management Recharge	(0.016)	(0.016)	0.000
Social Services			
Integrated Services	(0.010)	(0.010)	0.000
Workforce Development Income	(0.005)	(0.005)	0.000
Streetscene			
Income from external works within fleet services	(0.010)	(0.010)	0.000
Garden Waste Charges	(0.050)	(0.050)	0.000
Bereavement Services (01.10.19 to 31.03.20)	(0.003)	(0.003)	0.000
Planning, Environment & Economy			
Planning Fee Income	(0.025)	(0.025)	0.000
Countryside & Conservation	(0.023)	(0.023)	0.000
Business & Community - Food Safety, Taxi Licences, Pest Control & Weights & Measures (01.10.19 to 31.03.20)	(0.010)	(0.010)	0.000
Total 19/20 Income Efficiency	<u>(0.157)</u>	<u>(0.157)</u>	<u>0.000</u>
Total Balance Remaining	<u>(0.150)</u>		

New against target due to increase in fees from 1/10/19
Remaining amount is from from BP efficiencies in 19/20 budget

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2019	14.021	
Less - Base Level	(5.7690)	
Total Reserves above base level available for delegation to Cabinet		8.252
Less - amount committed as part of balancing 2019/20 budget		(2.221)
Less - amount approved to operate a Sustainable Drainage System (SuDS) Approving Body (SAB)		(0.062)
Less - amount approved for investment in change		(1.000)
Less - allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less - projected outturn overspend		2.698
Total Contingency Reserve available for use		2.171

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Budget Monitoring Report
Housing Revenue Account Variances

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(36.239)	(36.006)	0.232	0.273	There is a projected pressure of £0.232m on income. Of this pressure, £0.196m relates to loss of rental income on void properties and £0.048m relates to loss of income on garages which are not tenanted. The remaining (£0.012m) relates to other minor variances.	
Capital Financing - Loan Charges	8.380	8.380				
Estate Management	1.707	1.674	(0.033)	(0.031)	Additional expenditure of £0.051m is anticipated during the year in respect of the purchase of software. Salaries efficiency arising from vacancy savings and grant recharges of (£0.094m). Other minor variances of £0.010m.	
Landlord Service Costs	1.459	1.437	(0.023)	0.013	Minor variances.	
Repairs & Maintenance	8.530	8.469	(0.060)	(0.061)	Saving in respect of DLO salaries of (£0.061m).	Continue to monitor and review.
Management & Support Services	2.442	2.335	(0.107)	(0.089)	It is anticipated that savings of £0.089m will be achieved in Management and Support costs. This will include salary savings of (£0.048m), a reduction in IT expenditure of (£0.042m) and other minor variances of £0.017m.	
Capital Expenditure From Revenue (CERA)	13.717	13.717				
HRA Projects	(0.155)	(0.154)	0.001	0.001	Minor variances.	
Contribution To / (From) Reserves	0.158	0.148	(0.010)	(0.081)	Reduction in contribution to reserves of £0.010m to offset additional expenditure across the HRA.	
Total Housing Revenue Account	0.000	(0.000)	(0.000)	0.026		

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CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Capital Programme Monitoring 2019/20 (Month 6)
Cabinet Member	Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2019/20 since it was set in February 2019 to the end of Month 6 (September 2019), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £6.948m during the period. This is comprised of:-

- Net increases in the programme of £7.365m (Council Fund (CF) £7.365m, Housing Revenue Account (HRA) £0.000m);
- Carry Forward to 2020/21, approved at Month 4 of (£0.417m) (all CF)

Actual expenditure was £26.247m.

The Capital Programme Monitoring 2018/19 final outturn position, for the 3 year budget set in February 2018 ending in 2020/21, reflected a deficit of £1.187m. The reported Month 4 funding position for the 3 year period ending in 2021/22 was a shortfall of £1.230m. In year receipts received as at Month 6 amount to £0.160m. Savings have been identified from the Disabled Facilities Grant (DFG) budget, (£0.350m) and have been added to the programme, which combine to give a revised projected shortfall in the Capital Programme at Month 6 of £0.723m, prior to the realisation of additional capital receipts and/or other funding sources.

RECOMMENDATIONS

1	Cabinet are requested to approve the overall report.
2	Cabinet are requested to approve the carry forward adjustments set out at 1.14.

3	Cabinet are requested to approve the funding of schemes from the current 'headroom' and IT savings identified, as set out in 1.17.
4	Cabinet are requested to approve the use of the Economic Stimulus funding, as set out in 1.18.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 6 CAPITAL PROGRAMME MONITORING POSITION - 2019/20
1.01	<p>Background</p> <p>The Council approved a Council Fund (CF) Capital Programme of £27.751m and a Housing Revenue Account (HRA) Capital Programme of £34.208m for 2019/20 at its meeting of 19th February, 2019.</p>
1.02	<p>For presentational purposes the Capital Programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is 'ring fenced' and can only be used for HRA purposes.</p>
1.03	<p>Changes since Budget approval</p> <p>Table 1 below sets out how the programme has changed during 2019/20. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-</p>

Table 1

REVISED PROGRAMME	Original Budget 2019/20	Carry Forward from 2018/19	2019/20 Previously Reported			Changes - This Period	Revised Budget 2019/20
			Changes	Carry Forward to 2020/21	Savings		
			£m	£m	£m		
People & Resources	0.250	0.203	0.000	0.000	0.000	(0.125)	0.328
Governance	1.057	0.199	0.000	0.000	0.000	0.001	1.257
Education & Youth	9.943	4.336	0.585	0.200	0.000	3.610	18.674
Social Services	1.001	3.084	6.150	0.000	0.000	0.085	10.320
Planning, Environment & Economy	0.000	0.661	0.247	0.000	0.000	0.552	1.460
Streetscene & Transportation	0.600	1.403	8.337	(0.497)	0.000	1.300	11.143
Strategic Programmes	0.700	0.424	0.027	(0.120)	0.000	1.148	2.179
Housing & Assets	14.200	1.620	0.044	0.000	0.000	0.794	16.658
Council Fund Total	27.751	11.930	15.390	(0.417)	0.000	7.365	62.019
HRA Total	34.208	0.000	0.524	0.000	0.000	0.000	34.732
Programme Total	61.959	11.930	15.914	(0.417)	0.000	7.365	96.751

1.04

Carry Forward from 2018/19

Carry forward sums from 2018/19 to 2019/20, totalling £11.930m (CF £11.930m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2018/19.

1.05

Changes during this period

Funding changes during this period have resulted in a net increase in the programme total of £7.365m (CF £7.365m, HRA £0.000m). A summary of the changes, detailing major items, is shown in Table 2 below:-

Table 2

CHANGES DURING THIS PERIOD		
	Para	£m
<u>COUNCIL FUND</u>		
Increases		
Education - General	1.06	3.610
Local Transport Grant	1.07	1.300
Theatr Clwyd	1.08	1.012
NEW Homes	1.09	0.744
Targeted Regeneration Investment	1.10	0.474
Other Aggregate Increases		0.350
		7.490
Decreases		
Other Aggregate Decreases		(0.125)
		(0.125)
Total		7.365
<u>HRA</u>		
Increases		
Other Aggregate Increases		0.000
		0.000
Decreases		
Other Aggregate Decreases		0.000
		0.000
Total		0.000

1.06	<p>Following increased expenditure in the last quarter, the following budgets have been introduced across the Education portfolio:</p> <ul style="list-style-type: none"> • Prudential borrowing and Section 106 monies totalling £2.213m for the new build project at Ysgol Penyffordd following fully claiming Welsh Government (WG) grant monies. • Introduction of WG funding for the infant class size grant at Ysgol Glan Aber, £1.125m. • Additional WG funding and other contributions for works on Voluntary Aided (VA) Schools, £0.190m • Introduction of £0.040m from 'headroom' and other Section 106s monies across Education budgets, £0.042m. <p>Budget re-profiling has been completed to move funding from generic Education budgets to Primary and Secondary School budgets.</p>
1.07	Additional grant funding has been received from WG for the construction of Park and Ride site on Deeside Industrial Park.

1.08	Introduction of grant funding from Arts Council Wales for the development stage of the refurbishment and enhancement of Theatr Clwyd.																																																																																																																		
1.09	Introduction of Section 106 monies as budget to fund expenditure on NEW Homes schemes.																																																																																																																		
1.10	Introduction of Target Regeneration Investment grant funding from WG for the de-pedestrianisation works in Holywell town centre.																																																																																																																		
1.11	<p>Capital Expenditure compared to Budget</p> <p>Expenditure as at Month 6, across the whole of the Capital Programme was £26.247m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 27.13% of the budget has been spent (CF 23.28%, HRA 34.00%). Corresponding figures for Month 6 2018/19 were 36.97% (CF 34.41%, HRA 40.85%).</p>																																																																																																																		
1.12	<p>The table also shows a projected underspend (pending carry forward and other adjustments) of £5.585m on the Council Fund and a break even position on the HRA.</p> <p>Table 3</p> <table border="1"> <thead> <tr> <th>EXPENDITURE</th> <th>Revised Budget</th> <th>Outturn Expenditure</th> <th>Percentage Spend v Budget</th> <th>Projected Outturn</th> <th>Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>%</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>People & Resources</td> <td>0.328</td> <td>0.000</td> <td>0.00</td> <td>0.328</td> <td>0.000</td> </tr> <tr> <td>Governance</td> <td>1.257</td> <td>0.111</td> <td>8.83</td> <td>1.037</td> <td>(0.220)</td> </tr> <tr> <td>Education & Youth</td> <td>18.674</td> <td>6.381</td> <td>34.17</td> <td>13.674</td> <td>(5.000)</td> </tr> <tr> <td>Social Services</td> <td>10.320</td> <td>1.367</td> <td>13.25</td> <td>10.320</td> <td>0.000</td> </tr> <tr> <td>Planning, Environment & Economy</td> <td>1.460</td> <td>0.364</td> <td>24.93</td> <td>1.460</td> <td>0.000</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>11.143</td> <td>2.926</td> <td>26.26</td> <td>11.143</td> <td>0.000</td> </tr> <tr> <td>Strategic Programmes</td> <td>2.179</td> <td>1.124</td> <td>51.58</td> <td>2.164</td> <td>(0.015)</td> </tr> <tr> <td>Housing & Assets</td> <td>16.658</td> <td>2.165</td> <td>13.00</td> <td>16.308</td> <td>(0.350)</td> </tr> <tr> <td>Council Fund Total</td> <td>62.019</td> <td>14.438</td> <td>23.28</td> <td>56.434</td> <td>(5.585)</td> </tr> <tr> <td>Disabled Adaptations</td> <td>1.082</td> <td>0.420</td> <td>38.82</td> <td>1.082</td> <td>0.000</td> </tr> <tr> <td>Energy Schemes</td> <td>0.639</td> <td>0.320</td> <td>50.08</td> <td>0.639</td> <td>0.000</td> </tr> <tr> <td>Major Works</td> <td>1.871</td> <td>1.033</td> <td>55.21</td> <td>1.871</td> <td>0.000</td> </tr> <tr> <td>Accelerated Programmes</td> <td>0.728</td> <td>0.160</td> <td>21.98</td> <td>0.728</td> <td>0.000</td> </tr> <tr> <td>WHQS Improvements</td> <td>18.624</td> <td>7.422</td> <td>39.85</td> <td>18.624</td> <td>0.000</td> </tr> <tr> <td>SHARP Programme</td> <td>11.788</td> <td>2.454</td> <td>20.82</td> <td>11.788</td> <td>0.000</td> </tr> <tr> <td>Housing Revenue Account Total</td> <td>34.732</td> <td>11.809</td> <td>34.00</td> <td>34.732</td> <td>0.000</td> </tr> <tr> <td>Programme Total</td> <td>96.751</td> <td>26.247</td> <td>27.13</td> <td>91.166</td> <td>(5.585)</td> </tr> </tbody> </table>	EXPENDITURE	Revised Budget	Outturn Expenditure	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over		£m	£m	%	£m	£m	People & Resources	0.328	0.000	0.00	0.328	0.000	Governance	1.257	0.111	8.83	1.037	(0.220)	Education & Youth	18.674	6.381	34.17	13.674	(5.000)	Social Services	10.320	1.367	13.25	10.320	0.000	Planning, Environment & Economy	1.460	0.364	24.93	1.460	0.000	Streetscene & Transportation	11.143	2.926	26.26	11.143	0.000	Strategic Programmes	2.179	1.124	51.58	2.164	(0.015)	Housing & Assets	16.658	2.165	13.00	16.308	(0.350)	Council Fund Total	62.019	14.438	23.28	56.434	(5.585)	Disabled Adaptations	1.082	0.420	38.82	1.082	0.000	Energy Schemes	0.639	0.320	50.08	0.639	0.000	Major Works	1.871	1.033	55.21	1.871	0.000	Accelerated Programmes	0.728	0.160	21.98	0.728	0.000	WHQS Improvements	18.624	7.422	39.85	18.624	0.000	SHARP Programme	11.788	2.454	20.82	11.788	0.000	Housing Revenue Account Total	34.732	11.809	34.00	34.732	0.000	Programme Total	96.751	26.247	27.13	91.166	(5.585)
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1.13	Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget.																																																																																																																		

	In addition, where carry forward into 2020/21 has been identified, this is also included in the narrative.																																		
1.14	<p>Carry Forward into 2020/21</p> <p>During the quarter carry forward of £5.115m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2020/21.</p>																																		
1.15	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-</p> <p>Table 4</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th rowspan="3" style="text-align: left; vertical-align: middle;">CARRY FORWARD INTO 2020/21</th> <th colspan="2"></th> <th style="text-align: center;">Total</th> </tr> <tr> <th style="text-align: center;">Month 4</th> <th style="text-align: center;">Month 6</th> <th></th> </tr> <tr> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Streetscene & Transportation</td> <td style="text-align: center;">0.497</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.497</td> </tr> <tr> <td>Strategic Programmes</td> <td style="text-align: center;">0.120</td> <td style="text-align: center;">0.015</td> <td style="text-align: center;">0.135</td> </tr> <tr> <td>Governance</td> <td style="text-align: center;">0.000</td> <td style="text-align: center;">0.100</td> <td style="text-align: center;">0.100</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: center;">(0.200)</td> <td style="text-align: center;">5.000</td> <td style="text-align: center;">4.800</td> </tr> <tr> <td>Council Fund</td> <td style="text-align: center;">0.417</td> <td style="text-align: center;">5.115</td> <td style="text-align: center;">5.532</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: center;">0.417</td> <td style="text-align: center;">5.115</td> <td style="text-align: center;">5.532</td> </tr> </tbody> </table>	CARRY FORWARD INTO 2020/21			Total	Month 4	Month 6		£m	£m	£m	Streetscene & Transportation	0.497	0.000	0.497	Strategic Programmes	0.120	0.015	0.135	Governance	0.000	0.100	0.100	Education & Youth	(0.200)	5.000	4.800	Council Fund	0.417	5.115	5.532	TOTAL	0.417	5.115	5.532
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1.16	<p>Savings</p> <p>The following savings have been identified in the programme in this quarter.</p> <ul style="list-style-type: none"> • Server Technologies - £0.120m. A budget of £0.120m can be released back into the Capital Programme as the IT service will be moving the Councils email and Skype over to Office 365. The current servers that deliver these systems can last up to the replacement date of 2021/22. The server replacement has been recommended for inclusion in the Capital Programme 2020/21 – 2022/23 report also included on this agenda. It is recommended this is used to support the additional allocations identified in the programme this quarter. • Disabled Facilities Grants (DFG) - £0.350m. A saving has been identified in relation to the DFG budget. The DFG budget is customer driven and subject to change each year, however the service have reviewed the in-year position carefully and the accrued total budget will not be fully utilised. This one-off saving can be released back into the Capital Programme. 																																		
1.17	Additional allocations have been identified in the programme in this quarter as follows:																																		

	<ul style="list-style-type: none"> • Flintshire Food Enterprise - £0.100m. Following approval at Cabinet on the 24th September 2019, the Council are to invest £0.150m over a two year period, £0.100m in 2019/20 and £0.050m in 2020/21 to deliver a new social enterprise business with Clwyd Alun and Can Cook to develop a longer term and sustainable solution to food poverty. • Flint Library Refurbishment Works - £0.030m. Aura have recently received grant funding of £0.300m from WG for refurbishment works at Flint Library. Total cost of the works are circa £0.350m, leaving the scheme with a £0.050m shortfall. To mitigate this, a £0.020m contribution can be made from existing Libraries and Leisure budgets funded by Aura. A request has been made for the Council to contribute £0.030m for the replacement windows and fascia boards at the site from within the Capital Programme. This will improve the condition of the building which is owned by the Council. • Holywell Leisure Centre (HLC) Structural Works - £0.110m. Following the Community Asset Transfer of HLC, the Council as the Landlord, retain the responsibility of works relating to the structure of the building. HLC have secured grant funding for improvements at the Spa, which has identified works required around asbestos removal, new heating installation and structural repairs. Failure to complete the works could result in closure of the spa facility, resulting in revenue pressures through loss of income and reduction in business to the leisure centre. <p>It is recommended that the saving identified from the Server Technologies in Month 6 of £0.120m, be used to contribute towards the additional allocations discussed above, along with funding from within the current 'headroom' provision.</p> <p>This would leave a remaining balance in 'headroom' of £0.185m.</p>
1.18	<p><u>Economic Stimulus Funding</u></p> <p>WG have recently announced the details of an additional £20m capital funding for local government in Wales, of which Flintshire's allocation is £0.922m. The purpose is to support the economy of Wales in the event of a 'no deal' Brexit.</p> <p>It is recommended that the funding is used for the following schemes:</p> <ul style="list-style-type: none"> • Holywell Town Centre De-pedestrianisation - £0.120m. Total projected cost of the works in Holywell town centre are £0.844m. The Council have received funding from the Local Transport Fund, £0.150m and Target Regeneration Investment, £0.474m grants for the works. The Council seek to contribute £0.120m towards the scheme along with match funding of £0.100m from Holywell Town Council. • Flooding impact on Highway Network, June 2019 - £0.350m. Following the pressure created in the Capital Programme due to the extreme weather event, a grant funding request was submitted to

WG to mitigate this pressure. The Council were informed on 08/10/2019 that the funding request submitted was unsuccessful. Using this grant alleviates any additional funding requirements on the Council's Capital Programme.

This would leave a remaining balance of £0.452m which is being worked on to identify schemes which fit with the purpose of this additional funding.

1.19 Funding of 2019/20 Approved Schemes

The position at Month 6 is summarised in Table 5 below:-

Table 5

FUNDING OF APPROVED SCHEMES		
	£m	£m
Capital Receipts Available as at 31/03/19		(13.633)
Carry Forward to 2019/20 - Approved	11.930	
Assumed in 2019/20 - 2021/22 Budget	2.562	14.492
		0.859
Increases		
Shortfall in 2019/20 to 2021/22 Budget	0.374	0.374
Decreases		
Actual In year receipts	(0.160)	
Savings from Disabled Facilities Grant	(0.350)	(0.510)
Funding - (Available)/Shortfall		0.723

1.20 The final outturn funding deficit from 2018/19 – 2020/21 was £1.187m.

In addition, schemes put forward for the years 2019/20 - 2021/22 showed a potential shortfall in funding of £0.374m. The supporting detail can be found in the report 'Development of 2019/20 - 2021/22 Capital Programme' which was presented to Council on 19th February 2019.

The reported Month 4 funding position for the 3 year period was a shortfall of £1.230m.

In year receipts as at Month 6 amount to £0.160m. Savings identified from the DFG budget (£0.350m) have been added to the programme, which give a revised projected shortfall in the Capital Programme at Month 6 of £0.723m, prior to the realisation of additional capital receipts and/or other funding sources.

1.21 Investment in County Towns

At its meeting on 12th December 2017, the Council approved a Notice of Motion relating to the reporting of investment in county towns. The extent

and format of the reporting was agreed at the Corporate Resources Overview and Scrutiny Committee on 14th June 2018.

1.22 Table 6 below shows a summary of the 2018/19 actual expenditure, the 2019/20 revised budget and budgets for future years as approved by Council at its meeting of 19th February, 2019. Further detail can be found in Appendix C, including details of the 2019/20 spend to Month 6.

Table 6

INVESTMENT IN COUNTY TOWNS			
	2018/19 Actual £m	2019/20 Revised Budget £m	2020 - 2022 Budget £m
Buckley / Penyffordd	3.485	9.623	1.381
Connah's Quay / Shotton	10.903	4.591	0.000
Flint / Bagillt	2.209	3.332	0.000
Holywell / Caerwys / Mostyn	3.905	7.575	0.000
Mold / Treuddyn / Cilcain	1.897	2.263	0.500
Queensferry / Hawarden / Sealand	5.661	10.211	0.000
Saltney / Broughton / Hope	0.548	7.832	0.207
Unallocated / To Be Confirmed	3.202	14.602	23.695
Total	31.810	60.029	25.783

1.23 The inclusion of actuals for 2018/19 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years' prior to 2018/19 has not be included, and the expenditure and budgets reported should be considered in that context.

1.24 There are two significant factors which increase allocations to particular areas, which are homes developed under SHARP, and new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.

1.25 Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.

1.26 Information on the split between internal and external funding can be found in Appendix C.

1.27 In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 7 below, albeit using a slightly different catchment area basis.

Table 7

WHQS Programme		
	2018/19 Actual £m	2019/20 Budget £m
Holywell	0.800	2.400
Flint	3.040	2.100
Deeside & Saltney	4.400	0.300
Buckley	2.400	0.300
Mold	1.230	7.200
Connah's Quay & Shotton	1.740	0.300
Total	13.610	12.600

2.00	RESOURCE IMPLICATIONS
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2.01	Financial implications - As set out in the body of the report.
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2.02	Personnel implications - None directly as a result of this report.
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	<p>At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding.</p>
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The Council has developed a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are actually received rather than when it is anticipated the receipt will be received, and this position continues to be the case. In recent years, much of the Council's investment programme has been funded from capital receipts. Whilst the Council's ability to generate significant capital receipts is getting harder the Council is in the process of negotiating a number of capital receipts and will wherever possible seek to identify assets for sale (as appropriate) which will address the funding shortfall in the current 3 year Capital Programme. There is risk relating to such receipts due to their size and complexity. The timing of these receipts are also subject to market forces outside of the Council's control. In line with current policy no allowance has been made for these receipts in reporting the Council's capital funding position.

When shortfalls in the Capital Programme are approved the funding is kept flexible. Options include a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of

	schemes can be considered. Capital budgets and funding options will be closely monitored and considered throughout the year.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	No consultation is required as a direct result of this report.

5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2019/20 Appendix B: Variances Appendix C: Investment in Towns

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Capital Programme monitoring papers 2019/20.

7.00	CONTACT OFFICER DETAILS
7.01	Contact Officer: Chris Taylor, Principal Accountant Telephone: 01352 703309 E-mail: christopher.taylor@flintshire.gov.uk

8.00	GLOSSARY OF TERMS
	<p>Budget Re-profiling: Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipts: Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p>Carry Forward: Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually committed expenditure.</p>

CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.

Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.

Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.

Non-current Asset: A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.

Section 106: Monies are received from developers/contractors pursuant to Section 106 of the Town & Country Planning Act 1990. These sums are available for use once the relevant terms of the individual agreement have been met. The monies are most commonly used for educational enhancement, play areas, highways and affordable housing.

Target Hardening: Measures taken to prevent unauthorised access to Council sites.

Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing - Each year Welsh Government provide Councils with a Supported Borrowing allocation. Councils borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.

Unsupported (Prudential) Borrowing: Borrowing administered under the Prudential Code, whereby Authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows Authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.

CAPITAL PROGRAMME - CHANGES DURING 2019/20

	Original Budget 2019/20	Carry Forward from 2018/19	Previously Reported			Changes (Current)	Revised Budget 2019/20
			Changes	Carry Forward to 2020/21	Savings		
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
People & Resources							
'Headroom'	0.250	0.180	0.000	0.000	0.000	(0.125)	0.305
Corporate Finance - H & S	0.000	0.023	0.000	0.000	0.000	0.000	0.023
	0.250	0.203	0.000	0.000	0.000	(0.125)	0.328
Governance							
Information Technology	1.057	0.199	0.000	0.000	0.000	0.001	1.257
	1.057	0.199	0.000	0.000	0.000	0.001	1.257
Education & Youth							
Education - General	0.500	2.434	0.585	0.000	0.000	(1.538)	1.981
Primary Schools	1.241	0.944	0.000	0.000	0.000	0.937	3.122
Schools Modernisation	3.952	0.000	0.000	0.000	0.000	2.213	6.165
Secondary Schools	4.000	0.708	0.000	0.000	0.000	1.998	6.706
Special Education	0.250	0.250	0.000	0.200	0.000	0.000	0.700
	9.943	4.336	0.585	0.200	0.000	3.610	18.674
Social Services							
Services to Older People	1.001	0.290	1.738	0.000	0.000	0.000	3.029
Learning Disability	0.000	2.729	(1.738)	0.000	0.000	0.000	0.991
Children's Services	0.000	0.065	6.150	0.000	0.000	0.085	6.300
	1.001	3.084	6.150	0.000	0.000	0.085	10.320
Planning, Environment & Economy							
Closed Landfill Sites	0.000	0.250	0.000	0.000	0.000	0.000	0.250
Engineering	0.000	0.361	0.062	0.000	0.000	0.000	0.423
Energy Services	0.000	0.000	0.018	0.000	0.000	0.000	0.018
Targeted Regeneration Investment	0.000	0.000	0.000	0.000	0.000	0.474	0.474
Ranger Services	0.000	0.050	0.000	0.000	0.000	0.000	0.050
Townscape Heritage Initiatives	0.000	0.000	0.013	0.000	0.000	0.000	0.013
Urban/Rural Regeneration	0.000	0.000	0.007	0.000	0.000	0.000	0.007
Private Sector Renewal/Improv't	0.000	0.000	0.147	0.000	0.000	0.078	0.225
	0.000	0.661	0.247	0.000	0.000	0.552	1.460
Streetscene & Transportation							
Waste - CCP Grant	0.000	0.000	0.180	0.000	0.000	0.000	0.180
Waste - Other	0.000	0.497	0.000	(0.497)	0.000	0.000	0.000
Highways	0.600	0.560	0.954	0.000	0.000	0.000	2.114
Local Transport Grant	0.000	0.000	7.203	0.000	0.000	1.300	8.503
Solar Farms	0.000	0.346	0.000	0.000	0.000	0.000	0.346
	0.600	1.403	8.337	(0.497)	0.000	1.300	11.143

	Original Budget 2019/20	Carry Forward from 2018/19	Previously Reported			Changes (Current)	Revised Budget 2019/20
			Changes	Carry Forward to 2020/21	Savings		
	£m	£m	£m	£m	£m	£m	£m
Strategic Programmes							
Leisure Centres	0.000	0.020	0.060	0.000	0.000	(0.009)	0.071
Play Areas	0.200	0.140	(0.033)	(0.100)	0.000	0.145	0.352
Libraries	0.000	0.106	0.000	0.000	0.000	0.000	0.106
Theatr Clwyd	0.500	0.158	0.000	(0.020)	0.000	1.012	1.650
	0.700	0.424	0.027	(0.120)	0.000	1.148	2.179
Housing & Assets							
Administrative Buildings	2.500	0.034	0.000	0.000	0.000	0.050	2.584
Community Asset Transfers	0.000	0.734	0.000	0.000	0.000	0.000	0.734
Affordable Housing	10.000	0.000	0.000	0.000	0.000	0.744	10.744
Disabled Facilities Grants	1.700	0.852	0.044	0.000	0.000	0.000	2.596
	14.200	1.620	0.044	0.000	0.000	0.794	16.658
Housing Revenue Account :							
Disabled Adaptations	1.082	0.000	0.000	0.000	0.000	0.000	1.082
Energy Schemes	0.639	0.000	0.000	0.000	0.000	0.000	0.639
Major Works	1.871	0.000	0.000	0.000	0.000	0.000	1.871
Accelerated Programmes	0.728	0.000	0.000	0.000	0.000	0.000	0.728
WHQS Improvements	18.624	0.000	0.000	0.000	0.000	0.000	18.624
SHARP Programme	11.264	0.000	0.524	0.000	0.000	0.000	11.788
	34.208	0.000	0.524	0.000	0.000	0.000	34.732
Totals :							
Council Fund	27.751	11.930	15.390	(0.417)	0.000	7.365	62.019
Housing Revenue Account	34.208	0.000	0.524	0.000	0.000	0.000	34.732
Grand Total	61.959	11.930	15.914	(0.417)	0.000	7.365	96.751

PEOPLE & RESOURCES

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
'Headroom'	0.305	0.000	0.305	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Corporate Finance - Health & Safety	0.023	0.000	0.023	0.000	0	0.000		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Total	0.328	0.000	0.328	0.000	0	0.000			

GOVERNANCE

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	1.257	0.111	1.037	(0.220)	(18)	0.000	£0.120m has been identified as a saving due to the current server system life being extended. £0.100m expenditure for the implementation of Storage Technology System 'Sharepoint' will now take place in 2020/21	Carry Forward - Request approval to move funding of £0.100m to 2020/21	
Total	1.257	0.111	1.037	(0.220)	(18)	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	1.981	0.271	1.981	0.000	0	0.000			
Primary Schools	3.122	0.963	3.122	0.000	0	0.000			
Schools Modernisation	6.165	4.752	6.165	0.000	0	0.000			
Secondary Schools	6.706	0.251	1.706	(5.000)	(75)	0.000	Castell Alun High School is currently in the pre-construction phase, with the construction works not due to commence until 2020/21	Carry Forward - Request approval to move funding of £5.000m to 2020/21	
Special Education	0.700	0.145	0.700	0.000	0	0.200			
Total	18.674	6.381	13.674	(5.000)	(27)	0.200			

Variance = Budget v Projected Outturn

SOCIAL SERVICES

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	3.029	0.345	3.029	0.000	0	0.000			
Learning Disability	0.991	1.016	0.991	0.000	0	0.000	Awaiting monies to be to be refunded against the scheme.		
Children's Services	6.300	0.006	6.300	0.000	0	0.000	2 year grant. Spend will be spread over 2019/20 and 2020/21. Budget to be amended in M9 to reflect split over the two years.	The Grant will be carried forward into 2020/21	
Total	10.320	1.367	10.320	0.000	0	0.000			

Variance = Budget v Projected Outturn

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0.250	0.000	0	0.000			
Engineering	0.423	0.001	0.423	0.000	0	0.000			
Energy Services	0.018	0.030	0.018	0.000	0	0.000		Funding to be introduced to match expenditure.	
Ranger Services	0.050	0.031	0.050	0.000	0	0.000			
Targeted Regeneration Investment	0.474	0.000	0.474	0.000	0	0.000			
Townscape Heritage Initiatives	0.013	0.038	0.013	0.000	0	0.001		Funding to be introduced to match expenditure.	
Urban / Rural Regeneration	0.007	0.016	0.007	0.000	0	0.009	Refurbishment to shop front.	CERA funding will be introduced to cover total expenditure.	
Private Sector Renewal/Improvement	0.225	0.247	0.225	0.000	0	0.000		Funding to be introduced to match expenditure.	
Total	1.460	0.364	1.460	0.000	0	0.010			

Variance = Budget v Projected Outturn

STREETSCENE & TRANSPORTATION

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services	0.180	0.000	0.180	0.000	0	(0.497)			
Highways	2.114	0.818	2.114	0.000	0	0.350			A grant funding request submitted to Welsh Government to mitigate the pressure of £0.350m was unsuccessful. Request that funding is used from the Economic Stimulus grant to alleviate any funding requirements in the Capital Programme.
Local Transport Grant	8.503	2.108	8.503	0.000	0	0.000			
Solar Farms	0.346	0.000	0.346	0.000	0	0.000			
	11.143	2.926	11.143	0.000	0	(0.147)			

Variance = Budget v Projected Outturn

STRATEGIC PROGRAMMES

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.071	0.047	0.071	0.000	0	0.000			
Play Areas	0.352	0.218	0.352	0.000	0	(0.100)			
Libraries	0.106	0.000	0.106	0.000	0	0.000		£0.030m pressure for the redevelopment of Flint Library, request from 'Headroom'	Aura have been awarded Welsh Government (WG) funding (£0.300m) for the redevelopment of Flint Library. Estimated cost of works (£0.350m)
Theatr Clwyd	1.650	0.859	1.635	(0.015)	(1)	(0.020)	Delay in purchasing equipment until 2020/21	Carry Forward - Request approval to move funding of £0.015m to 2020/21	
Total	2.179	1.124	2.164	(0.015)	(1)	(0.120)			

Variance = Budget v Projected Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	2.584	0.300	2.584	0.000	0	0.000			
Community Asset Transfers	0.734	0.014	0.734	0.000	0	0.000			
Affordable Housing	10.744	1.173	10.744	0.000	0	0.000			
Disabled Facilities Grants	2.596	0.678	2.246	(0.350)	(13)	0.000	A saving has been identified in relation to the DFG budget.		DFG spend is customer driven and volatile.
Total	16.658	2.165	16.308	(0.350)	(2)	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	1.082	0.420	1.082	0.000	0	0.000			
Energy Services	0.639	0.320	0.639	0.000	0	0.000			
Major Works	1.871	1.033	1.871	0.000	0	0.000			
Accelerated Programmes	0.728	0.160	0.728	0.000	0	0.000			
WFS Improvements	18.624	7.422	18.624	0.000	0	0.000			
SMRP	11.788	2.454	11.788	0.000	0	0.000			Projecting full spend although delays to the start of schemes will push spend into 2020/21.
Total	34.732	11.810	34.732	0.000	0	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2019/20 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
People & Resources	0.328	0.000	0.328	0.000	0	0.000			
Governance	1.257	0.111	1.037	(0.220)	(18)	0.000			
Education & Youth	18.674	6.381	13.674	(5.000)	(27)	0.200			
Social Services	10.320	1.367	10.320	0.000	0	0.000			
Planning, Environment & Economy	1.460	0.364	1.460	0.000	0	0.010			
Streetscene & Transportation	11.143	2.926	11.143	0.000	0	(0.147)			
Strategic Programmes	2.179	1.124	2.164	(0.015)	(1)	(0.120)			
Housing & Assets	16.658	2.165	16.308	(0.350)	(2)	0.000			
Sub Total - Council Fund	62.019	14.438	56.434	(5.585)	(9)	(0.057)			
Housing Revenue Account	34.732	11.810	34.732	0.000	0	0.000			
Total	96.751	26.247	91.166	(5.585)	(6)	(0.057)			

Variance = Budget v Projected Outturn

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INVESTMENT IN COUNTY TOWNS - 2018/19 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	18/19 ACTUAL £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	4,233	11	94	1,360	320	69		2,083	24	272									3,795	438	4,233
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	8,818			3,709	5,109														3,709	5,109	8,818
Holywell High School	399							399											399		399
Penyffordd CP	2,355		2,355																	2,355	2,355
School Extension & Remodelling:-																					
Ysgol Glan Aber	196					28	168												28	168	196
Castell Alun	50													50						50	50
SOCIAL CARE																					
LD Day Care Facility	2,902											960	1,942						960	1,942	2,902
Marleyfield EPH	73	73																	73		73
STREETSCENE & TRANSPORTION																					
Highways Asset Management Plan:-																					
Bridges	20			20															20		20
Street Lighting	1,479																1,479			1,479	1,479
Highway Maintenance	2,966	462	221	127	60	440	210	461	221	259	124	158	75	100	48				2,007	959	2,966
Transport Grant	5,789	61	205		198		115	20	697		75		2,345		350		1,723		81	5,708	5,789
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	230						230														230
LEISURE - AURA																					
Leisure Centres	2,186	3				949				1,167		67							2,186		2,186
Synthetic Sports Pitches	113											113							113		113
	31,809	610	2,875	5,216	5,687	1,486	722	2,963	942	1,698	199	1,299	4,362	100	448	0	3,202		13,372	18,437	31,809

AREA TOTAL 3,485 10,903 2,209 3,905 1,897 5,661 548 3,202

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
EXPENDITURE																						
HOUSING - HRA																						
SHARP	2,454	601	236	1		1		1,051	1	69			494							1,723	731	2,454
EDUCATION & YOUTH																						
21C Schools:-																						
CQ High School	3,015			1,015	2,000															1,015	2,000	3,015
Penyffordd CP	1,184			1,184																1,184	0	1,184
School Extension & Remodelling:-																						
Bagillt Ysgol Glan Aber	616					52	564													52	564	616
Hope Castell Alun	53												53							53	0	53
Flint Saint Richard Gwyn	85						85													0	85	85
SOCIAL CARE																						
LD Day Care Facility	1,016												1,016							1,016	0	1,016
Marleyfield EPH	309	309																		309	0	309
STREETSCENE & TRANSPORTION																						
Highways Asset Management Plan:-																						
Highways maintenance	818																431	387		431	387	818
Transport Grant	2,110								22				2,071		17					0	2,110	2,110
STRATEGIC PROGRAMMES																						
Thrór Clwyd - Redevelopment	853										853									0	853	853
Affordable Housing	1,490	351	510						235	394										745	745	1,490
	14,003	1,261	746	2,200	2,000	53	649	1,051	258	463	853	1,016	2,565	53	17		431	387		6,528	7,475	14,003

AREA TOTAL

2,007 4,200 702 1,309 1,316 3,581 70 818

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INVESTMENT IN COUNTY TOWNS - 2020- 2022 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	12,430																12,430		12,430		12,430
EDUCATION & YOUTH																					
21C Schools:-	8,190																	8,190		8,190	8,190
CQ High School																					
Castell Alun	207													207					207		207
SOCIAL CARE																					
Marleyfield Residential Home	1,381	1,381																	1,381		1,381
STREETSCENE & TRANSPORTION																					
Highways Asset Management Plan:-	1,200																1,200		1,200		1,200
Transport Grant	1,603																	1,603		1,603	1,603
STRATEGIC PROGRAMMES																					
Theatr Clwyd - Redevelopment	500									500									500		500
LEISURE - AURA																					
Synthetic Sports Pitches	272																272		272		272
	25,783	1,381	0	0	0	0	0	0	0	500	0	0	0	207	0	13,902	9,793	15,990	9,793	25,783	
AREA TOTAL		1,381		0		0		0		500		0		207		23,695					



CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Council Tax Base for 2020/21
Cabinet Member	Cabinet Member for Finance
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

Setting of the Council Tax Base is integral to the revenue budget and Council Tax setting process for 2020/21 and allows the Council, Police & Crime Commissioners Office for North Wales and Town/Community Councils to calculate next year's Council Tax precept.

The Base for 2020/21 has been calculated at 64,554 band D equivalent properties, after taking into account the total number of properties that will be subject to Council Tax, less those which are exempt from Council Tax or where statutory household discounts apply.

Setting in the Tax Base at 64,554 also represents growth in the Tax Base of 0.37% compared to the previous year, equivalent to an increase of 237 band D equivalent properties.

RECOMMENDATIONS

1	Approve the Tax Base of 64,554 band D equivalent properties for tax-setting purposes (as shown in Appendix 1) for the financial year 2020/21.
2	Continue to set a 'nil' discount for properties falling within any of the Prescribed Classes (A, B or C) and for this to apply to the whole of the County area.
3	Continue to set a 50% Premium for long term empty property and second homes falling into the Council Tax Premium scheme.

REPORT DETAILS

1.00	EXPLAINING THE COUNCIL TAX BASE FOR 2020/21
1.01	The Council fulfils the role of 'billing authority' for the collection of Council Tax and each year is required to set the Council Tax Base for the following tax year.
1.02	The calculation of the Base is always set as at 31 st October in each year which then allows the Council, the Police & Crime Commissioner for North Wales and Town/Community Council's to calculate next year's Council Tax precepts based on the estimated number of chargeable properties which are expressed as an equivalent number of Band 'D' properties.
1.03	The Council has previously made a determination to use discretionary powers to charge a 50% Council Tax Premium on long term empty homes and second homes. The continuation of this scheme in 2020/21 forms part of the Council Tax Base for Tax setting purposes.
1.04	Once approved, the Tax Base calculations (before adjusting for the assumed losses in collection) are also supplied to Welsh Government and are then used for the calculation of entitlements to Revenue Support Grant for 2020/21 and this figure will appear in The Local Government Finance Report (No 1) (Wales) 2020/21. This information will also be published in a national statistical release in January 2020.
1.05	The calculation of the Tax Base for 2020/21 is the measure of the taxable capacity for all areas in the County, including the additional taxable capacity for the Council Tax Premium, and is calculated in accordance with prescribed rules. The starting point for determining the Base is the Valuation List supplied by the Valuation Office Agency. The total number of properties in each band is then reduced by exemptions, disregards and discounts. Discounts include, for example, reductions for single-persons or students
1.06	The latest Tax Base has been calculated using a projected collection level of 98.9% with a 1.1% provision for bad debts. In other words, setting an assumed collection level of 98.9% is the level at which the Council will eventually collect from what is due to be paid. The projected collection level at 98.9% also recognises the estimated 0.1% increase in losses of collection as the Council is no longer permitted to issue committal action for non-payment as a result of changes implemented by Welsh Government.
1.07	To determine the final level of the Base, the Council is also required to determine what discount, if any, is awarded to owners of second or holiday homes (otherwise known as Prescribed Discount Class A and B properties) or long term empty properties (Prescribed Discount Class C).
1.08	The Council Tax Base for 2020/21 has also been calculated in line with current policies of not awarding discounts to any Prescribed Class coupled with the fact that some properties are liable to pay the 50% Premium.

1.09	The introduction of the Council Tax Discount scheme for Local Authority Foster Carers from April 2020 is not incorporated into the Tax Base since locally-funded discretionary discounts or exemptions made by billing authorities under section 13a of the Local Government Finance Act 1992 are specifically excluded from the Tax Base calculations. This is because any decrease in the Tax Base made as a result of such discounts or exemptions would lead to an increase in entitlement to Revenue Support Grant (RSG) and hence to the discounts being funded by central rather than local government.
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2.00	RESOURCE IMPLICATIONS
2.01	Setting the Tax Base is part of an annual process of determining Council Tax charges for the next financial year as part of the Councils overall 2020/21 budget preparations.
2.02	The Tax Base is also used by the Police & Crime Commissioner and Town/Community Council's to set their Council Tax precepts for 2020/21, which will be included in the bills sent to every Council Tax payer in March 2020.

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
3.01	The Council has a statutory duty to set a Council Tax Base and the proposed Tax Base is a complex calculation across 34 Town and Community areas requiring an accurate forecast for the next financial year of the number of chargeable properties after taking into account new builds, property exemptions and discount schemes, including those properties that are subject to the 50% Council Tax Premium scheme.
3.02	The key risks centre around financial prudence and accuracy of forecasts used to determine the Tax Base.
3.03	The Base is largely based on property data and discount levels at a fixed point in time (31 st October 2019) but includes a bad debt provision of 1.1% for non-collection, giving a forecasted eventual collection rate of 98.9%.
3.04	The Council Tax Base at 64,554 sets a Base at an accurate level to ensure, as far as possible, that a deficit does not occur in the Collection Fund.
3.05	Officers carefully track and monitor the Tax Base and Collection Fund performance on a monthly basis and the results feed into corporate budget monitoring and reporting processes.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	None.

5.00	APPENDICES
5.01	Appendix 1 shows the breakdown of the Tax Base for 2020/21 by Town and Community area.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<ul style="list-style-type: none"> • Local Government Finance Act 1992 – sections 22b(7) and 68 • Local Authorities (Calculation of Council Tax Base) (Wales) Regs 1995 • The Local Authorities (Calculation of Council Tax Base) (Wales) (Amendment) Regs 2016 • Council Tax (Prescribed Classes of Dwellings) (Wales) Regs 2004 • Housing (Wales) Act 2014 – section 139

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: David Barnes, Revenues Manager Telephone: 01352 703652 E-mail: david.barnes@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to partly fund services, alongside revenue from Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Tax Base: is a measure of the Councils ‘taxable capacity’ taking into account the number of chargeable properties after exemptions and discounts.</p> <p>Chargeable Dwellings: are all properties deemed to fall liable to Council Tax which appear in the Valuation List.</p> <p>Prescribed Discount Classes: Special rules apply to certain dwellings where no-one is resident. In these cases, a Welsh billing authority may make a determination to apply a lower rate of discount or, to apply no discount at all. These classes are:</p> <ul style="list-style-type: none"> • Class A – property which is unoccupied and furnished but where occupation is prohibited by law for over 28 days each year • Class B – property which is unoccupied and furnished and where occupation is not prohibited by law

- Class C – property which is unoccupied and substantially unfurnished beyond the normal exemption period.

Council Tax Premium: an additional amount of Council Tax of up to 100% (a premium) can be charged by local authorities in Wales for property defined as either being second homes or long term empty property. For the purposes of charging a premium a long term empty home is defined as a property which is unoccupied and substantially unfurnished for a continuous period of at least 1 year. A second home is defined as a dwelling which is not a person's sole or main residence and is substantially furnished. There are some exceptions from the Council Tax premium for a period of up to 12 months. For example, if the property is being actively marketed for rent or sale.

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APPENDIX 1 - COUNCIL TAX BASE FOR 2020-21

Community	2020-21 Properties at Band 'D'	2019-20 Properties at Band 'D'
Argoed	2,510.11	2,475.39
Bagillt	1,481.49	1,475.14
Broughton & Bretton	2,773.61	2,731.92
Brynford	481.86	475.09
Buckley	6,688.26	6,680.20
Caerwys	647.82	625.22
Cilcain	738.02	740.79
Connahs Quay	6,168.30	6,165.17
Flint	4,890.12	4,794.37
Gwernaffield & Pantymwyn	1,020.79	1,023.01
Gwernymynydd	568.16	566.79
Halkyn	1,348.63	1,360.81
Hawarden	6,342.97	6,340.43
Higher Kinnerton	864.30	852.75
Holywell	3,342.05	3,371.72
Hope	1,846.05	1,851.99
Leeswood	851.89	860.86
Llanasa	1,970.47	1,966.02
Llanfynydd	886.41	876.99
Mold	4,375.42	4,382.17
Mostyn	705.98	708.77
Nannerch	274.13	277.55
Nercwys	307.93	307.11
Northop	1,585.37	1,559.98
Northop Hall	832.30	813.79
Penyffordd	2,012.19	2,035.92
Queensferry	704.49	703.11
Saltney	1,927.04	1,888.89
Sealand	1,163.00	1,176.83
Shotton	2,215.77	2,205.92
Trelawnyd & Gwaenysgor	416.54	420.34
Treuddyn	757.98	755.24
Whitford	1,157.79	1,169.23
Ysceifiog	696.76	677.49
Total Band 'D' Equivalent Properties	64,554.00	64,317.00

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CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Progress for Providers Update
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

This report provides members with an update on 'Progress for Providers – Creating a Place Called Home ... Delivering What Matters' including the roll-out of the programme to domiciliary care providers.

The report also provides an opportunity to raise awareness of the project and its outcomes.

RECOMMENDATIONS

1	To advise of the impact of 'Progress for Providers – Creating a Place Called Home ... Delivering What Matters'.
2	To provide details of ongoing actions and initiatives underway to further develop the programme.

REPORT DETAILS

1.00	EXPLAINING PROGRESS FOR PROVIDERS
1.01	<p>Background</p> <p>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.</p>
1.02	<p>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.</p>
1.03	<p>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.</p>
1.04	<p>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.</p>
1.05	<p>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 initial phase of the programme.</p>
1.06	<p>These homes have embarked 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.</p>
1.07	<p>In order to recognise 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.</p>
1.08	<p>To show the progression, Flintshire introduced 3 levels of accreditation which are validated by the Flintshire Contract and Commissioning Team in</p>

	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.
1.09	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.
1.10	Progress to Date Currently 15 Residential Care Homes in Flintshire have been successful in achieving Bronze accreditation. Flintshire's Contract Monitoring Officers have carried out a short review of 14 of these homes to ensure that person centred practice is sustained and embedded.
1.11	Work has been completed to develop guidance and paperwork for Silver accreditation and 6 of the homes who achieved Bronze are now working towards Silver accreditation. The remaining 9 homes are completing their review process before also moving forward to Silver.
1.12	Work has been underway to develop 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. Domiciliary Care providers will start at Silver accreditation, due to the nature of their work.
1.13	The work in Domiciliary Care is nearing completion and 2 Domiciliary Care agencies have started their Silver Accreditation with 2 more about to start in the Autumn.
1.14	To support the achievement of Silver accreditation, a year-long learning and development programme has been designed and is being delivered to support the delivery of Outcome Focused Care Planning – Appendix 1 is a flyer providing details of the programme.
1.15	The Progress for Providers programme has also lead us to realise the importance of recruitment in the care sector and that individual's values are as important a consideration as their qualifications. We have again engaged with Helen Sanderson Associates to develop a Values Based Recruitment programme which has been delivered to both our own in-house Provider Services and HR as well as the Independent Sector Care Providers. Appendix 2 is a flyer detailing the programme.
1.16	Next Steps The Social Services Contracts and Commissioning team are continuing to work with the remaining care homes to move them towards Bronze accreditation. 2 homes have started their Bronze accreditation and 3 more are starting in the Autumn. The remaining homes are currently being monitored through quality monitoring processes and we will review their appropriateness for the programme over time.

1.17	To support the 6 homes who are working on Silver to complete their accreditation and to enrol the remaining 9 homes on Silver over the next nine months.
1.18	To support the 2 domiciliary providers to complete their Silver accreditation and work with the next cohort to achieve the same.
1.19	To design a deliver training course for all Social Services staff on how to utilise the 'Progress for Provider Tools' to support them in their work.

2.00	RESOURCE IMPLICATIONS
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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.
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3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT
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3.01	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.
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4.00	CONSULTATIONS REQUIRED/CARRIED OUT
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4.01	During the initial design and implementation phase, consultation events and activities were held with all stakeholders.
4.02	With the development of the programme into Domiciliary Care further consultation and collaboration work has been undertaken with representatives from the sector to ensure the tools and guidance is fit for purpose.

5.00	APPENDICES
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5.01	Appendix 1 – Outcome Focused Care Planning Flyer.
5.02	Appendix 2 - Flyer for Value Based Recruitment.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	None.
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7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Jane Davies – Senior Manager Safeguarding and Commissioning</p> <p>Telephone: 01352 702503</p> <p>E-mail: jane.m.davies@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
	<p>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.</p> <p>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.</p>

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PROGRESS FOR PROVIDERS (SILVER & GOLD)

Outcome Focused Care Planning for Social Workers and Care Managers

The purpose of this training programme is to support the delivery of Outcome Focused Care Planning for care homes who have achieved Bronze accreditation through Progress for Providers and are now moving towards Silver and Gold accreditation.

The training will be delivered as three classroom training session (1 day each) interspersed with three Action Learning Sets.

Training Sessions

Day 1: What is an Outcome Based Approach?

The session aims to support participants to:

- identify how legislation changes the relationship between providers and individuals receiving services
- increase awareness and understanding of outcomes based approaches
- build on views, values and experiences of taking an outcome focused approach.

Day 2: Outcome Based Approaches in Practice

The session aims to support participants to:

- increase awareness and understanding of an outcome focussed approach to practice
- increase confidence for practising an outcome focused approach.

Day 3: Embedding Outcome Based Approaches

The session aims to support participants to:

- reflect on changes to thinking and practice in relation to outcome based approaches
- identify the impact of an outcome based approach on wellbeing and outcomes for citizens
- identify strategies that will be used to ensure outcome based practice is continually embedded.

Action Learning Sets

Three Action Learning Set Sessions will take place in between the training sessions. These will provide participants with the opportunity to bring real scenarios to the group to discuss how an outcome based approach can be put into practice.

1:1 Coaching

Finally, 1:1 coaching sessions will be held with each social care and provider manager. These dates will be arranged separately with the managers.

Target Audience

- All Bronze Accredited Independent Care Sector Residential Care Home Managers
- All FCC Older People's Services Social Workers
- All FCC Older People's CCOs
- All FCC Older People's Team Managers
- All FCC Residential Care Home Manager
- All FCC Extra Care Managers
- All FCC Home Care Managers

A separate training session will be available for FCC Reviewing Officers, details to follow.

A separate Responsible Individual Planning Session will also be available, details to follow.

Course Information:

This training programme is being run in three Cohorts to allow as many people as possible to take advantage of the programme. You can attend any Cohort, but you must remain with your cohort group throughout the 6 sessions (the 3 training sessions and the 3 action learning sets)

Please ensure you are available to attend all the dates for your cohort.

Trainer: Vicky Allen – Welv Consulting

Cohort 1

Training Sessions: 10th May, 8th July and 5th November
9:30am – 4:30pm
Venues to be confirmed

Action Learning Sets: 6th June, 4th September and 21st January '20
These will be half day sessions, times to be confirmed
Venues to be confirmed

Cohort 2

Training Sessions: 13th May, 17th July and 11th November
9:30am – 4:30pm
Venues to be confirmed

Action Learning Sets: 10th June, 5th September and 28th January '20
These will be half day sessions, times to be confirmed
Venues to be confirmed

Cohort 3

Training Sessions: 17th May, 18th July and 19th November
9:30am – 4:30pm
Venue to be confirmed

Action Learning Sets: 18th June, 10th September and 4th February '20
These will be half day sessions, times to be confirmed
Venue to be confirmed

Booking Information:

To book your place on this FREE Training Programme please contact:

Yvonne Gelder on (01352) 702536 or yvonne.gelder@flintshire.gov.uk

At time of booking, please confirm which Cohort you will be attending.

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Training is FREE & Priority will be given to Managers who have achieved BRONZE ACCREDITATION IN PROGRESS FOR PROVIDERS and are looking to progress to SILVER & GOLD AWARD.

Values-Based Recruitment Programme

Our step-by-step programme will help you transform the way you find great staff



Are you looking to learn how to improve the way you find and recruit great colleagues?

WE OFFER:

- An awarding winning training programme, which offers care and support providers and selected staff groups the opportunity to design a bespoke values based recruitment process for your organisation.
- The programme is delivered via a flexible online format of learning and development, plus face-to-face sessions for larger groups.
- This programme is delivered by Helen Sanderson Associates an acclaimed training provider.

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What you will learn

- How recruiting to values can transform your workforce and their performance.
- How to move from traditional specifications to describe the roles in ways that reflect values.
- Radically different approaches to workshops and interviews.
- How to use social media to run Values-Based Recruitment campaigns.
- How to design a Values-Based Recruitment process that works for your organisation.
- Co-production in Values Based Recruitment.
- How to overcome challenges in implementation, with our support.

How you will learn

Learn: Take part in seven online weekly 2 hour sessions, each focusing on a specialist area.

Design: Session to design your organisation's Values-Based Recruitment process.

Implement: participate in three 1-hour problem-solving sessions with a member of our team, effectively implementing what you've learnt.

ONLINE SESSION:

SESSIONS RUN FROM 3PM TO 5PM

If you are not able to attend any of them we will send you the recording of the session so that you can catch up at your own pace.

DATES OF ONLINE SESSIONS:

1. 6TH MARCH 2019
2. 13TH March 2019
3. 20th March 2019
4. 27th March 2019
5. 3rd April 2019
6. 10th April 2019
7. 17th April 2019

FACE TO FACE SESSIONS WILL BE CONFIRMED ONCE YOUR APPLICATION HAS BEEN RECEIVED.

TO APPLY FOR THIS TRAINING PLEASE COMPLETE THE APPLICATION FORM ATTACHED

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CABINET

Date of Meeting	Tuesday, 19 th November 2019
Report Subject	Regional Learning Disability Programme: Report on Progress
Cabinet Member	Cabinet Member for Social Services
Report Author	Chief Officer (Social Services)
Type of Report	Operational

EXECUTIVE SUMMARY

This report gives an overview of the work of the “North Wales Together; Seamless Services for people with Learning Disabilities” programme which is being funded by Welsh Government (WG) via the Regional Partnership Board (RPB) and hosted by Flintshire. Neil Ayling, Chief Officer Flintshire and Lesley Singleton Director Partnerships Mental Health and Learning Disability, BCUHB are the lead directors.

The programme is developed with the individuals with a learning disability and their families, the 6 Local Authority areas, the Betsi Cadwaladr University Health Board, (BCUHB) and the third sector.

The aim of the programme is to seek out and develop best practice, shaping models of support for Learning Disabilities Services in North Wales that can be trialled during the course of the project and adopted and taken forward alongside the North Wales Learning Disability Strategy (2018-2023) following the end of the programme in December 2020.

The Institute of Public Care (IPC) at Oxford Brooks University have been appointed to evaluate the programme.

RECOMMENDATIONS

1	The direction of the Learning Disability Programme is supported by Cabinet.
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REPORT DETAILS

1.00	EXPLAINING THE REGIONAL LEARNING DISABILITY PROGRAMME: REPORT ON PROGRESS
1.01	The purpose of the project is identified below; 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.
1.02	Background The project is funded via a bid made for monies linked to "A Healthier Wales". It is one of 4 complementary bid made by the RPB against monies made available to fund transformations in services by Welsh Government.
1.03	Phasing The work falls into three phases though it is acknowledged there will be some fluidity between the three. They are; Mapping what's happening across the region; June 19 to September 19. Adoption of models; Sept 19 to Dec 19. Facilitation of models. Jan 20 to Dec 20.
1.04	Work Streams Five work streams are identified in the LD Strategy with a planning and development officer linked to each. In addition there are post attached to each of the three North Wales sub-regions. <ul style="list-style-type: none"> • Integrated Systems • Technology • Workforce development • Community and Culture Change • Commissioning and Procurement. Flintshire lead on the Community and Culture change work stream and are involved, amongst other things, in projects around the opportunity to think differently about the use of Direct Payments, Project Search, Relationships and Social links for people.
1.05	Emerging themes from the first phase There is innovative practice to be found in North Wales, and this can be shared and rolled out across the region, however, the following points are relevant: <ul style="list-style-type: none"> • The general profile and rights of people with Learning Disabilities needs to be raised within the wider community. • Fewer than 2% of people with a LD in paid employment in Wales. The National Average UK average is 17%. • Pooled budgets should be supported as there is evidence that the resources in the health and social care system could deliver better outcomes for people. This work stream is being driven forward by the LD programme and trialled in Anglesey.

1.06	<p>Themes in relation to the strategy work-streams</p> <p>Having the right support.</p> <ul style="list-style-type: none"> • People need to be better supported to be able to access 'mainstream' and more casual opportunities e.g. gig buddies but also general access to community resources. The project will be working on facilitating adoption of Gig buddie, stay up late campaign, and friendship groups. • A care provider event has taken place to consider and address how we improve outcomes for people. There is a general view that care providers would like to modernise and move away from traditional support but require clear guidance and support to do so from commissioners in relation to funding and positive risk taking. • Direct Payment support for families is required, not to access contractual and financial support as that exists, but to work out how they can meet their outcomes in person centred, imaginative and inclusive ways. Wider than just service solutions. We are working on a brokerage model for DPs which takes it wider than just employment and payroll support. To encourage the market to provide. We are also investigating development of protocols to ensure Direct Payments are accessible to those who are jointly funded with Health.
1.07	<p>Friendships and relationships</p> <ul style="list-style-type: none"> • Citizens report that this area is extremely important to them, and is therefore one the project is prioritising. We will re-establish a regional co-production group focused on relationships.
1.08	<p>Something meaningful to do</p> <ul style="list-style-type: none"> • People with LD want to work and volunteer. • Project Search is being taken forward in Flintshire and will be considered for wider roll out across the region.
1.09	<p>Having a good place to live. Accommodation</p> <ul style="list-style-type: none"> • Intermediate services are not in place or sufficiently robust. Step up step down/Intermediate level of care to support for those with complex needs in a crisis to be investigated. • The only accommodation options available at present in an emergency situation are residential placements, these are often out of county. There may be opportunities on a Sub-regional (East) to work together on providing 24 hr needs temporarily whilst alternative long term placements are sought, or enablement and progression approaches to be applied to assess and skill up individuals in daily living tasks. • Pathways to be developed supported by agreement which allow the funding of an individual placed in another county where that is appropriate and agreed.
1.10	<p>Being healthy</p> <ul style="list-style-type: none"> • There is low uptake of health checks. Health checks to have some impetuous in Anglesey with the purpose of developing better processes across the region (potentially supported electronically).

	<ul style="list-style-type: none"> Information accessibility is an issue. Pathways and publicity to be developed in different formats to sustain checks and screening following project. Inpatient settings will also need to adapt to transformation. Review of inpatient services required to ensure transformation to community services is reflected in what is being offered in the inpatient setting.
1.11	<p>Being safe.</p> <p>Technology. Rolling out and developing new approaches. Specialist input to be sought to ensure accessible, centrally located information. Website blueprints to be explored.</p> <p>Safe places scheme has been successful in Wrexham and will be considered for potential roll out across the region.</p>
1.12	<p>Children's</p> <ul style="list-style-type: none"> Progression and enablement in transition to be investigated. A dedicated Children's event has been held, very well attended, well received and has informed children's priorities in the programme.
1.13	<p>Carers</p> <ul style="list-style-type: none"> Developments in line with Regional Carers strategy. Planning for the future of concern to parents and current approaches need to be improved. Parents, carers and individuals have to battle for diagnosis and support. Consultation happening to identify what can be done to address this.

2.00	RESOURCE IMPLICATIONS
2.01	<p>There is no budget for FCC.</p> <p>This programme is funded in total by Welsh Government, equally for 1.09 when over 2 ½ years.</p>

3.00	IMPACT ASSESSMENT AND RISK MANAGEMENT					
3.01	<table border="1"> <tr> <td>Long-term</td> <td>Positive – Taking a regional approach working with the other five North Wales Authorities and Betsi Cadwaladr University Health Board (BCUHB) helps social services and the wider council deliver on its duty to prioritise services in relation to people with a Learning Disability.</td> </tr> <tr> <td>Prevention</td> <td>Positive – The transformation project is working to deliver on work streams within the North Wales Learning Disability strategy, Increasing preventative services in the community will minimise the escalation of critical need.</td> </tr> </table>	Long-term	Positive – Taking a regional approach working with the other five North Wales Authorities and Betsi Cadwaladr University Health Board (BCUHB) helps social services and the wider council deliver on its duty to prioritise services in relation to people with a Learning Disability.	Prevention	Positive – The transformation project is working to deliver on work streams within the North Wales Learning Disability strategy, Increasing preventative services in the community will minimise the escalation of critical need.	
Long-term	Positive – Taking a regional approach working with the other five North Wales Authorities and Betsi Cadwaladr University Health Board (BCUHB) helps social services and the wider council deliver on its duty to prioritise services in relation to people with a Learning Disability.					
Prevention	Positive – The transformation project is working to deliver on work streams within the North Wales Learning Disability strategy, Increasing preventative services in the community will minimise the escalation of critical need.					

Integration	Positive – Making sure that Health and social services work together to support people with a learning disability.
Collaboration	Positive – The transformation project has been developed as part of the LD strategy produced jointly with the six North Wales authorities and BCUHB and supported by Public health Wales
Involvement	Positive – significant consultation with people and their families, people have told us and what is important to them.
Well-being Goals Impact	
Prosperous Wales	Positive – The transformation work will develop further the skills of the workforce and support employment of more people with a learning disability in paid work.
Resilient Wales	Positive – Working across the regional to ensure public places are accessible to the LD community. Supporting people to remain in their own communities.
Healthier Wales	Positive – Peoples physical health will benefit from the health check programmes being developed for people with a LD.
More equal Wales	Positive –People with a learning disability will be supported to fulfil their potential.
Cohesive Wales	Positive – Valuing people and having access to communities, people with LD more visible and active in local communities.
Vibrant Wales	Positive – supporting culture change where people with an LD are valued for their contribution to their local community, diversity and acceptance is a key part of the strategy.
Globally responsible Wales	Positive – The strategy plays its part in making sure Wales is a safe and welcoming place for people with a LD.

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	Strategy consultation undertaken prior to development of strategy. This programme of work is coproduced with individual with a Learning Disability. IPC will evaluate and provide an outcome report

5.00	APPENDICES
5.01	Learning Disability Strategy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None.

7.00	CONTACT OFFICER DETAILS
7.01	<p>Contact Officer: Kathryn Whitfield, Programme Manager. North Wales Together, Seamless Services for people with Learning Disabilities. Telephone: 07770598073 E-mail: Kathryn.whitfield@flintshire.co.uk</p>

8.00	GLOSSARY OF TERMS
	<p>Learning Disability (LD). A Learning Disability is a reduced intellectual ability and difficulty with everyday activities. (Mencap definition).</p> <p>Direct Payments are a payment made by a local authority social services department to an individual who has been assessed as having care and support needs who wish to arrange their own care and support services.</p> <p>Active support is a method of enabling people with Learning Disabilities to engage more in their daily lives. (British institute of Learning Disabilities).</p> <p>Positive Behaviour Support (PBS) is a way of supporting people who display behaviours that challenge those around them.</p> <p>Community of practice. A group of individuals with a shared interest that comes together to share learning and support the development of those interests, in this case a shared commitment to supporting people with behaviours that challenge.</p> <p>Challenging Behaviour or behaviours that challenge can include hitting and kicking other people, throwing things or self-harming behaviour. Behaviour is challenging if it is harmful to the person and others around them, and if it stops the person achieving things in their daily life (Mencap).</p> <p>Profound and multiple Learning Disabilities. PMLD. People with severe and profound disabilities. This term covers those who have learning disabilities and physical disabilities where their issues compound to cause</p>

increased barriers to care and support and within the community and care environments.

Intermediate care. Support which breaches the gap between care in one's own home and within your own community and hospital, residential or nursing homes and could prevent an individual from having to step up to that level of care, hence potentially losing their home.

Shared lives is a support model which enables individuals to live with and receive support from a paid carer with whom that individual shares a home.

Health Checks is a reference to the system of paying GP surgeries to provide a structured health check to people with a diagnosed Learning Disability.

ALN. Additional Learning needs is a piece of legislation due to be enacted in 2020 which lays out responsibilities for Local authorities and partners in relation to the learning needs of people with additional requirements up to the age of 25.

Safe places is a scheme that works with communities and individuals to identify designated places within that community to which a person can go if they feel unsafe whilst out and about in that community.

Integrated Care Fund (ICF) is a time limited fund which was set up to fund set term projects enabling innovation and integration within Health and Social Care.

Coproduction refers to a way of working where citizens and service providers and commissioners work together to produce services and arrangements that meet their outcomes.

Bryn Y Neuadd was the North Wales specialist hospital for people with Learning Disabilities based in Llanfairfechan. Its use has now been broadened out to accommodate other BCUHB services but it still houses the offices for the LD Senior Management team, consultants and the Assessment and Treatment unit alongside some residential services for people with complex needs.

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GOFAL A LLESIANT **GOGLEDD CYMRU**

NORTH WALES SOCIAL CARE AND WELL-BEING
SERVICES IMPROVEMENT COLLABORATIVE

North Wales Learning Disability Strategy 2018 to 2023

An Easy-Read version is available



Contact us

North Wales Social Care and Well-being Improvement Collaborative

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Our vision for North Wales

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 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.

To achieve our vision and provide services based on what matters to people we have planned the five work packages below that will set out how we will change things in order to achieve good lives for people with learning disabilities. These will be developed jointly with people with learning disabilities.

- **Integrated structures:** Making sure health and social services work together better to support people with learning disabilities. 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.
- **Workforce development:** Making sure staff know how to communicate well with people with learning disabilities and change services to make them easier to use. This will help people get the health care they need. Make sure people who want support in Welsh can get it without having to ask.
- **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 support people to be more independent.

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 strategies and programmes including:

- The [North Wales Together for Mental Health Strategy](#)
- The [North Wales Integrated Autism Service](#)
- The [North Wales Carers Strategy](#)
- 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 and implementing the Additional Learning Needs Act.
- 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).

Please note, the term learning disability should not be confused with the term *learning difficulty* which is used in education as a broader term which includes people with specific learning difficulties such as dyslexia (Emerson and Heslop, 2010). This strategy is about people with learning disabilities.

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 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.

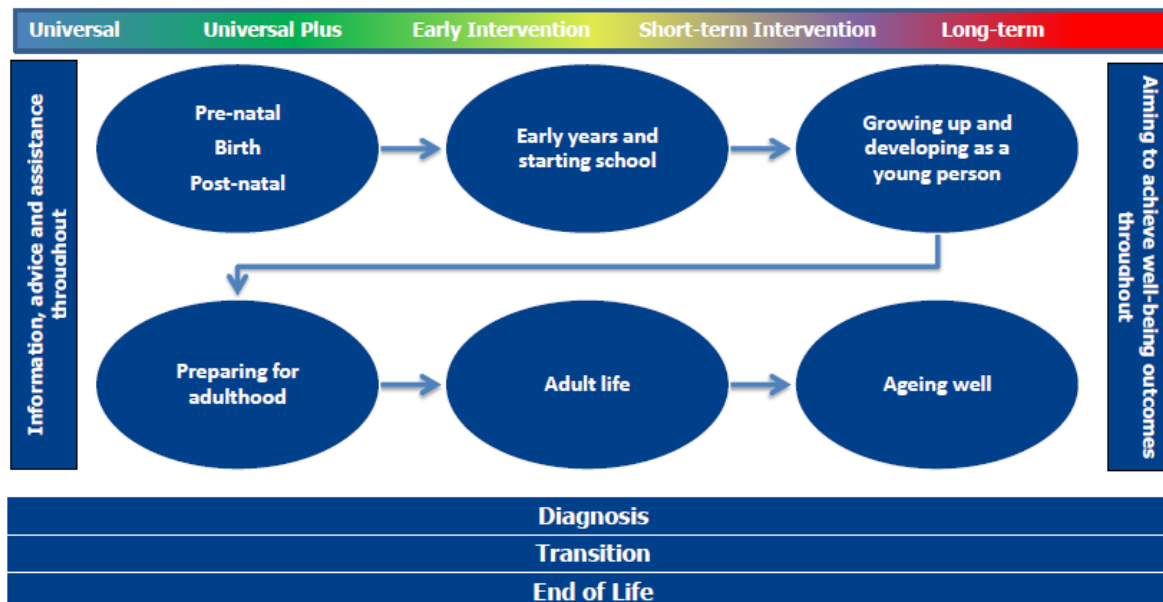
The social model of disability

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 on [our website](#).

- [North Wales Learning Disability Strategy Consultation Report](#)
- [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 of 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 2018 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 has changed the way people's needs are assessed and the way services are delivered so that people have more of a say in the care and support they receive. The act also promotes a range of help available within the community to reduce the need for formal, planned support.

The act replaces parts of the Children Act 1989. There is a new definition of a 'child at risk' and a duty to report a child at risk for all relevant partners of a local council. When a child has been reported as at risk the follow up action by the local council will be the same as that required by section 47 of the Children Act 1989. Disabled children were classified as 'children in need' under the Children Act 1989. The concept of a 'child in need' is not replicated in the new act which refers to children and young people who have a need for care and support defined around ability to achieve the well-being outcomes outlined in the act around education, health and so on.

This strategy is based on the principles of the Social Services and Well-being (Wales) 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 sets 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 Improving Lives 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 public 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

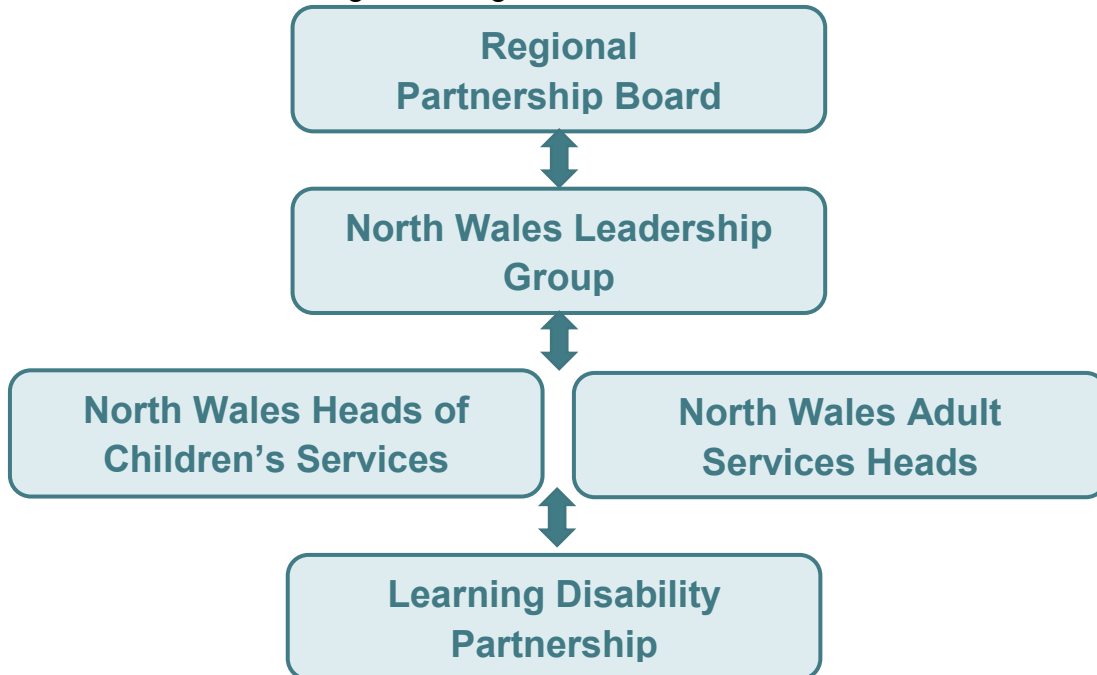
More information about the consultation and engagement that took place to develop the strategy is available in the [consultation report](#).

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 is being provided through the groups below and we will review and strengthen the governance as needed.



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](#).

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](#). 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](#)).

In place of data about the number of children who have a learning disability we have used data about the number of children who have a [learning difficulty](#), which is a broader term which includes people with specific learning difficulties such as dyslexia. We have also used data about the total number of disabled children which includes children who have a physical disability but not a learning disability.

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. Councils 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

County	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 ([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.

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.

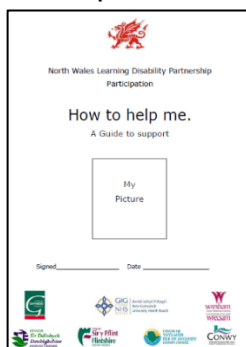
What people have told us

This section is a summary of what people have told us matters to them. The strategy has been based on the findings of the consultation and much more detail is available in the full [consultation report](#). This summary may not cover every issue that matters to people and it is very important that people can continue to have their say as we put the strategy into action.

Regional participation group

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

When asked about their needs most people spoke about their relationship with their care manager and other staff (CSSIW, 2016). 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.

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 around £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, 2016-17

	£ thousands	£ thousands
<i>Social services expenditure</i>		
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
<i>BCUHB expenditure</i>		
Mental health and learning disabilities division (including continuing health care)	32,000	
Primary care and other contracts	370	
Total BCUHB		32,000
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 of learning disability, which may include counselling for parents if a specific condition or syndrome is identified.

Support for parents

Support should begin before birth for children identified of being at risk of a learning disability 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.

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 accessible and 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 to 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. Interventions available from child learning disability teams include PACT, Musical Interaction Therapy, Incredible Years ASD programmes, Earlybird programmes, Child Development Centres, Preschool Development Teams and school age learning disability health teams.

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

People with learning disabilities will often have communication difficulties, either because of the learning disability itself, or due to an associated physical or sensory impairment. Between 50% and 90% of people with learning disabilities have communication difficulties and many people with profound and multiple learning disabilities (PMLD) have extremely limited communication ability which may be restricted to eye gaze and changes in facial expression (Royal College of Speech and Language Therapists, 2017). While communication difficulties vary greatly from person to person, the following areas are commonly found to be of difficulty with this group (Kelly, 2002):

- understanding speech, writing and symbols, and interpreting environmental sounds,
- having a sufficient vocabulary to express a range of needs, ideas or emotions
- being able to construct a sentence
- maintaining focus and concentration in order to communicate
- fluency, for example, stammering
- being able to articulate clearly which may be due to related physical factors
- social skills, a lack of which may prevent positive interactions with people

Dysphagia (swallowing disorder) is also a common associated condition for people with learning disabilities. It is difficult to know how many people with learning disabilities have dysphagia due to the way it is reported as part of other health conditions but it is estimated that around 15% of people with learning disabilities need support to eat and drink and 8% of people known to learning disability services have dysphagia (Public Health England, 2016). Speech and language therapists support individuals with dysphagia by playing a key role in diagnosing dysphagia and supporting people to eat and drink safely. Early intervention by speech and language therapy can help prevent hospital admissions for people with dysphagia.

Children with complex needs

There are different ways of defining children with complex needs. Children may have complex needs due to:

- chronic health conditions, including life-limiting conditions;
- sensory impairment;
- physical disability;
- displaying risky, challenging and/or harmful behaviours;
- mental ill health;
- learning disability and / or autism; and / or,
- context, for example, abuse, neglect, growing up with domestic violence or growing up as a refugee/asylum seeker. The circumstances of some young people will become complex because in addition to their original needs they have also become involved in the youth justice system.

The definition agreed by the National Commissioning Board (2018) highlighted that not all children with one or more of the needs listed above will have complex needs. The key message is that:

‘Complex is not a label we should give a child. We should recognise that it is a description of the complex service response needed to meet their needs. The service response is complex in nature because it requires collaboration from at least two, if not three or four services and often cross-border provision’.

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.

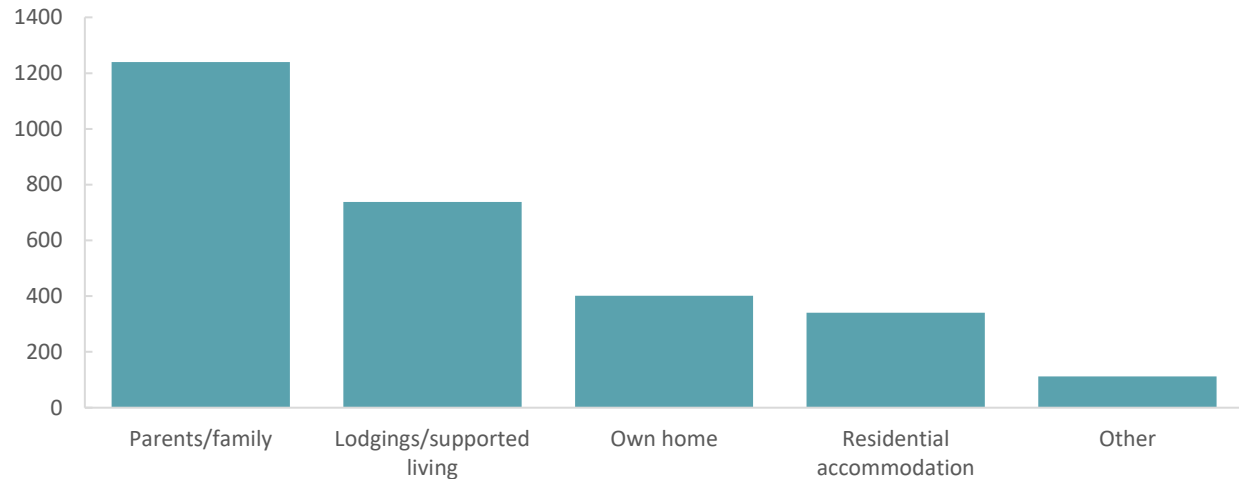
Early years: the change we want to see

- 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 and accessible 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](#)). Children with learning disabilities may need adaptations to their home or to move to a more adaptable home. There can be long waits for the adaptations or for suitable housing, which needs addressing through housing strategies and other multi-agency responses. Unsuitable housing increases stress on the whole family.

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 a 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 (NASH) 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

Data collected for the strategy found that there were around 20 children and young people aged under 18 who were placed out of county or region. Fewer 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.

For adults there were around 160 people placed out of county or region, with around 20 of these placed out of county by choice, for example to be closer to family.

We want to reduce the number of people placed out of their area because of a lack of suitable placements locally. We have collected more detailed data for the strategy (a summary is included in [appendix 1](#)) to help us address this as we put the strategy into action.

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 attention deficit hyperactivity disorder (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 each areas’ plans 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 nine special schools in North Wales with a total of 1,300 pupils. However, most children and young people with learning disabilities attend mainstream schools ([appendix 1](#)). Children and young people with additional learning needs are supported within mainstream schools and support is also available from specialist Additional Learning Needs and Inclusion Teams with advice, modelling and training. Support can include educational psychology, specialist teachers and specialist teaching assistance.

Young people with learning disabilities can access support with options when leaving school from Careers Wales and local authorities. They can also currently access support from grant funded programmes such as TRAC and ADTRAC.

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 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).

Five ways to well-being

Having something meaningful to do is an important part of the 'Five Ways to Wellbeing', which is a set of evidence based public health messages aimed at improving the mental health and well-being of the whole population. The five actions people can take to improve their well-being are: *connect, be active, take notice, keep learning and give*. All of the themes in the strategy about supporting people to have good lives will also contribute to these.

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.

The right support is important to help facilitate friendships and relationships for people with learning disabilities and needs to include positive risk taking. This includes the recognition of people's rights to a sexual relationship as long as they have the capacity to consent to one. More information is available about the [relationships event](#) held by the Learning Disability Participation Group. There is also potential for short breaks to support people with learning disabilities to develop friendships and relationships.

Friends, family and relationships: the change we want to see

- More people with learning disabilities will be involved in their local community.
- The rights of people with learning disability to engage in relationships are recognised.
- Support workers and carers are supported to facilitate relationships and positive risk taking.

Being safe

Often as a result of their disability, disabled children are more vulnerable to abuse and neglect in ways than 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 where 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. People with

learning disabilities may also be at risk of being victims of other crimes, such as modern slavery.

The Sexual Exploitation Risk Assessment Framework (SERAF) tool includes learning disability as a vulnerability factor for child sexual exploitation.

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 reported who may be at risk or subject to a forced marriage from 2010 to 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. This can include 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 to 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). At least 60% of young people in the youth justice system have communication needs (Bryan and Mackenzie, 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. Resources available to support professionals working with young people in the youth justice system include Sentence Trouble (The Communication Trust, 2010) and [The Box learning journey](#) developed by the Royal College of Speech and Language Therapists.

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

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). The causes of health inequalities include:

- social factors such as poverty and poor housing;
- an increased risk of health problems associated with specific conditions;
- difficulties with communication and understanding of health issues;
- individual lifestyles such as poor diet and lack of exercise; and,
- the way healthcare is delivered (Learning Disabilities Observatory, 2011).

Annual health check

Annual health checks help people with learning disabilities to stay well by finding any problems early so they can get the right care. 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.

Screening programmes

National screening programmes available in Wales include specific cancer, non-cancer and maternal and child screening programmes ([appendix 1](#)). Data collected by the North Wales Health Liaison Team suggests that people with learning disabilities are less likely to engage with the national screening programmes when invited. For example, data from annual health checks suggests around 10% of eligible women with learning disabilities took up the offer for breast screening during 2017-18. The take-up rate for all eligible women in North Wales for 2016-17 was 73%.

Healthy lifestyles

There is evidence that people with learning disabilities are less physically active than the general population and that their diet is often unbalanced and does not include enough fruit and vegetables (Learning Disabilities Observatory, 2011). In addition,

people with learning disabilities often find it hard to understand the consequences of their lifestyle on their health.

Figures suggest around 39% of the population of people with learning disabilities in North Wales have a Body Mass Index (BMI) in the obese range ([appendix 1](#)). 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 activity and healthy eating.

Although rates of tobacco smoking and drinking alcohol are lower for adults who use services compared with the general population, rates of smoking among young people with a mild learning disability are higher than among their peers (Learning Disabilities Observatory, 2011).

People with learning disabilities may also be more likely to have problems with their oral health, such as tooth decay (Naseem et al., 2016). Many oral health problems are preventable. Recommendations include:

- Promoting healthy eating
- Good oral hygiene with the use of fluoride toothpaste and regular visits to the dentist
- Practical information about oral health care available for people with learning disabilities, parents and carers
- Good commissioning of oral health care services for people with a learning disability focussing on prevention
- Training for health care professionals and carers about how to provide oral health care for people with learning disabilities
- Working together with voluntary organisations who support people with learning disabilities
- Following national policy and guidelines around consent and clinical holding (British Society for Disability and Oral Health, 2012).

Transition from children's to adults' health services

Children's and adults' health services are structured in different ways. Children with learning disabilities may receive most of their health care from an acute paediatrician, community paediatrician or school nurse rather than their GP. This has implications for young people's transition between children's and adults' services.

Other issues can include young people aged 16 to 18 being treated as adults in hospital. Children's health liaison is available in some parts of North Wales which can help address this.

Mental health and well-being

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 that more support is needed for 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). This includes improving public mental health, such as making sure that individuals build the ['Five Ways to Well-being'](#) into their lives.

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).

Chronic conditions

Children, young people and 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 of 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.

Sensory impairments

Adults with learning disabilities are 10 times more likely to be blind or partially sighted than the general population and nearly 1 in 10 adults with learning disabilities are blind or partially sighted (RNIB, 2010). People with severe or profound learning disabilities are most likely to have sight problems. Nearly 6 out of 10 people with learning disabilities need glasses (RNIB, 2010).

People with learning disabilities are more likely to have a hearing loss than the general population but are less likely to have their hearing problem diagnosed or managed. Hearing loss is estimated to be present in around 40% of adults with learning disabilities but much of this is undiagnosed (McShea, 2014).

The consultation highlighted that sensory loss in people with a learning disability can often be often overlooked. This may be due to the accessibility of the tests that are performed or because a carer may not notice the sensory loss and put issues with communication down to the person's learning disability. We need to make sure that more people are able to access tests for sensory loss, to make sure that 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.

Admissions to an Acute Hospital

Hospital passports (traffic lights) include information about a person and their health needs including their interests, likes, dislikes and preferred method of communication. These are available to be used across North Wales to help staff meet the needs of people with learning disabilities in the Emergency Department or when admitted to 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:

- **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

- People with a learning disability will engage more in healthy lifestyle behaviours such as healthy eating and mental well-being interventions such as the five ways to well-being.
- It will be easier for people with learning disabilities to take up health screening opportunities.
- All GP surgeries will be signed up to the delivering the learning disability annual health check and change their services to make them easier to use. These changes are called 'reasonable adjustments'.
- It will be easier for people with learning disabilities to have an annual health check.
- Reduced demand on specialist learning disability services.
- Any health inequalities are reduced.
- 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:

- support for parents as their child begins pre-school;
- moving through school from pre-school to primary to secondary;
- 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 changes being introduced with the Additional Learning Needs and Education Tribunal (Wales) Act 2018 may help improve some transitions.

Transitions also provide an opportunity to support people to achieve the maximum level of independence to which they aspire and provide the least intensive support model possible. It is important to match the services response to current need but also to work to reduce them over time, helping individuals gain confidence and skills, and so reduce long term needs. This is known as a 'progression model'.

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.

Having the right support when moving area

The Social Services and Well-being (Wales) Act says that people should have portable assessments so if people move from one part of Wales to another they will not require their needs to be re-assessed if these haven’t changed.

A recent report about the needs of children in Armed Forces families highlights the impact that frequent moves can have on children with additional learning needs (Llewellyn et al., 2018). All six local authorities have signed an Armed Forces Community Covenant to support in service and ex-service personnel and their families and take part in the North Wales Armed Forces Forum.

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](#) 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.

Crisis response

Where possible we want to provide early intervention and prevention services and avoid the need for a crisis response. Where a crisis response is needed we want to see a joined up response for children and adults with learning disabilities.

Crisis intervention may be needed because of a mental health crisis, challenging behaviour or other needs that might lead to family/service breakdown; admission to an inpatient setting; or an out of area placement. It's important to understand the reasons behind challenging behaviour. It may be a way for a person to control what is going on around them and to get their needs met or they may be ill or in pain.

The consultation highlighted the need to review the challenging behaviour and crisis pathways for children and adults.

There is not currently an assessment and treatment facility for children and young people in North Wales. We want to make sure the right facilities are in place for North Wales, linking in with fostering and residential commissioning strategies.

The inpatient learning disabilities services at Bryn y Neuadd within Mental Health and Learning Disabilities Division provides highly specialised person centred care for adults 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.

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](#).

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).

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 an 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.

The Part 10 Code of Practice sets out the access to advocacy that local authorities must provide under the Social Services and Well-being (Wales) Act 2014. Local authorities may also identify a duty to provide an Independent Mental Capacity Advocate (IMCA) under the Mental Capacity Act 2005, for example when a decision needs to be taken about the person's long-term accommodation.

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).

It is also important to recognise what the individual wants and to support them. Sometimes this may be against the wishes of their parents/carers. We need to take make sure that children and adults with learning disabilities have access to their rights as set out in 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).

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 disabilities.

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.

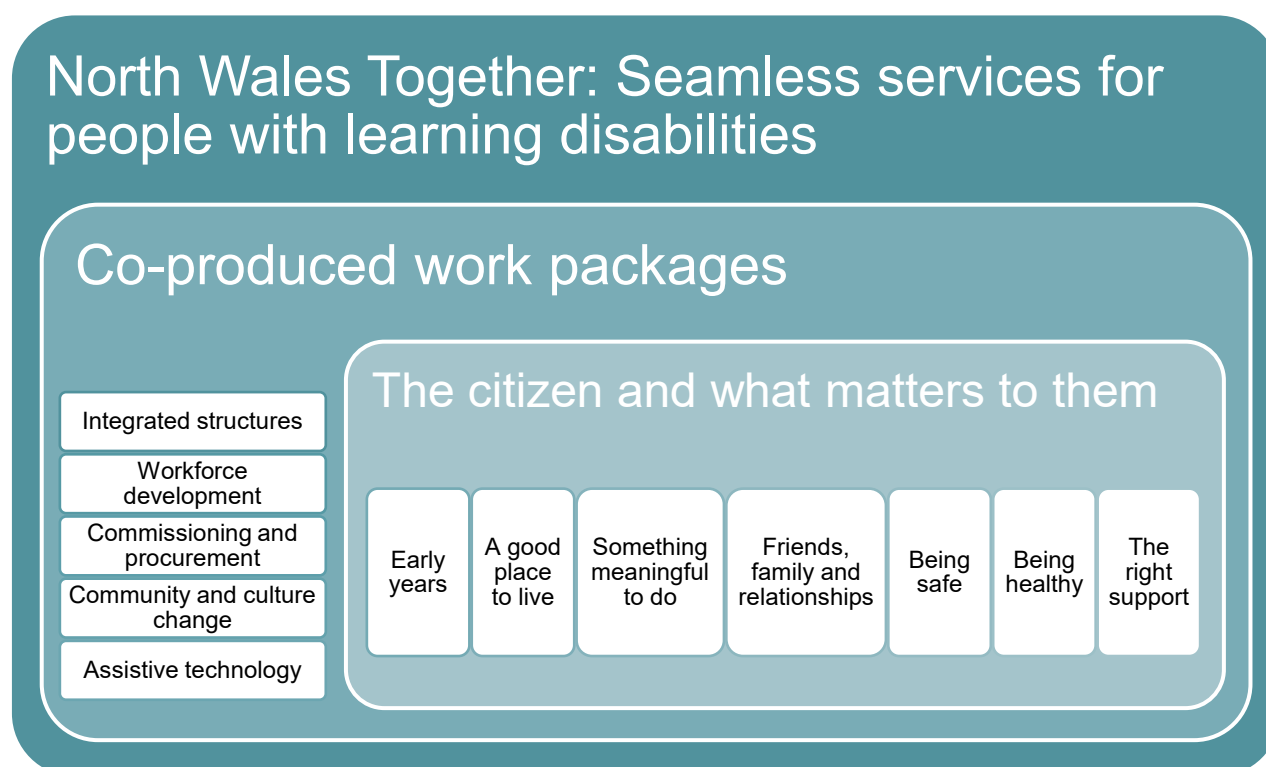
The right support: the change we want to see

- 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 and accessible 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 health services outside of specific learning disability services 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.



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.
- Review the systems and the support available for individual and their families around diagnosis and assessment.

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 and change services to make them easier to use. This will help people get the health care they need. Make sure people who want support in Welsh can get it without having to ask.

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 in partnership with people with learning disabilities, health professionals, carers and screening programmes to make it easier for people with learning disabilities to take up screening when invited.
- Raise awareness of healthy lifestyles and mental well-being with people who have learning disabilities, their families and support workers in an accessible way.
- Tackle health inequalities.

How will we know if we've made a difference

- People with a learning disability will engage more in healthy lifestyle behaviours such as healthy eating and mental well-being interventions such as the five ways to well-being.
- It will be easier for people with learning disabilities to take up health screening opportunities.
- All GP surgeries will be signed up to the delivering the learning disability annual health check and change their services to make them easier to use. These changes are called 'reasonable adjustments'.
- It will be easier for people with learning disabilities to have an annual health check
- Reduced demand on specialist learning disability services.
- Any health inequalities are reduced.
- People with learning disabilities and their parents/carers will have access to good, consistent and accessible 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.
- 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.
- Any health inequalities are reduced.

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 raise 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.
- Work with community navigators, local area coordinators and social prescribing models to help people find out about the community groups and activities available in their area and support them to get involved.
- Work with support workers to facilitate friendships and relationships for people with learning disabilities and promote positive risk taking.

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.
- The rights of people with learning disability to engage in relationships are recognised.

- Support workers and carers are supported to facilitate relationships and positive risk taking.
- People with a learning disability will engage more in healthy lifestyle behaviours such as healthy eating and mental well-being interventions such as the five ways to well-being.

Assistive technology

Find ways to use technology like alarms and mobile phones to support people to 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 and communication aids 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. In place of data about the number of children who have a learning disability we have used data about the number of children who have a [learning difficulty](#), which is a broader term which includes people with specific learning difficulties such as dyslexia. We have also used data about the total number of disabled children which includes children who have a physical impairment but not a learning disability as a proxy in places.

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.

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 6: 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

Table 7: 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

Adults

Table 8: 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 9: 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 10: 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 11: 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 12: 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 13: 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

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.

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 14: 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.

Community based, residential services and nursing care

Please note, the data is not available for 2015-16 due to reduced data collection.

Table 15: 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 16: 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 17: 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

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 18: 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

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		North Wales	
Anglesey	5	2012	5
Gwynedd	5	2013	10
Conwy	10	2014	15
Denbighshire	10	2015	5
Flintshire	10	2016	20
Wrexham	10		
North Wales	50	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.

Out of area placements

Data collected for the strategy found that there were around 20 children and young people aged under 18 who were placed out of county or region. Fewer 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 fewer than 5 placements for over 10 years.

For adults there were around 160 people placed out of county or region, with 20 of these placed out of county by choice, for example to be closer to family. Around 60 of the people placed out of county have severe learning disability, 50 have a moderate learning disability and 35 have a 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. Fewer 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

(115) were residential and around 30 were in hospital. Around 10 of the placements were tenancy based with fewer 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 30 people who had been in a placement out of county for 10 years or more.

Screening programmes

The Screening Division of Public Health Wales invites the eligible screening population to take part in screening programmes operating in Wales. Eligibility for programmes is based on age, gender and residence. The Division does not currently capture information on whether a person has a learning disability or any other protected characteristic however programmes are continually striving to improve programme performance through working collaboratively with partners.

Current Programmes in Wales include:

- Breast Test Wales
- Cervical Screening Wales
- Bowel Screening Wales
- Wales Abdominal Aortic Aneurysm Screening Programme
- Diabetic Eye Screening Wales
- Antenatal Screening Wales
- Newborn Hearing Screening Wales
- Newborn Bloodspot Screening Wales

For more information about the screening programmes in Wales visit [Screening for Life](#).

Each year, Screening Division produces, by programme, a series of annual statistical reports which give an overview of screening performance in Wales. These reports include a variety of national statistics including information on the number of people who take part in screening, what the results are, and how many people need to go on for further investigation. At a local level, the Division also produces GP Cluster, Health Board and Local authority data.

For more information in relation to national and local statistical reports visit:

- [Annual Statistical Reports](#)
- [Uptake and Coverage by health Board and Local Authority](#)
- [GP Cluster](#)

Data collected by the North Wales Health Liaison Team suggests that people with learning disabilities are less likely to engage with the national screening programmes when invited. Screening questions form part of the annual health check. The data on screening take-up from the health check data is included in the table below. Please

note this only includes information available to the health liaison team and may be an undercount as this section is not always filled in.

Table 21: Number of screening opportunities taken up, 2017-18

	Number eligible	Number who took up the opportunity	Percentage take up
Breast screening	100	10	10%
Bowel screening	65	5	9%
Cervical screening	305	20	6%

Source: North Wales Health Liaison Team

Numbers have been rounded so may not sum.

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.

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-patient and mental health and learning disability care for management of challenging behaviour during the year.

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN REPORTED TO CABINET – 19.11.19

Housing and Assets

- **Purchase of Land – Extension to Hope Cemetery**
Flintshire Council to purchase an agreed parcel of land to facilitate an extension to Hope Cemetery.
- **Sale of Units 15 and 16 Castle Park Industrial Estate, Flint, Flintshire together with the frontage land**
The sale of Units 15 and 16 Castle Park Industrial Estate, Flint together with associated frontage land to an adjoining landowner/company in relation to the expansion and continuation of their business operation. The County Council to receive a capital receipt in respect of the disposal.

Streetscene and Transportation

- **The Flintshire County Council (Off-Street Parking Places – Ty Dewi Sant, Ewloe) (Civil Enforcement) Order 201-**
To advise Members of the objections that have been received following the advertisement of the Flintshire County Council (Off Street Parking Places – Ty Dewi Sant, Ewloe) (Civil Enforcement) Order 201-.

Streetscene and Transportation / Planning, Environment and Economy

- **Implementation of the 2019 annual review of fees and charges and the introduction of new fees and charges**
In line with the Council's Income Generation Policy, the 2019 annual review of fees and charges has been conducted with changes to fees and charges implemented from 1st October 2019, where applicable. In addition, new fees/charges, set on a cost recovery basis, are to be introduced for:
 - Sustainable Drainage Systems (SuDS) pre-application service;
 - Building conservation pre-application/pre-purchase services; and
 - Exclusive rights of burial transfer of ownership.

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 November 2019 TO 30 April 2020**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
November					
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Housing and Assets	Welsh Housing Quality Standard (WHQS) Capital Programme – Delivery Review Update To provide an update on progress of the Welsh Housing Quality Standards (WHQS), that the Council is delivering through its Capital Investment Programme	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Housing and Assets	Private Sector Home Improvement Loans To provide an update on the programme and the loan products following a relaunch.	Operational	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Housing and Assets	<p>Housing Revenue Account (HRA) Capital Programme 2020/21</p> <p>The purpose of this report is to present for approval the draft Housing Revenue Account (HRA) Capital programme for 2020/21</p>	Strategic	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	6/11/19	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking</p> <p>To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	
Education and Youth Overview & Scrutiny Committee	7/11/19	Education and Youth	<p>Denbighshire and Flintshire Joint Archive Project</p> <p>To enable Scrutiny input into the recommended creation of a single shared Archive Service for Denbighshire and Flintshire</p>	Strategic	Leader of the Council and Cabinet Member for Education

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	7/11/19	Education and Youth	Estyn Post Inspection Action Plan To present the Estyn Post Inspection Action Plan for consideration	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	7/11/19	Education and Youth	Overview of Youth Justice Service To provide information on the work of the Youth Justice Service	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	7/11/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education
Environment Overview & Scrutiny Committee	12/11/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	12/11/19	Planning, Environment and Economy	Update on Minerals and Waste Planning Shared Service To update Members on the Minerals and Waste Planning Shared Service	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	12/11/19	Streetscene and Transportation	Review of Streetlighting Policy To seek a recommendation to Cabinet to approve the revised Streetlighting Policy	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	12/11/19	Streetscene and Transportation	Review of the Environmental Enforcement Policy To seek Scrutiny recommendation to Cabinet to approve the revised Environmental Enforcement Policy	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	12/11/19	Planning, Environment and Economy	Contaminated Land Report To update Member on the Assessment of contaminated land sites and following remediation works.	Operational	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	12/11/19	Overview and Scrutiny	<p>Council Plan 2019/20 – 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 2019/20</p>	Operational	Chief Officer (Planning, Environment and Economy) (Theresa Greenhough), Chief Officer (Streetscene and Transportation)
Corporate Resources Overview & Scrutiny Committee	14/11/19	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 6) and Capital Programme (Month 6) This regular monthly report provides the latest revenue budget monitoring position for 2019/20 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. To provide information on Month 6 of the Capital Programme.</p>	Operational	Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/11/19	Finance	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21 - Corporate Services/Corporate Financing To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio.	Strategic	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/11/19	Finance	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21 To update on the forecast for the budget requirements for the Council Fund Revenue Budget for 2020/21.	Strategic	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/11/19	Chief Executive's	Capital Programme 2020/21 - 2022/23 To present the Capital Programme 2020/21 - 2022/23 for review.	Strategic	Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/11/19	Chief Executive's	Capital Strategy and Asset Management Plan 2020 - 2026 To present the Asset Management Plan 2020 - 2026 for review.	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/11/19	Chief Executive's	Capital Strategy including Prudential Indicators 2020/21 - 2022/23 To present the Capital Strategy 2020/21 - 2022/23 for review.	Strategic	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	Council Plan 2019/20 - 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 2019/20.	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	14/11/19	Governance	Public Services Ombudsman for Wales Annual Letter 2018-19 and complaints against Flintshire County Council 2019-20 To share the Ombudsman's Annual Letter 2018/19 and provide an overview of complaints against Council services in the first half of 2019/20.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/11/19	Chief Executive's	Employment and Workforce Quarterly update This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	14/11/19	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	14/11/19	Social Services	<p>Foster Carers Adaptations Policy</p> <p>The introduction of this policy enables the Council to support foster carers to make necessary adaptations to their home to provide adequate space for children and young people to live and thrive in their care. Social Services will provide financial assistance to qualifying foster carers by means of a grant of up to £50,000.</p>	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	14/11/19	Overview and Scrutiny	<p>Council Plan 2019/20 – Mid Year Monitoring</p> <p>To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20.</p>	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	14/11/19	Finance	<p>Medium Term Financial Strategy and Budget 2020/21</p> <p>To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio</p>	Strategic	Cabinet Member for Finance, 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	14/11/19	Social Services	Out of County Placements report To review work to reduce reliance on long term residential care for looked after children.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	14/11/19	Social Services	Engagement and consultation on in-house provision To consider the draft consultation.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	14/11/19	Social Services	Support building resilient communities by developing social prescriber role within Single Point of Access To receive an update	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	14/11/19	Social Services	Hospital avoidance To receive an update on work being undertaken to avoid hospital admittance	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	14/11/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
Cabinet	19/11/19	Governance	Council Tax Base for 2020/21 To approve the Council Tax Base for the financial year 2020/21 as part of the process of the revenue budget setting and Council Tax setting process for the new year.	Operational	Cabinet Member for Finance
Cabinet	19/11/19	Social Services	Progress for Providers update To provide information on progress to date and the work underway in 2019/20 to expand the programme further.	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	19/11/19	Social Services	<p>Regional Learning Disability Programme: Report on Progress Following the setting up of the Regional Service, this report gives an update on progress to date as well as planned activity over the next 12 months.</p>	Operational	Cabinet Member for Social Services
Cabinet	19/11/19	Education and Youth	<p>21st Century Schools Capital Programme To provide details of the funding commitment to support the continuation of band B programme as key decisions are required from Cabinet in order for a programme to progress.</p>	Strategic	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education
Cabinet	19/11/19	Streetscene and Transportation	<p>Cemetery Provision and Strategy To seek approval for the future extensions to the burial provisions at the existing cemeteries within Flintshire.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/11/19	Chief Executive's	Capital Programme Monitoring 2019/20 (Month 6) To provide the Month 6 (end of July) capital programme information for 2019/20.	Operational	Cabinet Member for Finance
Cabinet	19/11/19	Chief Executive's	Capital Programme 2020/21 – 2022/23 Present the Capital Programme 2020/21 – 2022/23 for recommendation to Council.	Strategic	Cabinet Member for Finance
Cabinet	19/11/19	Chief Executive's	Revenue Budget Monitoring 2019/20 (Month 6) This regular monthly report provides the latest revenue budget monitoring position for 2019/20 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	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	19/11/19	Chief Executive's	<p>Capital Strategy and Asset Management Plan 2020 - 2026 To present the Asset Management Plan 2019 – 2026 for recommendation to Council.</p>	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Finance
Cabinet Page 594	19/11/19	Chief Executive's	<p>Capital Strategy including Prudential Indicators 2020/21 to 2022/23 To present the Capital Strategy 2020/21 – 2022/23 for recommendation to Council.</p>	Strategic	Cabinet Member for Finance
Cabinet	19/11/19	Chief Executive's	<p>Housing Revenue Account (HRA) Capital Programme 2020/21 To present, for recommendation to Council, the proposed Housing Revenue Account (HRA) Capital programme for 2020/21.</p>	Strategic	Cabinet Member for Finance, Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/11/19	Social Services	Adaptations to Foster Carers Homes Policy To present the updated Adaptations to Foster Carers Homes Policy.	Strategic	Cabinet Member for Social Services
Cabinet	19/11/19	Planning, Environment and Economy	Regional Technical Statement for Aggregates Second Review Consultation To present the Consultation Response and Endorsement of Document which Guides Aggregate Provision in Local Development Plan Policy.	Strategic	Cabinet Member for Planning and Public Protection
Cabinet	19/11/19	Chief Executive's	Council Plan 2019/20 – Mid Year Monitoring Report To agree the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20.	Strategic	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/11/19	Education and Youth	<p>Denbighshire and Flintshire Joint Archive Project To approve the creation of a single shared Archive service for Denbighshire and Flintshire and the allocation of Council funds to provide contribution toward the match funding requirement for National Lottery Heritage Fund grant bid and project management for the delivery of a new purpose built archive building and associated activity plan.</p>	Strategic	Leader of the Council and Cabinet Member for Education
Flintshire County Council	19/11/19	Governance	<p>Flintshire Electoral Review To respond to the draft proposals from the Local Democracy and Boundary Commission for Wales.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	19/11/19	Chief Executive's	<p>Updated Pay Policy Statement for 2019/20 All local authorities are required to publish their Pay Policy Statement by April annually. The Pay Policy Statement presented within this report is the seventh annual Statement published by Flintshire County Council.</p>		
Page 597 Flintshire County Council	19/11/19	Governance	<p>Review of polling districts and polling places To consider the outcome of the recent review of polling districts and polling places and to agree a number of changes.</p>		
Audit Committee	20/11/19	Education and Youth	<p>School Reserve Balances Year Ending 31 March 2019 To report the level of school balances to Audit Committee and to highlight the risks and internal processes associated with schools in deficit.</p>	Operational	Leader of the Council and Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	20/11/19	Housing and Assets	Asset Disposals and Capital Receipts Generated 2018/19 To inform Members of the 2018/19 asset disposals.	Strategic	Cabinet Member for Corporate Management and Assets
Audit Committee	20/11/19	Chief Executive's	Risk Management Update To endorse the Council's actions taken to mitigate the significant risks at the mid-year point.	Strategic	Leader of the Council and Cabinet Member for Education
Audit Committee	20/11/19	Governance	Contract Management To update the Committee on the audit review of contract management.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	20/11/19	Chief Executive's	Submission of Certified Grants and Returns 2018/19 To inform Members of progress on the submission of grant claims requiring grant certification from Wales Audit Office for the year ended 31 March 2019 and to provide an update on progress with actions arising from the 2017/18 certification process.	Operational	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	20/11/19	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
Audit Committee	20/11/19	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	
Audit Committee	20/11/19	Governance	Audit Committee Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	20/11/19	Chief Executive's	Treasury Management Mid-Year Review 2019/20 and Quarter 2 Update To present to Members the draft Treasury Management Mid-Year Review 1st April - 30th September 2019 for comments and recommendation for approval to Cabinet.	Strategic	Cabinet Member for Finance
Audit Committee	20/11/19	Education and Youth	Outcome of Estyn Inspection To advise of the outcome of the recent Estyn inspection of Flintshire County Council Education Services.	Strategic	Leader of the Council and Cabinet Member for Education
Audit Committee	20/11/19	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	
Education and Youth Overview & Scrutiny Committee	22/11/19	Finance	Medium Term Financial Strategy and Budget 2020/21 To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio	Strategic	Cabinet Member for Finance, Leader of the Council and Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	22/11/19	Overview and Scrutiny	Council Plan 2019/20 – 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 2019/20.	Operational	Leader of the Council and Cabinet Member for Education
Community and Enterprise Overview & Scrutiny Committee	22/11/19	Overview and Scrutiny	Council Plan 2019/20 – 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 2019/20	Operational	Cabinet Member for Economic Development, Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	22/11/19	Finance	Medium Term Financial Strategy and Budget 2020/21 To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio	Strategic	Cabinet Member for Economic Development, Cabinet Member for Finance, Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	22/11/19	Housing and Assets	North East Wales (NEW) Homes Board To receive an update on the work of the NEW Homes Board	Operational	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
December					
Organisational Change Overview & Scrutiny Committee	9/12/19	Overview and Scrutiny	Council Plan 2019/20 – 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 2019/20.	Operational	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	9/12/19	Finance	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21 To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Finance, Leader of the Council and Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	9/12/19	Social Services	Progress Report on Flintshire Micro-Care Pilot To report on the implementation of the Micro-care Alternative Delivery Model in Flintshire	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	9/12/19	Planning, Environment and Economy	Social Value To update members on the progress made in delivering the Council's social value aspirations and to discuss the draft policy for social value	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	9/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (OC) To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Environment Overview & Scrutiny Committee	10/12/19	Finance	Medium Term Financial Strategy: Council Fund Revenue Budget 2020/21 To advise members of the latest budget position for 2020/21 and any specific proposals for the Portfolio	Strategic	Cabinet Member for Finance, Cabinet Member for Planning and Public Protection, Deputy Leader of the Council and 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	10/12/19	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 5px;">Page 604</div> <div>Environment Overview & Scrutiny Committee</div> </div>	10/12/19	Planning, Environment and Economy	<p>Flint Landfill and Crumps Yard Solar PV Final Business Cases To provide Members with the final business cases for solar PV developments at Flint Landfill and Crumps Yard following planning permission and tender exercise to determine capital costs. Members to review the business cases to ensure they are robust prior to final review by Cabinet.</p>	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	12/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee Page 605	12/12/19	Social Services	North Wales Adoption Service Annual Report To provide an overview of the performance and quality of the work of North Wales Adoption Service in 2018-19. The reports set out the challenges and future objectives for 2019-2020	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	12/12/19	Social Services	Extra Care Strategy inc. update on Holywell To provide an update on the existing extra care schemes	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)
Corporate Resources Overview & Scrutiny Committee	16/12/19	Finance	<p>Revenue Budget Monitoring 2019/20 (MONTH 7) This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 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</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	16/12/19	Overview and Scrutiny	<p>Action Tracking To inform the Committee of progress against actions from previous meetings.</p>	Operational	
Corporate Resources Overview & Scrutiny Committee	16/12/19	Overview and Scrutiny	<p>Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/12/19	Housing and Assets	<p>Independent Affordable Housing Supply Review To provide an update on the Affordable Housing Supply Review and the potential implications of the recommendations, made by the independent panel, for the Council.</p>	Strategic	Cabinet Member for Housing
Cabinet	17/12/19	Housing and Assets	<p>NEW Homes Board Update To note and comment on progress made on delivering the NEW Homes Business Plan 2019/2048</p>	Strategic	Cabinet Member for Housing
Cabinet	17/12/19	Planning, Environment and Economy	<p>Final Business Case for Flint Landfill and Crumps Yard Solar PV Schemes To provide Members with the final business cases for solar PV developments at Flint Landfill and Crumps Yard following planning permission and tender exercise to determine capital costs. Members to review the final business cases and approve the projects if applicable to enable construction</p>	Strategic	Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	17/12/19	Governance	<p>Council Tax Discount Scheme for Foster Carers That Cabinet approves the policy framework of the Discount Scheme for Foster Carers following previous approval of the scheme in principal at June Cabinet.</p>	Operational	Cabinet Member for Corporate Management and Assets, Cabinet Member for Social Services
Cabinet	17/12/19	Chief Executive's	<p>Revenue Budget Monitoring 2019/20 (Month 7) This regular monthly report provides the latest revenue budget monitoring position for 2019/20 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.</p>	Operational	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	17/12/19	Social Services	<p>Progress Report on Flintshire Micro-Care Pilot</p> <p>The Council undertook a Strategic Review of the Care Sector in Flintshire to identify areas where social care provision could be developed and/or supported. Following this review the Council commissioned a Feasibility Study exploring the development of Microcare support services in the county. As a result a new and innovative Microcare alternative delivery model project is underway supporting micro-enterprises to set-up in Flintshire to deliver direct care services.</p>	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	18/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking(C & E) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	18/12/19	Finance	Welfare Reform Update To provide an update on the impact of Welfare Reform on Flintshire Residents	Operational	Cabinet Member for Corporate Management and Assets
Community and Enterprise Overview & Scrutiny Committee	18/12/19	Planning, Environment and Economy	Tourism Update To provide information on Tourism across the County	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	18/12/19	Planning, Environment and Economy	Domestic Energy Programmes To provide an update on the Domestic Energy Programmes	Operational	Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	20/12/19	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	20/12/19	Education and Youth	Provisional Learner Outcomes To provide a report on the provisional learner outcomes for 2019	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	20/12/19	Education and Youth	Child Poverty To consider future strategy development to reduce child poverty	Operational	Leader of the Council and Cabinet Member for Education
January					
Environment Overview & Scrutiny Committee	14/01/20	Streetscene and Transportation	Provision of MOT's and other Commercial Opportunities To consider the proposals for provision of MOT and other commercial opportunities	Strategic	Deputy Leader of the Council and 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	14/01/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee	16/01/20	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 8) This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 8 and projects forward to year-end</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	16/01/20	Overview and Scrutiny	<p>Action Tracking To inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	16/01/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
Cabinet	21/01/20	Planning, Environment and Economy	Town Centre Regeneration Update To update members on the approaches being taken to regenerate town centres	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	22/01/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (C & E) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	22/01/20	Planning, Environment and Economy	Flintshire in Business Update To update members on the work on the Council's business development team and specifically on the Flintshire in Business events programme.	Operational	Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	22/01/20	Planning, Environment and Economy	Town Centre Regeneration Update To update members on the approaches being taken to regenerate town centres	Operational	Cabinet Member for Economic Development
Organisational Change Overview & Scrutiny Committee	27/01/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (OC) To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	29/01/20	Chief Executive's	Financial Procedure Rules To provide Audit Committee with updated Financial Procedure Rules for recommendation to County Council	Operational	Cabinet Member for Finance
Audit Committee	29/01/20	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	29/01/20	Governance	Audit Committee Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	29/01/20	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	30/01/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
Education and Youth Overview & Scrutiny Committee	30/01/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
February					
Corporate Resources Overview & Scrutiny Committee	13/02/20	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 9) and Capital Programme (Month 9)</p> <p>This regular monthly report provides the latest revenue budget monitoring position for 2019/20 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. To provide information on Month 4 of the Capital Programme.</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/02/20	Chief Executive's	<p>Employment and Workforce Quarterly update</p> <p>This report covers strategic updates in addition to the quarterly workforce statistics and their analysis.</p>	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	13/02/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/02/20	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13/02/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
March					

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	10/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Planning and Public Protection, Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee Page 618	10/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Economic Development, Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	11/03/20	Overview and Scrutiny	<p>Forward Work Programme and Action Tracking (C & E) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Housing
Corporate Resources Overview & Scrutiny Committee	12/03/20	Finance	<p>Revenue Budget Monitoring Reports 2019/20 (Month 10) This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10 and projects forward to year-end</p>	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	12/03/20	Overview and Scrutiny	<p>Action Tracking To inform the Committee of progress against actions from previous meetings.</p>	Operational	Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12/03/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance
Organisational Change Overview & Scrutiny Committee	16/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Cabinet Member for Corporate Management and Assets, Leader of the Council and Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	16/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (OC) To consider the Forward Work Programme of the organisational Change Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	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)
Education and Youth Overview & Scrutiny Committee	19/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	Operational	Leader of the Council and Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	19/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (E & Y) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Leader of the Council and Cabinet Member for Education
Social & Health Care Overview & Scrutiny Committee	26/03/20	Overview and Scrutiny	Quarter 3 Council Plan 2019/20 Monitoring Report To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2019/20	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	26/03/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (S & H) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Cabinet Member for Social Services
April Agenda					
Environment Overview & Scrutiny Committee	7/04/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and 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	7/04/20	Overview and Scrutiny	Forward Work Programme and Action Tracking (Env) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee and to inform the Committee of progress against actions from previous meetings.	Operational	Deputy Leader of the Council and Cabinet Member for Streetscene and Countryside
Corporate Resources Overview & Scrutiny Committee Page 623	9/04/20	Finance	Revenue Budget Monitoring Reports 2019/20 (Month 11) This regular monthly report provides the latest revenue budget monitoring position for 2019/ 20 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11 and projects forward to year-end	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9/04/20	Overview and Scrutiny	Action Tracking	Operational	Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9/04/20	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings	Operational	Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9/04/20	Overview and Scrutiny	Forward Work Programme (Corporate Resources) To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	Cabinet Member for Finance